

**The Impact of Digital Technology on Job
Performance: The Mediating Role of Employees
Training (An Empirical Study in Global Retail
Sports Stores in Jordan)**

أثر التكنولوجيا الرقمية على الأداء الوظيفي: الدور الوسيط لتدريب
الموظفين (دراسة ميدانية في متاجر التجزئة الرياضية العالمية في الأردن)

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Waed Adnan Tawfiq Atout

Dedication

I dedicate this work to my precious family who helped and encouraged me in every way it was needed, and for their endless support throughout my life to reach this stage and for enabling such a study to take place today.

To My role models, my great father **Adnan** & My wonderful mother **Zoha**

Thanks for your continuous support and praying during my journey. I am honored and blessed to have you as my parents, thanks for giving me a chance to prove and improve myself.

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This thesis is dedicated to both of you, my pillars of strength. Your love, guidance, and unwavering support have been the driving force behind every success I've achieved. As

I take this step, know that this accomplishment is as much yours as it is mine.

To My mate Saif

Thank you for being my constants, my cheerleaders, and my family. Here's to the next chapter and the many more milestones we'll achieve and celebrate together.

Waed Adnan Tawfiq Atout

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The Impact of Digital Technology on Job Performance: The Mediating Role of Employees Training (An Empirical Study in Global Retail Sports Stores in Jordan)

Prepared by: Waed Adnan Tawfiq Atout

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Abstract

This study intends to investigate the Impact of digital technology on job Performance in global Retail sports companies in Jordan through the mediator role of employees training. The study employed the quantitative method, The comprehensive analysis was used by gathering information from a sample of 240 employees, both managerial and non-managerial level, who worked at global retail sports companies in Jordan (Adidas, Nike, Footlocker, Joma, Champions, and Skechers). Additionally, the researcher employed AMOS and With the Statistical Package for Social Science (SPSS ver. 22), descriptive and inferential statistics were performed. Based on the responses to the questionnaire, the study found that there is a significant impact of digital technology and training on job performance. indicating that the implementation of digital technologies would boost employees' productivity and quality of work. Specifically, the study found that information availability, customer information systems, and information security policies collectively contribute to improved job performance. This suggests that organizations can leverage digital technology to empower employees with data-driven decision-making, improve client interactions, and streamline business procedures. Moreover, the study demonstrated that training plays a crucial role in mediating the connection between digital technology and job performance. Effective training programs can be delivered more easily utilizing digital technology, giving staff members the know-how and abilities to use digital tools and technologies efficiently at work.

Key Words: Digital Technology, Job Performance, Employee Training, Global retail sports stores in Jordan.

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الملخص

هدفت هذه الدراسة إلى البحث عن أثر التكنولوجيا الرقمية على الأداء الوظيفي في متاجر الرياضة العالمية في الأردن من خلال اختبار دور تدريب الموظفين كمتغير وسيط. استخدمت الدراسة الأسلوب الكمي من خلال جمع البيانات عبر استبيانات، تم تطبيق المسح الشامل لمجتمع الدراسة حيث وزعت على عينة تتألف من 240 فردًا تم توزيعها بين الموظفين على المستويات الإدارية وغير الإدارية في شركات الرياضة العالمية في الأردن (أديداس، نايك، فوت لوك، جوما، تشامبيونز، وسكيتشرز). بالإضافة إلى ذلك، استخدم الباحث برنامج AMOS وبرنامج الإحصاء الاجتماعي SPSS إصدار 22، حيث تم إجراء إحصاءات وصفية وإحصائيات تكميلية. استنتج الباحث أن هناك اتفاقًا عاليًا بشأن أهمية التكنولوجيا الرقمية والتدريب بين ممارسات أداء العمل وفقًا لمجيبى الاستبيان. كشفت النتائج عن وجود أثر ذات دلالة إحصائية بين التكنولوجيا الرقمية وأداء العاملين، مشيرة إلى أن اعتماد التكنولوجيا الرقمية يمكن أن يعزز إنتاجية الموظفين وجودة عملهم. وتحددًا، أظهرت هذه الدراسة أن توافر المعلومات وقاعدة بيانات العملاء وسياسات أمن المعلومات تسهم معًا في تحسين الأداء الوظيفي. وهذا يشير إلى أن المؤسسات يمكنها الاستفادة من التكنولوجيا الرقمية لتمكين الموظفين من اتخاذ القرارات القائمة على البيانات، وتحسين تجارب العملاء، وتحسين عملياتها التشغيلية. وعلاوة على ذلك، أظهرت هذه الدراسة أن تدريب الموظفين يلعب دورًا حاسمًا في توسيط العلاقة ما بين التكنولوجيا الرقمية والأداء الوظيفي. يمكن للتكنولوجيا الرقمية تسهيل تقديم برامج تدريب فعّالة، مما يمنح الموظفين المهارات والمعرفة اللازمة لاستخدام الأدوات والتقنيات الرقمية بشكل فعّال في وظائفهم.

الكلمات المفتاحية: التكنولوجيا الرقمية، الأداء الوظيفي، تدريب الموظفين، متاجر التجزئة الرياضية العالمية في الأردن.

Chapter One

Background of the Study and Its Significance

(1.1) Introduction

Employees today have new ways to share knowledge to produce certain products and services in businesses thanks to the rapid growth of digital technology (Mitchell & Kan, 2019). Additionally, modern life is now completely reliant on digital technology (Iivari, Sharma, & Ventä-Olkkonen, 2020). Technology's quick progress has made it simpler for people to carry out tasks, whether they be related to jobs, social connections, or information access (Sukmawati & Nensia, 2019). However, Burr, Taddeo, and Floridi (2020) indicate that the influence of digital technology is not always favorable for human well-being, particularly in the context of employees work stress. According to Charalampous, Grant, and Tramontano (2022), work stress can negatively impact the mental and physical health of employees who utilize digital technology frequently. Digital tools like email, instant messaging, and social media enable quick and effective communication between workers and clients (Harahap, Sutrisno, Fauzi, Jusman, & Ausat, 2023), but they can also lead to unhealthy high levels of job stress (Duan, Wibowo, and Deng, 2020).

According to Unegbu, Babalola, and Basahuwa (2020), job performance refers to the actions taken by a person to advance organizational objectives. It is an action taken to fulfill a duty to the organization. This relies on the person's mental capacity as well as how much physical effort they put in. However, according to Aqqad, Obeidat, Tarhini, and Masa'deh (2019), Employee performance at work is seen as a result of two different factors, one of them refers to the person's ability, talent, or intelligence for carrying out the task, and the second to his drive to put this ability or intelligence to use in carrying out the task at hand. In this sense, performance is the result of motivation and intelligence.

Job performance is known as the quantifiable actions, behaviors, and results that an employee undertakes to accomplish his or her task or objective and which are connected to and support corporate goals. According to numerous studies, training can boost a person's productivity. This, in turn, has a favorable impact on individual productivity, which raises organizational performance (Cho, Schilpzand, Huang, & Paterson, 2021). Updated knowledge and skills, increased productivity on the job, and enhanced effectiveness are all advantages of training for individuals (Banka & Okwori, 2019).

Training is defined by Demchenko, Maksymchuk, Bilan, Maksymchuk, and Kalynovska (2021) as a task to improve job performance within both the present and the future. One type of education that incorporates learning principles is training. Haryono, Supardi, and Udin (2020) contend that management must support the growth of human resources (HR) as a procedure that uses development, education, and training schemes to improve worker competency and the company's job performance. Activities that help one perform better on the job are included in the training. Employers can be motivated to work in several ways, one of which is by giving them work training. This will improve job performance. Work motivation is described by Lussier and Hendon (2017) as a collection of attitudes and beliefs that motivate people to pursue objectives. That attitude and value are imperceptible, which encourages people to act in a way that will help them achieve their objectives. The drive consists of two parts: the direction in which conduct at work is directed toward achieving goals, and the degree to which behavior indicates the intensity of an individual's effort at work. Therefore, this study aims to investigate how digital technology (such as customer information systems, information availability, and information security policies) impacts job performance as well as the significance of employee training in global retail sports stores in Jordan.

(1.2) Problem statement

Digital technology is acknowledged as a pivotal factor influencing work performance, focusing on how it affects both in-role and creative job performance by Duan et al. (2023). Despite this recognition, the realization of complex relationships within businesses, facilitated by digital technologies, remains incomplete due to factors such as employee behavior, training, opportunities, and constraints.

The majority of employees don't have very high levels of digital competency and literacy in an organization. Workers who are not as proficient in technology may require guidance. This condition may make it more difficult to accomplish tasks on time, cause communication problems among employees, less productive work, and produce ineffective task results Yavuz, M. S., Tatli, H. S., & Ongel, G. (2023). Therefore, improving employees' digital skills may have a favorable effect on the business's performance and place it at a competitive advantage. For this reason, businesses need to train and assist staff members in developing their digital skills to enhance their job performance.

The study also highlights the need for more investigation into the connection between job performance and digital technology (Judge, Zhang, & Glerum 2020). The study illustrates the need for additional studies on how employee training affects the sophisticated connection between digital technology use and job performance.

Furthermore, the researcher is employed by Adidas, one of the study populations in the T&D department. She helped conduct an exploratory interview with representatives from Adidas and Nike (Appendix 4 P. 92) to contribute to linking the knowledge gaps regarding the results of workers' training on the connection between using technology and job performance at work. and to learn more about the degree level of digital technology,

Job performance, and employee Training implications in global retail sports companies in Jordan.

The researcher observed the following:

- It is essential to allocate resources towards enhancing the technological focus of sports companies due to the evident level of interest. Additional research is required in the context of sports companies in Jordan to explore the attachment between employment performance and the use of technology.
- Putting in place training programs with clear goals is crucial to raising employees' productivity, boosting the quality of work, and expanding employees' expertise. This targeted strategy makes sure that workers gain skills that are in line with company objectives, which boosts productivity and improves job performance.

(1.3) Objectives of the Study

The present study's purpose is to analyze the Impact of digital technology and its effect on how well a job is done. Additionally, the study looks into the mediation aspect of employee training in this relationship by:

1. Providing a theoretical and conceptual foundation for fundamental research variables (Digital technology, Employee Training, and Job performance).
2. Relating the level of:
 - Digital technology applications in global retail sports stores in Jordan.
 - Job performance in global retail sports stores in Jordan
 - Employee Training application in global retail sports stores in Jordan.
 - Digital technology application on job performance, by the mediating role of employee training in global retail sports stores in Jordan.

(1.4) Study Significance and Importance

The following factors give the study its significance:

1. The study has significant implications for investors, workers, and sports retailers.
2. The Study assesses whether digital technology and job performance standards are adequate for relevant companies.
3. The study's conclusions can be used by sports stores to raise their contribution and enhance Employee's performance at work.
4. The sports sector can effectively integrate digital technology and optimize employee training with the assistance of these insights.
5. The study highlights how crucial it is to train employees and use digital technology effectively.
6. The data produced by this study is a useful point of reference for additional research in this domain and for creating a body of knowledge for current and future research on digital technology, job performance, and employee training.

(1.5) Study Related Questions

The following inquiries are the focus of this study:

1. What is the level of Digital technology in global retail sports stores in Jordan?
2. What is the level of Job performance in global retail sports stores in Jordan?
3. What is the level of Employee Training in global retail sports stores in Jordan?
4. Is there a statistically significant impact of digital technology on job performance through employee training in global retail sports stores in Jordan?

(1.6) Study Hypothesis

Based on previous research related to the research matter, and according to the research questions, the following hypotheses will be tested:

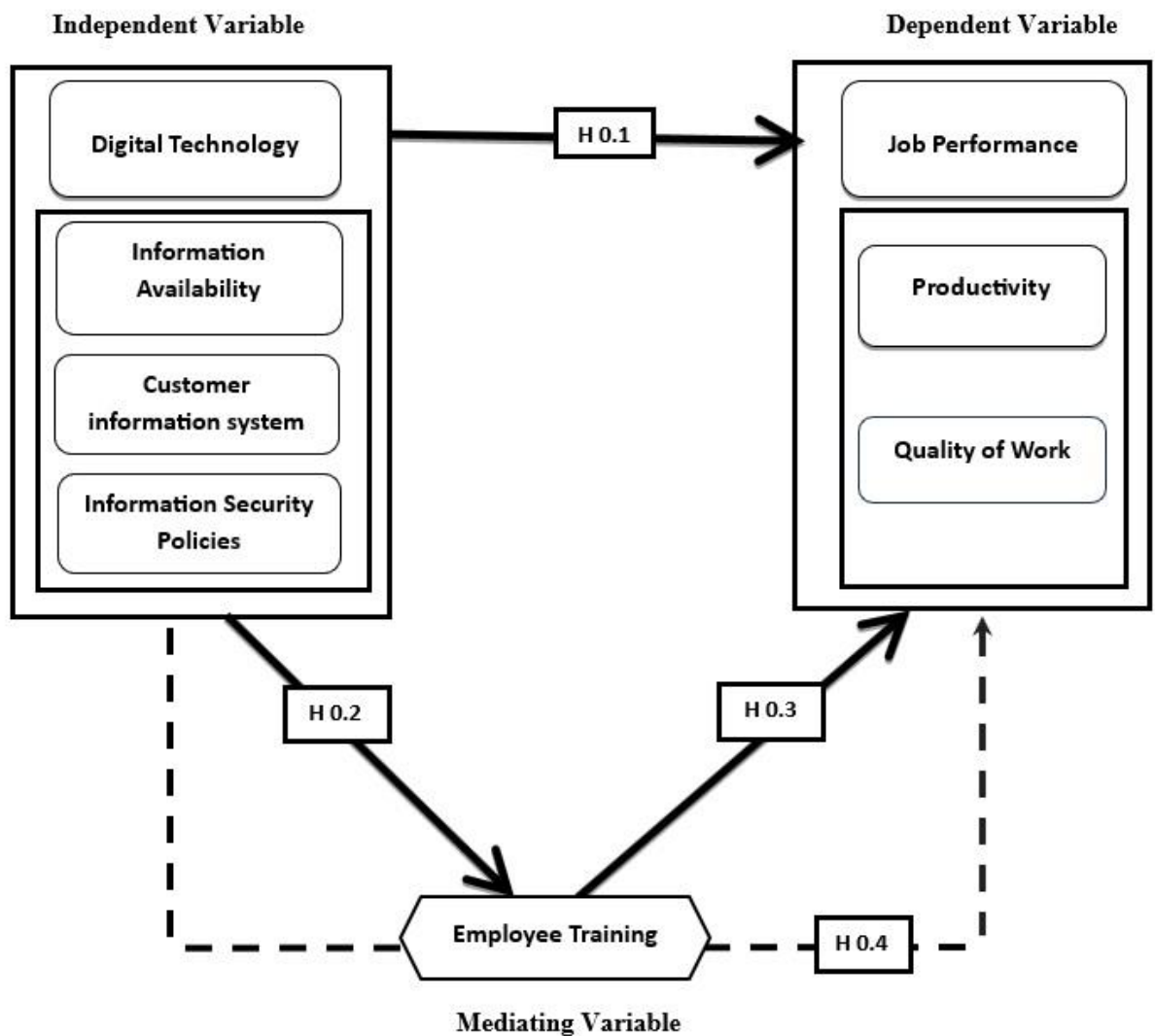
First Hypothesis H01: There is no statistically significant impact at ($\alpha=0.05$) of digital technology (Information availability, Customer information systems, Information security policies) collectively on Job performance (Productivity, Quality of work) collectively in global retail sports stores in Jordan.

Second Hypothesis H02 There is no statistically significant impact ($\alpha=0.05$) of digital technology on employee training in global retail sports stores in Jordan.

Third Hypothesis H03 There is no statistically significant impact at ($\alpha=0.05$) of employee training on job performance in global retail sports stores in Jordan.

Fourth Hypothesis H04 There is no statistically significant impact at ($\alpha= 0.05$) of Digital Technology on Job performance through employee training in global retail sports stores in Jordan.

(1.7) Research Model



Study Variables Sources Based on:

Independent variable: Brunello, G., Rückert, D., Weiss, C., & Wruuck, P. (2023) And Foroudi, P., Nazarian, A., Gupta, S., and Duda, M. 2017

Dependent variable: (Bhende, P., Mekoth, N., Ingalhali, V., & Reddy, Y. V. (2020)

Mediator variable: (Haryono, S., Supardi, S., & Udin, U. (2020).

(1.8) Study Limits

The boundaries of the current study are as follows:

- Spatial Borders: Global retail sports stores in Jordan serve as the study's geographic limits.
- Field study: Managerial and non-managerial levels.
- Temporal Boundaries: The academic year 2023–2024's first semester is the designated time for completing this study.

(1.9) Study Limitations

The study focuses on global retail sports stores in Jordan; consequently, there may be limitations to the findings' generalizability to other sectors of the economy, nations, or situations. The relationships under investigation might be impacted by organizational, cultural, or industry-specific factors, which would limit the study's conclusions' ability to be applied outside of its designated scope.

(1.10) Scientific limitations

The present study's purpose was to look into the connection among digital technology, job performance, and employee training. Digital technology, the independent variable, was further divided into three sub-variables: The availability of information is derived from (Foroudi, P., Nazarian, A., Gupta, S., and Duda, M. 2017). Information security and customer information systems are derived from (K. C. Laudon & J. P. Laudon, 2004). there are two sub-variables to the dependent variable job performance: According to this study Bhende, P., Mekoth, N., Ingalhalli, V., & Reddy, Y. V. (2020), Businesses with high employee engagement levels outperformed financially in terms of customer satisfaction, productivity, and quality of work. The study conducted by Sal, & Raja,(2016) found that giving employees access to sufficient training and opportunities for skill development has

a favorable effect on their productivity and standard of work, as well as their overall job performance.

(1.11) Conceptual and Operational Definitions

Independent Variable

Digital technology includes a wide range of instruments and technologies that make use of electronic systems and digital data to improve communication, automate processes, store, analyze information, and enable interactions in various domains (Castells, 2010).

Digital technology in this study refers to the creation, processing, storing, and sharing of information using digital systems, such as applications and dashboards. It holds three sub-variables (information availability, Customer information system, and information security policies), in this study, it was determined by the participant's answers to the questionnaires, It was measured according to the questionnaire questions (1-12).

Sub-Variables

Information availability includes information resources, such as data, documents, and other pertinent content, and the ability of authorized users to retrieve and use them promptly and reliably. Quadri, Suhail Qadir (2016).

Information availability in this study guarantees that authorized users can always access related resources when they require them. It was measured according to the questionnaire questions (1-4).

Customer Information System is a systematically organized database system that efficiently retrieves and keeps all customer-related data. Laudon (2019).

In this study, it refers to a precise and detailed method for keeping records of customers' information and behaviors. Its purposes are to organize data about customers,

optimize workflow, and improve customer satisfaction. It was measured according to the questionnaire questions (5-8).

Information Security policies are a formal set of guidelines and procedures that the company has developed to protect the confidentiality and accuracy of its data. Andress, J. (2014). In this study, it refers to a set of guidelines that safeguard data, technology systems, and the overall information environment. It was measured according to the questionnaire questions (9-12).

Dependent Variable

Job Performance the total expected worth of an individual's involvement in more than a predetermined amount of time is known as job performance. which evaluates how well a worker performs in carrying out the goals, obligations, and tasks related to their work for the organization. Motowidlo (2003). Job performance will be measured by the sub-variable's productivity and quality of work.

According to this study, it describes how well a worker carries out the duties and obligations listed in their job description. It was measured according to the questionnaire questions (13-21).

Sub-Variables

Productivity Sultana, Irum, Ahmed, and Mehmood (2012) refer to productivity is the capacity to perform selected tasks by predefined or listed standards for exactness, effort, and speed. That is, the effectiveness with which a worker completes their tasks can be used to measure employee productivity. In general, an employee's performance over a given amount of time can be employed to evaluate their output.

According to this study, it evaluates how productive and efficient a worker is with respect to the resources (time, effort, and materials) used. It was measured according to the questionnaire questions (13-16).

Quality of work According to Massimo Franco. (2007) Quality of work is a set of quantifiable standards by which an individual or team's performance in each field is evaluated for effectiveness or excellence. It consists of quantifiable components that can be measured, examined, and contrasted to guarantee the attained standard of quality."

In this study, it evaluates the employee's compliance with regulations, attention to detail, and alignment with set standards. It was measured according to the questionnaire questions (17-21).

Mediator Variable

Employee Training A methodical process of enabling people to acquire the knowledge, abilities, and attitudes they need to perform more effectively at a particular task or job. (Noe, 2017).

In this Study, Employee training refers to providing workers with specialized training to improve their performance, skills, and abilities in their current positions and prepare them to handle wider roles in the future. It was measured according to the questionnaire questions (22-29).

Chapter Two

Theoretical Framework and Previous Studies

(2-1) Theoretical Framework

The current study's goal is to look into how digital technology affects workers' performance in the workplace, as intervened by employee training in global retail sports stores in Jordan. For the intent of this study, academic journals, textbooks, and digital web pages were all reviewed in the literature. Search terms including "digital technology," "job performance," and "Employee Training," among others, were used to search databases to locate the literature. Interest areas that backed up the study topics were chosen following a thorough examination of the subjects, abstracts from publications, and outlines of the data that was retrieved. This section focuses on the study variables while offering a focus on the literature that supports the study. According to the Resource-Based View (RBV), businesses have special resources and skills that give them a competitive edge. According to this study, digital technology may be viewed as a tactical asset that enables businesses to improve productivity, quality of work, and competitiveness.

TAM: Technology Acceptance Model, The TAM investigates how people view and use technology. It implies that people's attitudes toward adopting technology are influenced by perceived usefulness and usability. Employee acceptance and use of digital technology may be influenced by how beneficial and simple they perceive the technology to be Marangunić, N., & Granić, A. (2015).

(2.2) Historical View of Digital Technology

The world evolves quickly. Several new-generation devices, platforms/infrastructures, and applications have emerged as a result of the significant advancements made in digital technologies over the past 20 years. The business world has undergone significant change and

many everyday activities have been transformed by the increased use of these technologies. The idea of "digital transformation," which has gained popularity as an expression for many businesses nowadays, has impacted how businesses perform business and enhanced their interactions with customers, necessitating the transformation (van Meeteren et al., 2022). Businesses across nearly all industries have attempted to embrace new technologies and advantages from the benefits they bring in recent years. Businesses want to outperform their rivals by providing competitive through their efforts toward offering the market competitive goods and services. But while businesses can benefit from these advantages, there are also several limitations. Companies must first make substantial adjustments to their organizational structures, human resources, and operational procedures to transform. An inadequate transformation choice could hurt the company's competitiveness because it directly impacts its capacity to re-invent itself. Relying entirely on a company's existing position in the market will not allow it to sustain success (Vial, 2021; Gray and Rumpe, 2017). Businesses can achieve digitalization by incorporating innovative digital technologies into their daily operations and assisting staff in adjusting to these changes (Kotarba, 2018; Downes and Nunes, 2013).

(2.2.1) Importance of Digital Technology

Many people now consider digital work to be the "new normal" due to the widespread adoption of digital technologies in businesses. Digital work can be both afforded and constrained by such use of digital technologies. It is unclear precisely how digital technologies affect digital work, and how digital technologies facilitate decent work. Because different people approach technology with different goals and operate in different contexts, there are differences in the affordances of digital technology for improving job performance for different types of workers (Ellder 2019).

(2.2.2) Digital Technology Sub-Variables

(2.2.3) Information Availability

According to different research, the availability of information resources does not always equate to their usability and accessibility (Lawal-Solarin, 2012; Nnadozie & Nnadozie, 2008). Availability pertains to materials that are physically housed in the library, whereas accessibility addresses issues with information resource transmission, storage, and display for users. For users of archives, the accessibility of information resources is a major concern (Ugah, 2008). The value of resources is meaningless to users without access, making utilization unrealizable. Accessibility is a problem that presents many difficulties for library administration as well as users because, to make resources accessible, certain prerequisite skills must be met; if these are not met, the resources are available but inaccessible. Insufficient and below-standard categorization, shelving, and technical support can make library information resources difficult or impossible to access. besides the various kinds of obstacles that impede the availability of information.

(2.2.4) Importance of Information Availability

According to Brown et al. (2013, p. 2018), the "presence of codified knowledge" is a measure of information availability." However, in doing so, they overlook direct knowledge exchange in interpersonal interactions, which could lead to knowledge that is accessible but has not been codified. Available information is referred to as "information flow" by in (2009), Moffett, and McAdam, their definition includes knowledge-sharing activities. We characterize information availability as being both through person-to-person interaction and as being codified and stored. While it is true that not all behaviors involving the exchange of knowledge lead to the availability of information, knowledge sharing is necessary for the existence of information. On the other hand, just because

information is available does not guarantee that an employee will find it and use it properly.

(2.2.5) Customer Information System

An organization's employees can make decisions about customers with the use of the Customer Information System (CIS), which is a collection of customer data. In addition to serving as a significant repository for customer data, CIS continued to enable the company to easily make informed decisions about its customer base, thereby boosting its competitiveness (Huiping, 2011). However, low productivity can result from high task demands that require an employee's attention and complicate customer information systems. Most businesses offer a training program to improve the skills of their staff to address this problem. This study intends to examine the impact of digital technology (Information Availability, CIS Customer information system, Information security policies) on Job Performance (Quality of work, Productivity) and to inspect how employee training modifies the relationship between digital technology and job performance.

(2.2.6) Information Security Policies

The Information Security Policy (ISP) is a fundamental structure that fosters appropriate behavior in staff members by providing clear instructions about their obligations to comply with the policies' requirements as stated by Topa, Ioanna, and Maria Karyda. (2019). Employees who follow ISPs become invaluable contributors to the security of the organization. Clear understanding and execution of the policy are necessary for its effective implementation, and the ISP acts as a conduit to match individual contributions with organizational expectations. Additionally, ISPs are usually developed with employee welfare in mind, which emphasizes how crucial it is to take

their viewpoints into account when developing policies. Sometimes, new users may find it difficult to understand and apply these policies because of the technical language used in them. As such, policies need to be developed with a degree of clarity that encourages comprehension and adherence from employees, even under unusual conditions. An ill-conceived ISP could threaten the security of confidential information or encourage staff members to take actions damaging to the company. After confirming the stability, scope, and usefulness of ISPs, a methodical, recurring evaluation that complies with established criteria is required to make incremental improvements. Therefore, it becomes crucial to give the requirement paradigm full attention during ISP design and to conduct frequent evaluations.

(2.2.7) The Relationship Between Digital Technology and Training

Corporations continually search for methods to increase their growth and competitiveness. To achieve these goals, training and development expenditures for employees are essential. On the other hand, traditional training techniques can be expensive and time-consuming. It usually falls short of effectively involving staff members. This is where technology enters into the equation, transforming the way companies handle employee development and training (Yang Liu,2023). Today's business environment is fast-paced, necessitating a culture of continuous learning. Due to technological developments, organizations can now offer employees in small portions microlearning modules that they can access whenever they want. These modules focus on particular competencies, offer brief recaps, and encourage a lifetime learning habit. Incorporating social learning platforms, like discussion and knowledge-sharing forums, additionally encourages employee collaboration by making it easier for knowledge and ideas to be shared. The various benefits of utilizing technology in the fields of training and development are stated in the list below (Yang, Liu,2023):

1. Increased Flexibility and Accessibility.
2. Interactive and Engaging Education.
3. Economical Training Options.
4. Tailored Educational Journeys.
5. Ongoing Education and Training.
6. Data-Based Perspectives.
7. Enhanced Security.

(2.3) Job Performance

It is possible to distinguish between job Performance and performance of the organization. Job performance can also be referred to as employee performance. Employee performance and other factors, such as the workplace environment, are what determine an organization's overall performance. Organizations that are doing well can effectively implement and develop appropriate strategies, and job performance is the sole outcome of employees' work (Hunter, 1986). In other words, there is a clear distinction between job performance and organizational performance, and organizations that are doing well successfully attain objectives (Otley 1999). This study seeks to investigate the potential effects of digital technology on job performance through the mediated effect of employee training, while organizational performance is outside of the scope and only job performance is being examined. According to Porter and his colleague Lowed, an employee's ability to perform depends not only on how much work they put in but also on their abilities and skills as well as how they see the role that needs to be played (Porter & Lowed). Furthermore, one of the factors that has a direct impact on how well businesses perform is the work performance of their employees. Conceptually job performance is the degree to which workers fulfill the responsibilities outlined in their job descriptions. (Obuobisa-Darko, 2020; Viswesvaran, 2002; Bayar, 2020; Koopmans et al., 2013). Since

the creativeness, commitment, and training of an organization's workforce are crucial to its success, high standards for job performance can be maintained to sustain the organizational economy. The idea that worker performance is most consistent in stable work environments—which are never steady in real work settings—is linked to efficiency or perception-oriented language in general performance. This study aims to investigate two sub-variables associated with work performance: Productivity and Quality of Work

(2.3.1) Importance of Job Performance

When it comes to explaining why certain businesses are better than others, employee performance is a crucial variable in organizational studies. Utilizing organizational resources for improved performance may be influenced by an understanding of the significance and components of performance in an organization (Lavanson, 2007). Organizational leaders hold a pivotal role in overseeing resources to enhance worker productivity. however, as noted by Iskandar, Y., Ardhiyansyah, A., & Jaman, U. B. (2023) Leaders are a critical component of an organization's workforce and have a significant impact on both employee and organizational performance where leaders must recognize the value of worker contributions in accomplishing company objectives and making the most use of human resources.

As per the findings of Maritz (1995) and Jones & George (2000), proficient organizations necessitate proficient management that possesses the ability to persuade their subordinates to enhance employee and organizational performance.

(2.3.2) Factors Impacting Job Performance

Employee performance, like any other aspect of training and development, can be influenced by a variety of factors. It could be because of leaders' attitudes, personal concerns, roles, responsibilities, norms, and standards, according to Arinanye (2015). Other factors mentioned by Asim (2013) include a lack of proper equipment and skills, a high workload, key human resources not showing up for work, managers not following through on their routines, unclear goals or performance expectations, a weak organizational statement, peer pressure to cut down on presentations, and an inability to complete tasks more quickly.

As stated by Nassazi (2013), working conditions affect how well employees perform manual or mental labor because they run the risk of becoming exhausted, putting organizational assets at risk, and raising the possibility of incidents, low morale, or casualties. Consequently, companies ought to offer quiet workspaces. Good working conditions are ensured by cultivating a positive safety culture, and this raises employee performance often. Organizations would need to think about their rewards programs as well. The main objective of putting reward systems in place is to draw in and keep top talent. Employers may decide to use performance-based pay plans to compensate staff members according to profitable goals, objectives, and performance standards; nevertheless, equity and consistency should always be maintained.

It's also crucial to set an example of cooperation, productivity, and high standards of work in the workplace.

(2.3.3) Job Performance Evaluation Methods

Job performance can be measured in a variety of ways, depending on the job and the specific performance metrics that apply to that job. Shaout and Yousif (2014) offered eleven instances of conventional and more modern techniques:

1. The ranking Approach: Organizational leaders rank employees primarily based on merit, from best to worst.
2. Rating scales in graphs: This technique aligns the score that best indicates an employee's performance level for each characteristic and is used to grade employees. Numerous characteristics are mentioned, each with a range of performance.
3. Critical Incident Method: Leaders maintain a record of unusual actions and discuss them with the staff to determine which resources will enable workers to perform better.
4. Narrative Essay: Based on overall perceptions of performance, abilities, and qualifications, leaders explain an employee's strengths and weaknesses and provide recommendations for enhancing performance.
5. Management by Objectives: Executives assess employee performance using predetermined goals, the method by which they are carried out, and helpful criticism. This methodical approach is composed of goals, strategic planning, and hierarchy, formulating goals, organizing actions, and technique implementation, oversight, and evaluation in addition to management, organizational, and subsystem growth.
6. Rating Scales with Behavioral Anchors: This technique aids managers in comparing worker performance using numerical ratings to penalize specific behaviors as well as behavioral traits.

7. Accounting for Human Resources: Executives evaluate staff members' work based on the organization's benefit and the costing and accounting of their human resources.
8. KPIs (Key Performance Indicators): These are objective measures of specific job performance aspects, such as sales volume, customer satisfaction ratings, or call center metrics.
9. Assessment Center: To be evaluated by skilled observers, leaders using this method must take part in computer simulations, work groups, role-playing, analysis/decision-making tasks, and oral presentation exercises.
10. 360 Degree: This method evaluates the impact of actions by using input from a variety of sources, encompassing oneself, peers, customers, team members, and the current supervisor.
11. 720 Rating: This approach seeks input about an organization, its leaders, and its members from outside sources like communities, suppliers, and stakeholders.

The precise technique for evaluating employee performance needs to be customized to the position and the objectives of the company, and it should be designed to provide precise and useful data for raising output.

(2.3.4) Job Performance Sub-Variables



Sources Based on:

Ok. Emre (2023).

In the rapidly changing and fast-paced world of business today, it's critical to stay ahead of the curve and measure performance effectively. These metrics help evaluate the effectiveness and efficiency of employees and provide valuable insight into areas for improvement.

(2.3.5) Productivity

Work productivity is a mindset characterized by a continuous pursuit of enhancements to existing processes, a conviction that one can outperform previous efforts, and an optimism that tomorrow will surpass today. The elevation of productivity is achievable solely through improvements in the efficiency of the work system, advancements in production techniques, and the enhancement of workforce skills

(Sasuwe et al., 2018). In agreement with Hotchkiss and Kaufman (2006) suggest that task productivity among workers increases after a training program is conducted.

While many factors add to worker productivity, Worker sustainability is essential. Workers are more willing to be dedicated to their employer and engaged in their work when they feel supported and valued. Then again, representatives who are exhausted or undervalued are bound to encounter burnout and become less useful over a long time. According to Eklund, J. (2022) five factors influence employee productivity:

1. A positive workplace.
2. Worker acknowledgment.
3. The recognition of employees.
4. Training and Improvement.
5. A clear, meaningful goal and an understanding of what is expected.
6. Regular Feedback.

Work productivity has been widely researched by previous researchers, namely: (Puspita et al., 2013), (Enggana et al., 2018), (Elmi & Ali, 2017), (Purba et al., 2017), dan (Musri & Nadhira, 2020).

(2.3.6) Quality of Work

Quality of work is a dynamic state characterized by the interplay of services, products, processes, individuals, and the environment to meet or surpass expectations. The dimensions of quality, often referred to as SERVQUAL, encompass physical evidence, reliability, responsiveness, assurance, and empathy (Ardi & Permana, 2017). In service-oriented companies, the satisfaction of employees with their work significantly influences service quality. Essentially, quality is evaluated by how well it aligns with specified criteria, with service companies focusing on aspects like timely delivery of

goods and prompt response to customer complaints (Adhiputra, 2017). Service quality is the sum of features and attributes of a product or service that determine its ability to meet implicit needs (Sitio & Ali, 2019). Work quality, as an outcome, is quantifiable through the effectiveness and efficiency of tasks performed by humans or other resources in attaining company goals proficiently (Suryadi et al., 2018).

The quality of work has been carried out by many previous researchers, namely: (Dahlan et al., 2017), (Elmi & Ali, 2017), (Agussalim et al., 2016), (Prayetno & Ali, 2020), (Ansori & Ali, 2017) and (Putri Kharisma & Frinaldi, 2021).

(2.3.7) The Relationship between Training and Job Performance

Findings from the research have demonstrated that a variety of organizational and work environment factors, including the training program's quality and the most effective training program in measuring employee performance, have an impact on the transfer of learning to performance. Measuring how the training has affected employees' behavior is a crucial thing to consider. Even though learning has occurred, the program will fail if the students do not apply what they have learned. As a result, measuring worker performance change is necessary to determine why change has not occurred as well as to determine whether behavior has changed. As per Kirkpatrick (2005).

Cross (2001) asserted that demonstrating the training program's ability to connect learning to business outcomes is necessary. Furthermore, he recommends proving a contributing connection among the performance of a business and a skills gap.

Kirkpatrick and Hawk (2006) agree that the foundation of successful strategic execution is recognizing business needs and developing customized learning opportunities. This is considered a challenge that faces the entire organization in trying to convince business managers of the value of learning. The information and abilities that

an individual should gain from a particular program are reflected in the objective. Even though it is simple to see that there is a problem, gathering the necessary evidence is challenging.

Devaraj & Babu (2004) report that they carried out a study to evaluate the impact between employee performance and training. They determined what factors influenced workers' performance at Bangalore, Initially, they examined the performance evaluations provided by managers regarding the work of staff members who had completed a particular course. Then, to evaluate the participants' performance on specific general courses like database management, systems analysis and design, and programming fundamentals, they computed a marks-point average. Based on these data, they were able to make judgments regarding the employees' overall performance.

Kirkpatrick lists the top ten errors managers make when trying to relate what they have learned to the way they act (2005). The Majority of errors are:

1. Managers and executives are not involved.
2. Not pursuing and completing the task at hand.
3. Not using a business management approach when creating action plans.
4. Preventing Workers from Acquiring Knowledge.
5. They don't give expectations, a clear vision, mission, or strategy.
6. Not offering enough support and responsibility in equal measure.
7. Not offering system and technology support that is suitable.
8. Selecting the incorrect leaders or placing the appropriate leaders in the incorrect roles.
9. Losing concentration on the important mission.
10. Not tying rewards to the desired behavior and the outcomes that follow.

A process or collection of actions known as employee training and development is intended to help people acquire the knowledge, abilities, and attitudes necessary to carry out a particular task or job in an efficient manner. Training and development for employees is an ongoing procedure that in the context of modern management, starts at the very beginning of employment and progresses throughout a worker's career.

(2.4) Historical View of Employee's Training

The enhancement of employee competencies and professional skills through employee training is a crucial element. However, achieving the desired outcomes faces challenges, as noted by Starks (2019). Numerous factors impede the training process, starting from the training received to reaching organizational objectives. Despite these obstacles, employees must perform efficiently to secure sustained competitive advantage (Ma & Chang, 2013).

The effectiveness of employee training relies on the trainee's self-efficacy, pre-training motivation, the acquired capability during training, and the subsequent application of that capability in the workplace (Ma & Chang, 2013). Literature indicates that only a modest percentage, ranging from 10 to 20 percent, of the skills learned in training are effectively applied (Ma & Chang, 2013).

Bukar and Ibrahim (2021) propose that the success of a training program is contingent upon two perspectives: educational and economic. The educational perspective involves creating a learning environment to enhance individual knowledge and competencies, while the economic perspective is tied to the practical application of acquired skills in the workplace. The concept of employee training primarily aligns with an economic perspective. Top of Form

(2.4.1) Training Definition

Training in the management of human resources refers to activities carried out within an organization to improve both individual and group performance in work environments. It has been referred to by various names. As an example, Employee development, learning and growth, and human capital development. Harrison (2005). The training seeks to bridge the gaps that exist between employees and the essential elements of their workplace. It could also take the shape of receiving approval or collaboration among peers, respect, and obedience from subordinates, and learning from seniors. One benefit is that it lets staff members take an active role in offering constructive criticism of their conduct and forwarding it to management for the benefit of staff members and the company as a whole. Programs like those that help employees improve their skills and build the competencies needed in the workplace should be set up as part of a continuous development process for their work and performance (Jie and Roger, 2005). According to this study, training is a process designed to help people learn and become more capable of performing certain aspects of their jobs. Additionally, training can result in decreased production costs, employee turnover, and managing changes.

(2.4.2) Importance of Training

Another approach to consider the concept of training is as a tool to help businesses get an edge over their rivals. No matter how much time and energy someone puts in carefully screening job candidates and applicants, there will always be a gap between what the employee knows and what they believe they should know, In his 1995 book *The Good Manager's Guide*, Krietner stated that Organizations must therefore make significant investments in the development of their human resources. a source for acquiring new knowledge and abilities to outperform the competition. Additionally, training has a significant role in enhancing organizational performance. By enhancing the

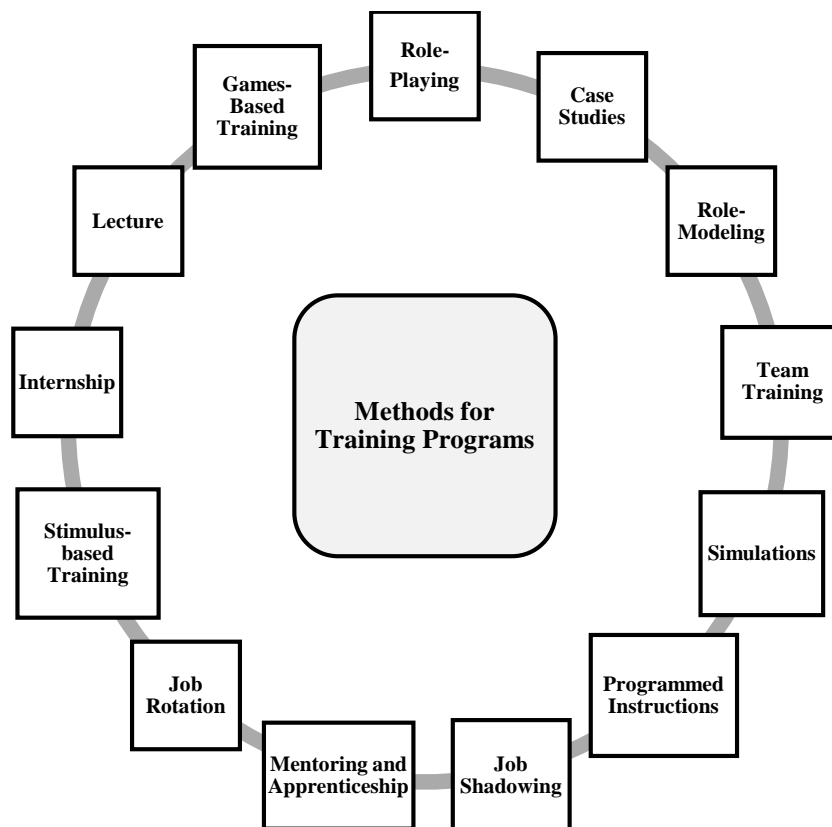
proficiency of each individual, the emphasis is placed on valuable training. This involves equipping employees with the essential behaviors, knowledge, skills, self-worth, and confidence required to effectively perform their job duties.

Additionally, since trained employees are more productive and can utilize the company's assets more wisely, training can lower or eliminate risks in businesses by preventing waste. Additionally, training will decrease labor turnover by giving staff members a sense of security. Cole (2002) asserts that training can lead to improved change management, decreased turnover, and lower production costs.

(2.4.3) Methods for Developing Training Programs

An in-depth list of training methods was created first, along with the procedures and labels used for each training method. This was done in contrast to choosing or predetermining a classification system and then figuring out how the training methods fit into it.

Case studies, games-based training, internships, job rotation, job shadowing, lectures, mentoring, apprenticeship, structured instruction, role-modeling, role-play, simulation, stimulus-based training, and team training are the thirteen core methods that were identified. Figure (2.4.4) presents 13 training methods that constitute the entire pool of training methods; any others could be considered expansions or subcategories (Martin, B. O., Lam, T. C. M., & Kolomitro, K. (2014).



Sources Based on:

(Martin, B. O., Kolomitro, K., & Lam, T. C. M. (2014).

(2.5) Previous Studies

A study by F.P, K.A, W.C (2013) entitled: “The Difficulty of Quality of Work ”.

Since it can influence individuals' private, expert, and public prosperity, work quality is a dire issue. This freshly discovered interest stresses that having a strong conceptualization of occupation quality is so significant. This article begins to map the characteristics of a good job, the variables that influence a good job, and the results or effects of a good job using contributions to the Special Issue. It also provides background information on the resurgence of interest in job quality. There are a few emerging themes. In any case, work quality is a complex peculiarity. Second, a variety of forces and factors operating at various levels have an impact on job quality. Third, job quality research is interdisciplinary by definition. Fourth, the nature of a task is a relevant peculiarity that

shifts across people, callings, work market specialties, societies, and periods. Our work quality planning and the articles in the Extraordinary Issue offer a premise and take-off platform for a more profound understanding of the hypothetically perplexing and strategy-significant issue of occupy.

A study by Abou-Moghli Azzam (2015) entitled: “The Contribution of Organizational Support to Enhancing Workers' Performance”.

This study plans to explore how hierarchical help, in its different structures (value inside the association, pioneers' activities toward their subordinates, and association in navigation), adds to better representative execution. A survey questionnaire based on relevant literature was developed and given to 175 workers of the Jordanian maritime transportation firms that are the subject of the inquiry. The statistical package for social science (SPSS) for Windows was used to analyze the findings. The investigation discovered that hierarchical help assumes a measurably huge part in raising worker execution at the degree of 5%. Also, the review recommended that directors accountable for Jordanian sea transportation firms reinforce their ability to teach and prepare staff individuals on the best way to participate in navigation.

A study by Suhail Qadir, and Quadri (2016) entitled: “An insight into the most crucial component of information security is provided by information availability.”.

Although availability is one of information security's most important tenets, it is not given enough weight when discussing an information system's safety. This paper gives a careful investigation of accessibility. The review accentuates the meaning of the accessibility of data security and other security qualities. Additionally, it makes the current CIA triad security model more applicable. An in-depth understanding of the hardware, software, and network components that can influence an information system's

availability is provided. The paper also categorizes the various types of availability that a system can have. Additionally, the article discusses the potential issues with an information system as well as the connection between availability and other security features.

A study by Rabindra Kumar Pradhan. (2016) entitled: “Employee Performance at Work Environment: Theoretical Model and Exact Approval ”.

The study explores the significance of employee performance within the context of human resource (HR) effectiveness. Interviews with academics and business experts were conducted to gather insights on workplace performance. A theoretical framework and a 42-item employee performance instrument were proposed and validated through expert opinions and a content validity ratio (CVR) analysis. Thirty-eight items were retained based on a 75 percent acceptability rate in the expert examination. A field study involved 361 leaders in Indian manufacturing, using the refined instrument. Exploratory factor analysis identified three distinct employee performance factors: task performance, adaptive performance, and analytical performance (TAC). The instrument demonstrated significant internal consistency for the overall scale ($\alpha = 0.81$) and the three subscales (ranging from 0.81 to 0.91). The suggested framework provides a comprehensive understanding of employee performance nuances. The study recommends HR managers and organizational behavior specialists utilize these insights to create tailored guidelines to enhance worker productivity in specific organizational contexts. The proposed instrument and associated data are anticipated to contribute practical insights for optimizing workplace performance.

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A Study by Norfazlina et al. (2016) entitled: “CIS The moderating effect of training on task productivity and satisfaction. Procedia Financial and Economic Sciences”.

The study looked at how user satisfaction factors and the productivity of installing customer information systems were influenced by training. 400 and fifty of the review's members were Samsung laborers in Tehran. Utilizing the PLS program, the information was dissected because of the quirks of a few factors in the exploration. That's what the discoveries showed although the configuration variable was not essentially connected with the client data framework's exhibition, task efficiency fundamentally corresponded with both the substance and usability parts. Additionally, the findings indicate that training significantly alters the relationship between task productivity and the Customer information system's usability. There are additional proposals for more exploration in this distribution.

A study by Foroudi, Gupta, Nazarian, & Duda, M. (2017) entitled: “Qualitative Market Research Digital Technology and Marketing Management Capability: Achieving Growth in SMEs.”

This study expects to evaluate the associations between computerized innovation, unmistakable and immaterial resources, and promoting capacities. into the factors that influence the growth of SMEs in the UK. Asset advantage hypothesis directs the subject of "how much does advance innovation impact showcasing? “Is addressed by research. the ability that fuels business expansion?” Design, procedure, and strategy 21 in-depth interviews were conducted to collect the data with managers from several international corporations and six staff focus groups. Information and communication are the two main components of digital technology, according to the study. convenience of service and quality. Furthermore, the connections between digital technology and marketing prowess, both intangible and tangible assets, play a big part as facilitators. of a business's expansion. Research implications and limitations: UK SMEs are the focus. restricts the

applicability of the outcomes. Additional research ought to be conducted in various fields and nations to Analyze the correlations found in this investigation. This study highlights how digital technology primarily affects material and intellectual resources. Although supervisors and staff members have indicated that marketing While organizations value capability, certain other areas warrant attention regarding outcomes about the expansion, proficiency, and core competency of a business, especially in the context of an SME.

A study by Park, Sunyoung; Kang, Hye-Seung; Kim, and Eun-Jee (2018) entitled: “An observational review of the effects of supervisor support on employee training and performance at work.”.

Employee awareness of developmental needs, supervisor support, job performance, readiness for training, motivation to transfer, and motivation to learn were the subjects of this study in American educational institutions. According to the findings, manager support for training has a direct impact on job performance, readiness for training, and motivation to learn. The investigation likewise discovered that inspiration to move was straightforwardly impacted via preparing accessibility and inspiration to learn. The discoveries recommend that HRD experts consider the necessities of members while planning proficient advancement projects and work with managers to work on the quality and utility of these drives.

A study by Haryono, Supardi, & Udin, U. (2020) entitled: “The Effect of Training and Job Promotion on Work Motivation and its Implications on Job Performance.”

This study aims to examine the effects of training and job promotion on work motivation and their implications on employee job performance. The study is accomplished in the Environment of the South Lampung Regency National Education Office with 215 respondents. The research design uses a quantitative survey method and data analysis is based on the structural equation model (SEM) with Amos 24. The results

of the study show that (a) training and promotion had a positive and significant effect on work motivation, (b) training, promotion, and work motivation had a positive and significant effect on job performance but (c) work motivation did not play any significant role in mediating the effect of training and job promotion for job performance. While job promotion had a more dominant direct effect than training in improving employee job performance, efforts to improve employee job performance will be more productive by providing job promotions to employees. Another effort is to provide opportunities for employees to attend training regularly. With job promotion and training, work motivation will increase, and the impact is that employee job performance will increase.

A study by Fischer, and Döring, (2021) entitled: “ How Knowledge Sharing and the Job Satisfaction of Public Employees Is Affected by Information Availability.

This study takes a glimpse at how data-getting representatives in the public area feel about their positions and the accessibility of data when they share information connected with their positions. According to self-determination theory, the study argues that sharing knowledge has little effect on job satisfaction because providing information that is relevant to the recipient's job makes it easier for them to do their job well. Techniques The hypotheses are tested with data from the 2018 Federal Employee Viewpoint Survey (FEVS) in the United States. Besides, the results are checked utilizing past overview waves. Results The discoveries exhibit the valuable impacts of occupation-related information sharing on work fulfillment; this relationship is to some degree intervened by the availability of occupation-important data. novelty the findings emphasize that knowledge sharing is a highly social process and that, in addition to the general dissemination of the information, relatedness, and support are important factors in achievement. Pertinence This study shows that while executing information on the executive's strategies, supervisors ought to permit space for social connections.

A study by Setyaningrum, & Ekhsan, M. (2021) entitled: “The role that job satisfaction plays in reducing the effect that work-life quality has on employee productivity”.

Employee performance is a critical factor for organizational continuity, and the effectiveness of an organization's tasks largely depends on quality human resource management. Beyond a methodical approach, the management philosophy and company culture should be deeply rooted in employee engagement. The purpose of this study was to investigate the relationship between work-life quality and performance, using job satisfaction as a mediator. There were 72 respondents in total, all of whom worked in the production department of an electronics company located in the Jababeka industrial area. For this study, smart PLS analysis using quantitative techniques was applied, and data was gathered via an online Google Form survey. The study used several analysis methods, such as route coefficient analysis, bootstrapping, R-square checks, and evaluating indirect effects. Results show that work-life quality influences job satisfaction and has a direct impact on employee performance, with job satisfaction acting as a mediating factor in the relationship between work-life quality and job satisfaction.

A study by Zwilling, Klien, Lesjak, Wiechetek, Cetin, & Basim (2022)entitled: “Cybersecurity attention, expertise, and conduct.”.

The escalating use of data and the internet exposes a heightened risk of cyber-attacks, posing a potential threat to information security. With the increasing rates of data consumption, the need for cyber awareness has become more pressing. This study delves into the associations among cyber security awareness, knowledge, behavior, and the utilization of protective tools, examining individuals across four specific countries: Slovenia, Poland, and Turkey. The findings reveal that internet users generally possess a reasonable level of awareness regarding cyber threats but tend to employ only basic

protective measures, Moreover, the study indicates that a higher level of cyber knowledge correlates with increased cyber awareness, regardless of the respondent's country or gender. The research also establishes a connection between awareness and the adoption of protection tools, although it doesn't extend to the information individuals are willing to disclose. Lastly, the study identifies variations among the explored countries that impact the interplay between awareness, knowledge, and behaviors. The results, along with their implications, underscore the need for tailored and effective cybersecurity training programs.

A study by Shahin, & Soomro (2022) entitled: “Transfer of training and job performance: Analysis of development sector in Pakistan. Journal of Entrepreneurship, Management, and Innovation”.

The objective of this study is to investigate the correlation between training elements and job performance, with training transfer acting as a mediator in this relationship. This research employs a quantitative approach and utilizes SPSS-21 and Smart-PLS software for data analysis and testing the proposed connections in the conceptual model. The research methodology includes a survey design with the collection of primary data. The results of the study reveal a robust positive correlation between latent constructs. Notably, the direct association between training factors and training transfer was found to be significant, Similarly, the indirect link between training transfer and job performance was both significant and positive, supporting the acceptance of the related hypotheses. The study's findings align with existing literature, emphasizing managerial implications such as the proactive assurance of staff readiness, aligning training objectives with organizational goals, and ensuring the relevance of training content to current job requirements. By shedding light on the impact of training factors and training transfer on

job performance, this research contributes to a better understanding of the disparity between received training and its implications in the development sector.

A study by Kozhakhmet, Moldashev, Yenikeeva, & Nurgabdeshev (2022) entitled: “A Mediation Model Explaining the Relationship between Training and Development Procedures and Research Productivity”.

Higher education's adoption of corporate management techniques has sparked the growth of result-oriented strategies, such as publication requirements and rewards, to increase research productivity. In this paper, we investigate the moderating role of climate knowledge-sharing and the mediating role of research self-efficacy on the relationship between training and development practices and research productivity, highlighting the importance of input- and process-based approaches. This empirical work provides a deeper understanding of how research self-efficacy-boosting training and development practices can improve faculty members' research productivity. Finally, we contribute to the expanding literature on how climate change mitigates the effects of knowledge sharing.

A study by HS Tatli, MS Yavuz, and G Ongel (2023) entitled: “Task Execution's Mediating Effect on Digital Literacy and Business Performance”.

Digital technology has changed day-to-day existence and business tasks, requiring computerized change. Human resources are vital for improving organization execution and acquiring an upper hand. In digital economies, employees' duty performance can be improved by having digital competencies, particularly digital literacy. Information was gathered from 222 middle-class workers in Istanbul utilizing the web polls. Results showed a medium-level connection between computerized proficiency and errand execution, a medium-level connection between computerized education and firm execution, and a high certain connection between firm execution and undertaking

execution. Task execution played an intervening job in the impact of computerized education on firm execution. Consequently, organization supervisors ought to focus on the "Reskilling Upset Drive" to accomplish economical upper hand and empower computerized change.

(2.6) Particularities of the Present Study

- Training is examined as a mediator in the impact of digital technology on job performance in this study, which hasn't been done before.
- There is a dearth of research on the specific ways in which digital technology impacts job performance in global retail sports stores in Jordan.
- The review plans to add to shutting the examination gap by inspecting the impacts of digital technology on job performance execution explicitly with regards to Jordan.
- The researcher couldn't find any comparative examinations directed in Jordan that analyzed the impact of digital technology on worker performance in global retail sports stores in Jordan.

Chapter Three

Study Methodology (Method and Procedures)

(3.1) Introduction

This part is separated into the accompanying nine areas: Study Methodology; Study population, sample, and analysis unit; gathering of information characteristics of the study questionnaire; the study's instrument; Validity and Reliability Analysis of Questionnaires Statistical methods and data analysis.

(3.2) Methodology of the study

In this study, the researcher used a descriptive-analytical approach to investigate the impact of digital technology on job performance in global retail sports stores in Jordan, with employee training serving as a mediator. It will begin with a literature review to examine the factors that drive digital technology, job performance, and employee training variables and to improve the measurement model that is currently in use. Then, a board of judges guaranteed that the statements which were included in the questionnaire were reasonable.





(3.3) Population and Sample of the Study

The current study's population consists of six Global Retail sports stores in Jordan. The Sports sector was chosen due to its huge role in the worldwide economy. Concentrating on this study assists specialists and organizations with figuring out its monetary impact, including gender, age, years of employment, and occupation position. This information can be essential for policymakers, financial analysts, and business pioneers. Those organizations were picked because they are perceived forerunners in the athletic footwear and clothing domain. The study aims to provide a comprehensive understanding of digital technology, job performance, and training implications prevalent

in businesses that have a significant impact on market dynamics by examining these industry giants. The comprehensive survey sampled all employees in this field, consisting of 240 Top Form administrative and non-administrative levels in various works such as Human Resources, Purchasing department, and Operations as well as the Deals Floor initiative. To gather the essential information the researcher disseminated (240) questionnaires, (210) questionnaires were reasonable for measurable examination, which prompted a (87.5%) reaction rate.

The names and specifics of the study stores in this study are detailed in the table (3.3.1) below.

Table (3.3.1) Name of Stores Participated in the Study

No.	Company Name	Logo	Established Year	No. of Branches	No. of employees
1.	Champion		1919	1	10
2.	Adidas		1949	14	120
3.	Nike		1964	3	30
4.	Joma		1965	1	10
5.	Footlocker		1974	2	20
6.	Skechers		1992	6	50
Total				27	240

Sources Based on Exploratory Interviews.

(3.4) Data Collection Method (Tools)

Two kinds of information are normally utilized in research: primary and secondary information. The primary parts of the information are those that are gathered interestingly and subsequently end up being unique. Secondary information is those that have

proactively been gathered by another person and that have previously gone through measurable interaction (Neuman, 2005). Secondary information is exceptionally useful to get a handle on information about the subject of the review. It assists the analyst with knowing the subject exhaustively, assists the specialist with restricting the review, and advises on researchable center issues (Kothari, 2005). For this review, both primary and secondary information were utilized for an assortment of data.

(3.5) The Questionnaire

The researcher has fostered a questionnaire that comprises four sections: segment information that depends on gender, age, years of employment, and occupation position. The subsequent part comprises 29 inquiries that have three divisions. The independent variable is in the first section, digital technology, which contains 12 inquiries regarding three sub-factors. The subsequent part contains the dependent variable, job performance, which contains 9 inquiries regarding two sub-factors. The last part covers the mediator variable, training, and has 8 inquiries.

Table (3.5.1) Dimensions of the study instrument (Questionnaire)

Dimensions	Sub dimensions	Number of items of each dimension	Total Number of items
Digital Technology	Information Availability	4	12
	Customer Information System	4	
	Information Security policies	4	
Job Performance	Quality of Work	5	9
	Productivity	4	
Training	Training	8	8

All factors were estimated by the five-point Likert-type scale to take advantage of every one of the workers' selectivity, going from 1 (strongly disagree) to 5 (strongly agree) utilized through the questionnaire.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

A statistical standard was used to divide the importance level for the study's paragraphs into three levels (high, medium, and low) using the following equation (Nail, 2006):

Range of Importance Level Scale

Class length = (upper limit – lower limit) / the number of levels

Class length = $(5-1) / 3 = 4/3 = 1.33$ furthermore, subsequently the levels are as per the following:

Importance level - Low	1 – 2.33
Importance level – Medium	2.34 - 3.66
Importance level - High	3.67- 5

(3.5.2) Primary Data

The objective of the research was to use a clear questionnaire to gather primary data about the stores that were being studied. To collect the primary data required for the study, this survey was distributed electronically along with a letter from the researcher to the intended group. The data collection procedure was conducted digitally, in keeping with a commitment to maintain environmental sustainability and a purposeful effort to minimize paper usage.

(3.5.3) Secondary Data

The study made use of secondary data sources that were already in existence, including books, academic journals, earlier research, data from the Department of General Statistics, "Amman Snob Industry," and a wide variety of internet websites. This was carried out to collect study-related data, specify the research problem, formulate the study's questions, identify its variables, and strengthen the study's theoretical foundation.

(3.6) Validity and Reliability Analysis

Validity relates to the degree to which the instrument precisely evaluates the expected builds, guaranteeing that it estimates what it is intended to quantify. According to Sekaran & Bougie (2016), reliability, on the other hand, is concerned with the instrument's internal consistency and stability, indicating the likelihood that responses will remain consistent each time the measures are used.

Face validity

The researcher distributed the study questionnaire to a panel of 9 academics and specialists with an interest in this field. To eliminate any equivocalness in the inquiry style, resolve language boundaries, recognize unsatisfactory reaction types for explicit inquiries, and affirm the overall legitimacy of the questionnaire plan, this step was performed to assess the total questionnaire (see Appendix 3 (P.91)).

Construct Validity

The researcher examined the study model and gathered data from the study hypotheses using confirmatory factor analysis and exploratory factor analysis; The essential objective of the exploratory variable examination is to assess the build legitimacy of the review instruments. Additionally, to ensure that each within-scale item is loaded onto a single factor greater than 1 and factor loading greater than 0.40. According to Laher (2010), scholars appear to agree that factor loadings above the cut-off point of 0.30 are generally acceptable, with 0.40 being preferred. (P. 46, 47, 48).

(3.6.1) Reliability of Scales

Following the validation process, the study's questionnaire items went through reliability testing. According to Zikmund (2000), 280, reliability is a measure of an instrument's internal consistency and stability which assists in determining the concept's

measurement and measure quality. The Cronbach Alpha coefficient of the questionnaire items was used to evaluate reliability (Hair et al.).

Table (3.6.2) Cronbach's Alpha Coefficients

Examine Construct	Number of items	Cronbach's alpha Values
Digital technology	12	0.91
Information availability	4	0.92
Customer information systems	4	0.90
Information security policies	4	0.91
Job performance	9	0.89
Productivity	4	0.91
Quality of work	5	0.88
Training	8	.88
All	29	

The Cronbach Alpha method was used by the researcher to check the internal consistency. The results show that the overall reliability coefficient for the study fields was 0.90, and the sub-field values ranged from 0.88 to 0.92, which are high values suitable for scientific research. which is positive because it is higher than the accepted percentage of 0.60 (Pallant, 2005). The internal consistency reliability was high and acceptable, suggesting that it could be trusted to accomplish the goals of the research. This section will show the descriptive statistics to show the overall trends in the study data. The study variables are measured by means and standard deviations in the descriptive test.

Table (3.6.3) Values of Pearson correlation coefficients of paragraphs of Digital technology areas within the field.

Information availability		Customer information systems		Information security policies	
Item No.	correlation coefficient with the field	Item No.	correlation coefficient with the field	Item No.	correlation coefficient with the field
1	0.30**	1	0.31**	1	0.32**
2	0.24**	2	0.25**	2	0.27**
3	0.33**	3	0.39**	3	0.40**
4	0.37**	4	0.38**	4	0.30**

At the significance level (0.01), statistically significant**

The Pearson correlation coefficient values between the paragraph and the domain for the Digital technology areas that fall under it are displayed in Table (3.6.3). The correlation coefficients for the current study ranged from (0.24-0.40), which is statistically significant and appropriate.

Table (3.6.4) Values of the Pearson correlation coefficients of the paragraphs of the job performance areas with the field as a whole

Productivity		Quality of work	
Item No.	correlation coefficient with the field	Item No.	correlation coefficient with the field
1	0.31**	1	0.26**
2	0.25**	2	0.28**
3	0.39**	3	0.29**
4	0.37**	4	0.43**
		5	0.34**

At the significance level **** (0.01)**, statistically significant

The Pearson correlation coefficient values between the field and the paragraph for the associated job performance fields are displayed in Table (3.6.4). The correlation coefficients for the current study, which are statistically significant and acceptable, ranged from (0.25-0.43).

Table (3.6.5) Values of the Pearson correlation coefficients of the paragraphs of the areas of employee training with the field as a whole

Employee Training	
Item No.	correlation coefficient with the field
1	0.44
2	0.24
3	0.32
4	0.37
5	0.31
6	0.24
7	0.33
8	0.40

At the significance level **** (0.01)**, statistically significant

The values of the Pearson correlation coefficients for the employee training field that is associated with the paragraph are displayed in Table (3.6.5). The correlation

coefficients for the current study ranged from (0.24-0.44), which is statistically significant and appropriate.

Composite Reliability

Composite reliability measures the sum of the factor loadings of the latent variable relative to the sum of the factor loadings plus the variance of the error, and the recommended value should be 0.7 or more. The results of the internal consistency of the composite reliability scale can be illustrated in Table (3.6.6) below:

Table (3.6.6) Composite Reliability

Variable	Composite Reliability
Digital technology	0.912
Job performance	0.920
Training	0.902

The results of the composite reliability scale CR indicate that all values are greater than 0.70, as in Table (3.6.6). It can be said that the composite reliability scale has been achieved, i.e. the level of internal consistency between the study factors is considered high.

Chapter Four

Results of Data Analysis

(4.1) Introduction

This chapter examines the results obtained from the study responses. respondents within the sampled group and assesses the validity of its hypotheses. Furthermore, it delineates the findings from the examination of participant attitudes toward the study instrument's items, providing insights into the dimensions and variables inherent in the study model. Additionally, it examines the outcomes of hypothesis testing, derived through the application of pertinent statistical methodologies.

(4.2) The research sample's demographic characteristics

The study's demographic characteristics, which include gender, age, years of employment, and occupation position, are shown in the following table (4.2.1). it shows the sample distribution based on N = 210 demographic information. The main attributes of the participating respondents are displayed in the table below:

Table (4.2.1) Study Respondent's descriptions:

Respondent's descriptions		Frequency	Percentage
	Gender		
Male		108	51.4%
Female		102	48.6%
	Age		
less than 30 years		139	66.2%
From 30 to less than 40 years old		66	31.4%
From 40 to less than 49		2	1.0%
50 years and older		3	1.4%
	Qualification		
Higher Diploma		25	11.9%
Bachelor's		174	82.9%
Postgraduate		11	5.2%
	Career Level		
Sr. Managers & Manager		42	20.0%
Assistant Manager		63	30.0%
Sales Officer		105	50.0%
	Years of Experience		
6 years and less		100	47.6%
From 6 – less than 11 years		63	30.0%
From 11 – to less than 17 years		40	19.1%
17 years and over		7	3.3%

The table that follows outlines relevant personal and job-related attributes of the respondents. Interestingly, the data shows that (51.4%) of respondents identified as men and (48.6%) as women, with the majority of respondents being under the age of thirty. When the participants' educational backgrounds are examined more closely, it becomes clear that (11.9%) of them have a Higher Diploma, (82.9%) percent have a bachelor's degree, and (5.2%) have a postgraduate degree. The work environment is further clarified by the finding that (20%) of participants hold managerial positions, (30%) function as Assistant Managers, and the majority (50.%) work in sales roles, indicating a strong competency in customer-facing duties.

Furthermore, the data illustrates that a significant proportion of respondents, or (50.8%), work in sales, demonstrating skill in dealing with customers. Additionally, a review of respondents' experiential backgrounds reveals that the majority of them with the percentage of (47.6%) have six years or less of fieldwork experience.

(4.3) Analysis of Study Variable in Descriptive Form

The following section presents and analyzes the arithmetic means and standard deviations of the study sample's responses to the questionnaire's questions regarding the independent, mediator, and dependent variables.

Table (4.3.1) Descriptive Statistics and Estimation for the Dimensions of the Independent Variable (Digital Technology) including the mean, standard deviation, and ranking.

Item	Statement	Mean	S.D	Rank	Level of Importance
1	Information availability	4.21	0.84	2	High
2	Customer information systems	4.45	0.68	1	High
3	Information security policies	3.92	0.83	3	High
Overall Mean		4.19			High

Table (4.3.1) shows that for the independent variable (digital technology), the mean values of the study sample's estimations were high. With a high estimation score of (4.19) the overall mean was obtained. With a mean of (4.45), a high estimation score, and a standard deviation of (0.68), the first dimension (customer information systems) of the independent variable ranked highest. With a high estimation score of (3.92), a standard deviation of (0.83), and a mean of (3.92), the last dimension—information security policies—ranked lowest.

Information availability

Table (4.3.2) Descriptive statistics for the sub-variable (Information availability)

Item	Statement	Mean	S.D	Rank	Level of Importance
1	The company provides access to work-related information	3.95	0.05	3	High
2	The company provides clear information about what is happening in the company	3.86	0.07	4	High
3	The company provides information related to work deliverables	3.99	0.06	2	High
4	The company has sufficient information to achieve its goals	4.01	0.04	1	High
Overall Mean		4.20			High

With a mean of (4.20) and a standard deviation of 0.84, Table (4.3.2) indicates that the dimension "Information availability" was high. With a mean score of (4.01). item 4 "The company has sufficient information to achieve the goals" was ranked first and had a high relative importance. On the other hand, with a mean score of (3.87) and a standard deviation of (0.80), item (2), "The company offers transparent information about its operations," was ranked lowest despite having a high relative importance.

Customer information systems

Table (4.3.3) Descriptive statistics measures for the sub-variable (Customer information systems)

Item	Statement	Mean	S.D	Rank	Level of Importance
1	The company has databases of customers	4.21	.600	2	High
2	The company provides detailed data about customers	4.17	.610	3	High
3	The company has detailed reports on customer behavior	4.12	.810	4	High
4	The company updates the database periodically	4.22	0.71	1	High
overall Mean		4.45			High

The general arithmetic means of (4.45) and the standard deviation of 0.68 in Table (4.3.3) suggested that the degree for the (Customer information systems) dimension was high. With a high relative importance and an arithmetic average of (4.22) and a standard deviation of 0.71, paragraph (4) "The company updates the database periodically"—ranked first, while paragraph (3)—"The company has detailed reports on customer behavior"—ranked last. It has a high relative significance, an arithmetic mean of (4.12).

Information security policies

Table (4.3.4) Descriptive statistics measures for the sub-variable (information security policies)

Item	Statement	Mean	S.D	Rank	Level of Importance
1	The company possesses clear information security policies.	3.89	.910	2	High
2	The company enhances its employees' awareness of data privacy standards.	3.86	0.81	3	High
3	The company obliges its employees to adhere to information security policies.	3.85	.840	4	High
4	The company endeavors, through its policies, to provide a secure working environment.	4.07	.760	1	High
Overall mean		3.92			High

Given that the general arithmetic mean was (3.92), Table (4.3.4) demonstrated that the degree of the (information security policies) dimension was high. With a high relative importance, paragraph (4) (The company endeavors, through its policies, to provide a secure working environment.) ranked first with an arithmetic mean of (4.07), followed by paragraph (3) (The company obliges its employees to adhere to information security policies.), which ranked last with a high relative importance arithmetic mean of (3.85).

An explanation of the job performance dependent variable and its sub-variables

The study's dependent variable (Job Performance), has two subdimensions: "Productivity and quality of work." This variable and its sub-dimensions are described below.

Table (4.3.5) Estimation and Descriptive Statistics for the Mean, Standard Deviation, and Ranking of the Dependent Variable (Job Performance).

Dimensions	mean	Standard deviation	Rank	Degree
Productivity	1.79	0.70	2	Low
Quality of work	2.01	0.76	1	Low
Overall mean	1.90			Low

Table (4.3.5) shows that for the dependent variable (job performance), the mean values of the study sample's estimations were low. With a low estimation score and a standard deviation of (0.73), the overall mean was (1.90). With a mean of (2.01), a low estimation score, and a standard deviation of (0.76), the first dimension (Quality of work) was the highest ranking of the dependent variable's dimensions. With a mean score of (1.79), a low estimation score, and a standard deviation of (0.70), the productivity dimension came in last.

Productivity

Table (4.3.6) Descriptive statistics measures for the sub-variable (Productivity)

Item	Statement	Mean	S.D	Rank	Level of Importance
1	The company provides the necessary tools for employees' tasks.	1.66	0.65	3	Low
2	The company empowers its employees to utilize its available resources effectively	1.43	0.61	4	Low
3	The company provides a positive work environment for employees	1.99	0.77	2	Low
4	The company develops the skills of its employees to use resources	2.09	0.78	1	Low
Overall mean		1.79			Low

Table No. (4.3.6) makes it evident that the (Productivity) dimension had a low level of the score, with a general arithmetic mean of (1.79). With a mean of (2.09) and a standard deviation of (0.78), paragraph (4) “ The company develops the skills of its

employees to use resources” ranked first and had low relative importance, whereas paragraph (2) “ The company empowers its employees to utilize its available resources effectively” ranked lower. With a low relative importance arithmetic mean of (1.43) and a standard deviation of (0.61), came in last.

Quality of work

Table (4.3.7) Descriptive statistics measures for the sub-variable (Quality of work)

Item	Statement	Mean	S.D	Rank	Level of Importance
1	The company encourages employees to accomplish multiple tasks concurrently.	1.91	0.75	4	Low
2	The company directs employees to prioritize their tasks.	2.12	0.77	2	Low
3	The company specifies the level of achievement expected from the employee.	1.90	0.76	5	Low
4	The company enhances the skills of its employees in quality processes.	2.15	0.80	1	Low
5	The company facilitates employees in the completion of their assigned tasks.	1.96	0.74	3	Low
overall mean		2.01			Low

Table (4.3.7) indicates that the level of the score for the variable (Quality of work) was low, as the general arithmetic mean was (2.01). Paragraph (4) (The company enhances the skills of its employees in quality processes.) ranked first with a mean of (2.15) and a standard deviation of (0.8) with low relative importance, while Paragraph (3) (The company specifies the level of achievement expected from the employee.) ranked last with an arithmetic mean (1.90) and a standard deviation (0.76) with low relative importance.

Employee Training

The study's mediating variable is referred to as the training variable, and its characteristics are as follows:

Table (4.3.8) Descriptive statistics measures for the Mediating variable (Training)

Item	Statement	Mean	S.D	Rank	Level of Importance
1	The company provides training content tailored to the needs of the job	1.90	0.73	8	Low
2	The company offers training programs for all levels	2.75	0.80	6	Medium
3	The company motivates its employees to adhere to training programs.	2.90	0.75	5	Medium
4	The company designs training plans based on identified training needs.	2.15	0.80	7	Low
5	The company invests in training programs	3.90	0.82	2	High
6	The company applies the knowledge acquired from training programs to enhance its daily operations.	3.50	0.720	4	Medium
7	The company provides competent trainers for employee training.	4.12	0.77	1	High
8	The company evaluates training programs.	3.85	0.840	3	High
overall mean		3.13			Medium

Table (4.3.8) indicates that the level of the training score was Medium, as the general arithmetic mean was (3.13) Paragraph (7) (The company provides competent trainers for employee training.) ranked first with an arithmetic average of (4.12) and high relative importance, with a standard deviation of (0.77), while paragraph (1) ranked (The

company provides training content tailored to the needs of the job.) ranked last with an arithmetic mean (1.90) and a standard deviation (0.73) with low relative importance.

(4.4) Study Hypotheses Testing

The study's hypothesis was tested using multiple-linear regressions. Additionally, the research hypotheses were tested using the rule of thumb, which states that if a hypothesis' calculated value is greater than its tabulated value, it should be accepted.

The results of the hypothesis testing process are reported. Multiple linear regression analysis was performed on the first and second main hypotheses, simple linear regression analysis was performed on the third primary hypothesis, and path analysis was performed on the fourth primary hypothesis. The following is a breakdown of the results:

First Main Hypothesis

H01: There is no statistically significant impact at ($\alpha = 0.05$) of digital technology (Information availability, Customer information systems, information security policies) collectively on Job performance (Productivity, Quality of work) in global retail sports stores in Jordan.

Multiple linear regression analysis was performed to test the first main hypothesis, and the following outcomes were obtained:

Table (4.4.1) Results of testing H01 the impact of Digital Technology on Job performance.

Dependent variable	Model Summary		ANOVA		Coefficient				
	R	R ²	F	Sig F	Statement	B	Standard error	T	Sig t
Job performance	0.729	0.531	21.266	0.000	Information availability	0.087	0.118	0.738	0.463
					Customer information systems	0.314	0.114	2.749	0.007
					information security policies	0.270	0.096	2.806	0.006

At the level of $\alpha = 0.01$, the effect is statistically significant.

Regarding the coefficients table, it was clear that the information availability dimension had a non-significant effect. Its value of B was (0.087), and its value of t was (0.738), with a significance level of Sig = 0.463. Customer information systems showed a significant impact from this dimension, with a value of B of (0.314) and a value of t of (0.114) at a significance level of (Sig = 0.007). The information security policies dimension had a significant impact; its value of B was 0.270, its t value was (2.806), and its significance level was (Sig=0.006). In light of the aforementioned, we acknowledge the opposition and reject the main null hypothesis:

the first main null hypothesis and accept the alternative hypothesis:

There is a statistically significant impact at ($\alpha=0.05$) of digital technology (Information availability, Customer information systems, information security policies) collectively on Job performance (Productivity, Quality of work) in global retail sports stores in Jordan.

The Second Main Hypothesis

H02: There is no statistically significant impact ($\alpha= 0.05$) of Digital Technology on Employee Training in global retail sports stores in Jordan.

Multiple linear regression analysis was used to test the second main hypothesis, and the following outcomes were obtained:

Table (4.4.2) Results of testing H02 the impact of digital technology on job performance.

Variable	Model Summary		ANOVA		Coefficient				
	R	R ²	F	Sig F	Statement	B	Standard error	T	Sig t
Employee Training	0.739	0.546	22.558	0.000	Information availability	0.191	0.112	1.709	0.092
					Customer information systems	0.040	0.108	0.370	0.712
					information security policies	0.231	0.091	2.537	0.013*

At the level of $\alpha = 0.01$, the effect is statistically significant.

The results presented in Table (4.4.2) indicate that there exists a correlation ($R = 0.739$) between the independent variables and the mediating variable. With a significance level ($\text{Sig} = 0.000$) less than 0.05, the impact of the independent variables (digital technology) on the mediating variable is statistically significant ($F \text{ value} = 22.558$). Furthermore, the coefficient of determination value ($R^2 = 0.522$) indicates that 52.2% of the variance in Employee training is attributable to the combined variance in digital technology. The coefficients table showed that the value of B reached (0.191) and the value of t in the (Information availability) dimension was (1.709), with a significance level of $\text{Sig} = 0.092$.

The information availability dimension had a value of t of (1.709) and a value of B of (0.191), according to the coefficients table. The significance level of ($\text{Sig} = 0.092$) indicated that the dimension's impact was not significant. The customer information systems dimension had a t value of (0.370), a significance level of ($\text{Sig} = 0.712$), and a value of (B of 0.040). These findings imply that this dimension's influence is not statistically significant. Information security policies were the dimension for which the value of B was (0.231), the value of t was (2.537), and the significance level was ($\text{Sig}=0.013$), indicating a significant effect of this dimension.

We accept the alternative hypothesis and reject the second main null hypothesis in light of the previously mentioned information:

There is a statistically significant impact at ($\alpha=0.05$) of digital technology on employee training in global retail sports stores in Jordan.

The Third Main Hypothesis

H03: There is no statistically significant impact at ($\alpha= 0.05$) of Employee Training on Job performance in global retail sports stores in Jordan.

Multiple linear regression analysis was used to test the third main hypothesis, and the following outcomes were obtained:

Table (4.4.3) Results of testing H03 the effect of employee training on job performance.

Variable	Model Summary		ANOVA		Coefficient				
	R	R ²	F	Sig F	Statement	B	Standard error	T	Sig t
Productivity	0.690	0.476	70.833	0.000**	Employee Training	0.717	0.085	8.416	0.000**
Quality of work	0.360	0.129	3.978	0.000**					

At the level of $\alpha = 0.01$, the effect is statistically significant.

Table (4.4.3) presents the correlation coefficient ($R = 0.690$) between the Mediating variable and the dependent variable. The calculated F value of 70.833 indicates that the effect of the Mediating variable (training) on the dependent variable (job performance) is statistically significant. The value of the coefficient of determination ($R^2 = 0.469$) appeared to indicate that, with all other factors held constant, (46.9%) of the variance in (job performance) can be explained by the variance in (training), with a significance level ($Sig = 0.000$), which is less than 0.05.

According to the coefficients table, the training dimension's value of B was (0.717) and its value of t was (8.416), with a significance level of $Sig = 0.000$, indicating a significant effect of this dimension.

We accept the alternative hypothesis and reject the third main null hypothesis in light of the aforementioned information:

Training has a statistically significant impact on job performance at ($\alpha= 0.05$) in global retail sports stores in Jordan.

The Fourth Main Hypothesis

H04: There is no statistically significant impact at ($\alpha= 0. 05$) of Digital Technology on Job Performance through Employee Training in global retail sports stores in Jordan.

Path analysis, supported by the Statistical Package for the Social Sciences (SPSS) program and the (Amos) program, was utilized to confirm the existence of the direct and indirect effects of the study variables to test the validity of the fourth hypothesis, which is related to the direct and indirect effect.

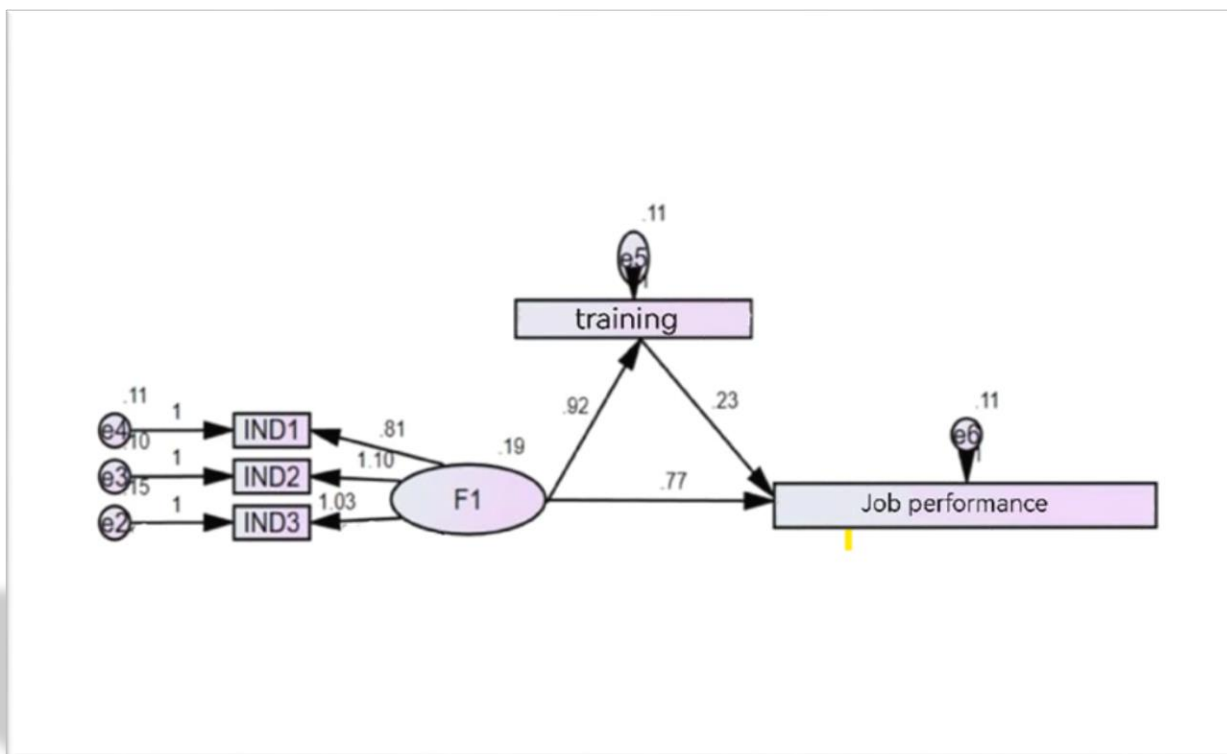
The fourth main hypothesis was the focus of the analysis, and the following were the findings:

Table (4.4.4) presents the findings of the path analysis test, which was conducted to confirm the direct and indirect effects of digital technology dimensions on job performance through training in Jordan's global retail sports stores.

Model Fit								
Statement	Chi2	Df	GFI	CFI	IFI	NFI	RAMSEA	Sig
	12.962	8	0.950	0.980	0.981	0.951	0.079	0.000
GFI				Goodness of Fit mus proximity				
CFI				Comparative Fit Index				
IFI				Incremental Fit Index				
NFI				Normed Fit Index				
RAMSEA:				Root means square error of approximation				

The statistical analysis in Table showed the value of ($\text{Chi}2 = 12.962$), which is morally significant, and the level of significance ($\text{Sig} = 0.000$), which is less than 0.05. Furthermore, the chi-square value, when divided by the degree of freedom, equals (1.620), which is less than the number five. The root mean square error of the approximation index was also ($\text{RAMSEA} = 0.079$), which did not surpass the value (0.080). But as it approached the correct response, the goodness-of-fit index was ($\text{GFI} = 0.950$), which is quite near to the top. This implies a very good fit. In a similar vein, the Comparative Fit Index ($\text{IFI}=0.981$) was obtained, which is also fairly near the top, and the Differential Fit Index ($\text{DFI}=0.980$), which is also quite close to the top, demonstrating that all signs point to a well-fitting model.

Figure (4.4.5) The fourth hypothesis's path analysis



IND1: Information availability

IND2: Customer information systems

IND3: information security policies

Table (4.4.5) Coefficients of direct and indirect effects for the fourth main hypothesis H04

Estimates					
Path	Direct impact			Indirect effect	
	Direct impact factor	C.R.	Sig	Indirect influence factor	Sig
Information availability → employee training	.768	3.625	.226	.208	.000
Customer information systems → employee training	.811	4.983	.000	.000	.000
information security policies → employee training	1.099	5.375	.000	.000	.000
Employee training → Job performance	1.000	5.300	.000		

Table (4.4.4) demonstrates that, while information security policies had a direct significant effect on training of 1.099, the direct significant effect of information availability on training reached (0.768), a non-significant effect; and, on the other hand, the direct significant effect of employee training on job performance reached (1.000), a significant effect, suggesting that employee training has a positive effect in lowering job performance.

The indirect significant effect of customer information systems on training reached (0.000), the indirect significant effect of information security policies on employee training reached (0.000), and the indirect significant effect of information availability on employee training reached (0.208), which is a significant effect, according to Table (4.4.5).

Training is regarded as a partial mediator at each of the dimensions of digital technology, after examining the direct and indirect effects of each (Information availability, Customer information systems, information security policies). This demonstrates that, when examining the various facets of digital technology, employee training plays a beneficial role as a mediating variable in the impact of digital technology on job performance.

Therefore, it can be said that, in global retail sports stores in Jordan, employee training functions as a mediator between the various aspects of digital technology and job performance. Thus, it is possible to accept the alternative, which puts forth the following, and reject the fourth null hypothesis:

Digital technology has a statistically significant impact on job performance through training at ($\alpha=0.05$) in global retail sports stores in Jordan.

The following figure represents the path analysis for the fourth hypothesis.

Chapter Five

Discussions of the findings, conclusions, and suggestions

5.1 Introduction

Descriptive statistical analysis was used in Chapter 4 to examine the study variables and test the hypothesis. In response to the study questions presented in Chapter 1, which defined the problem and proposed hypotheses, this chapter presents the findings from the analysis. The researcher also provides several suggestions based on the understanding gained from the study's conclusions.

5.2 Discussion of the findings

First: What is the level of digital technology practices in global retail sports stores in Jordan?

This study examines three key aspects of the business context: information availability, customer information systems (CIS), and information security policies. The study finds high information availability due to digital technologies, but challenges in implementing strong information security practices. Customer information systems (CIS) are critical for enhanced customer service, targeted marketing, and product offerings. Regular database updates are essential for informed decision-making. Information security policies are crucial for protecting sensitive data and reducing cyberattacks. Businesses should focus on improving enforcement through awareness campaigns and training.

Second: What is the level of Job performance in global retail sports stores in Jordan?

The study shows a low mean of 1.90 for job performance estimations in Jordanian retail sports stores, indicating potential causes such as unclear expectations, lack of resources, motivation issues, and evaluation disparities. Productivity ranks last, while quality of work is first. Paragraph 4 focuses on skill development, while Paragraph 2

facilitates resource use. The study suggests the industry needs to improve by setting clear expectations, utilizing resources effectively, and aligning training programs with performance goals.

Third: What is the level of employee Training in global retail sports stores in Jordan?

The issue of identifying and evaluating training needs in global retail sports stores in Jordan is a concern due to imprecise goals, lack of employee competency information, and resources, poor communication, and organizational resistance. To maximize return on training investments and promote ongoing improvement, it is crucial to address these issues. Studies show that work quality directly impacts job satisfaction and employee performance, and training significantly modifies task productivity and usability of Customer Information Systems.

5.3 Conclusions

The current study investigated how digital technology affected employees' job performance, by locating employee training as a mediator variable in global retail sports stores in Jordan. The results showed a statistically significant positive impact between the use of digital technology at work and job performance, suggesting that implementing these technologies can raise worker productivity and quality of work.

The study discovered that enhanced job performance is a result of the combined influence of information security policies, customer information systems, and information availability. This implies that businesses can use digital technology to improve customer experiences, streamline operations, and give staff members the ability to make decisions based on data.

The study also showed how important it is for employee training to mediate the link between job performance and digital technology. Digital technology can make it easier to deliver training programs that are effective and equip workers with the skills they need and expertise to properly use digital tools and technologies in their work.

5.4 Recommendations

The study's conclusions lead to the following suggestions for businesses involved in the global retail sports sector:

Recognize digital technology as a strategic enabler: Rather than being not merely a tool. Organizations should see digital technology as a strategic driver of employee performance and business transformation. By integrating digital technology into their operations and training programs, organizations can empower workers, enhance customer experiences, and accomplish business objectives.

1. Invest in data-driven decision-making and information accessibility: stores should give staff members fast, accurate access to pertinent information to help them make well-informed decisions. Dashboards, analytics platforms, and data visualization tools can all be used to accomplish this.
2. Use customer information systems to create individualized customer experiences: Businesses can learn about the preferences, habits, and purchasing patterns of their customers by making effective use of customer information systems (CIS). Improved customer service, customized product recommendations, and targeted marketing campaigns can all be made with the help of these insights.
3. Leverage customer information systems for personalized customer experiences: Organizations should use customer information systems (CIS) effectively to gain insights into customer preferences, purchasing patterns, and behavior. These

insights can be used to create targeted marketing campaigns, personalized product recommendations, and better customer service.

4. Create and uphold information security policies to protect sensitive data: Businesses should place a high priority on data security by implementing thorough information security policies and procedures. This covers access controls, data encryption, and cybersecurity awareness training for staff members.
5. Establish and maintain information security policies to safeguard sensitive data: Organizations should prioritize data security by putting in place comprehensive information security policies and procedures. This includes data encryption, access controls, and employee cybersecurity awareness training.
6. Invest in digital training initiatives to enhance staff competencies: Companies need to make investments in the development and implementation of successful digital training initiatives. The main goal of these programs should be to give staff members the abilities and information required to use digital technologies in the workplace efficiently.
7. Establish procedures for regularly observing and assessing how digital technology affects work performance: Organizations should set up procedures for regularly observing and assessing how digital technology affects work performance. They will be able to maximize their investments in digital technology and pinpoint areas for improvement as a result.

5.5 Prospects for Future Research

This study establishes a groundwork for subsequent investigations into the impact of digital technology on job performance, by the mediating role of employee training within the retail sports sector. Prospective research endeavors may delve into the subsequent realms:

1. Look into how certain digital technologies affect how well employees perform their jobs. Future research could investigate the impact of particular digital technologies—like mobile, cloud, and artificial intelligence—on job performance in the retail sports sector.
2. Examine how organizational factors that impact the relationship between digital technology, training, and job performance include organizational culture, leadership style, and change management procedures.
3. Investigate the long-term impact of digital technology adoption on job performance: Future research could Examine the long-term impact of digital technology adoption on job performance, considering factors like employee retention, career development, and organizational sustainability.
4. Examine how digital technology affects how well people perform at work in various retail subsectors, such as apparel, electronics, and grocery stores, to identify industry-specific trends and best practices.
5. Examine the cross-cultural implications of digital technology and job performance: Future research could investigate how cultural factors affect the relationship between digital technology, employee training, and job performance in various cultural contexts.

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Appendix

Appendix No (1) (The Questionnaire)



أخي الموظف /أختي الموظفة

السلام عليكم ورحمة الله وبركاته

تهدف هذه الاستبانة إلى قياس " أثر التكنولوجيا الرقمية على الأداء الوظيفي: الدور الوسيط لتدريب الموظفين (دراسة ميدانية في متاجر التجزئة الرياضية العالمية في الأردن) ". وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال من جامعة الشرق الأوسط. لذا نأمل منكم المشاركة بخبراتكم في هذا الموضوع، من خلال الإجابة عن فقرات الاستبانة بكل دقة وموضوعية، علمًا بأن كافة البيانات سيتم التعامل معها بسرية تامة، ولن تستخدم إلا لأغراض البحث العلمي والتطوير.

شاكرين لكم حسن تعاونكم

القسم الأول: معلومات ديموغرافية

يرجى تقديم بعض المعلومات الأساسية عن نفسك بوضع علامة في المربع المناسب في كل من الأسئلة التالية:

1. النوع الاجتماعي:

ذكر انثى

2. الفئة العمرية التي تنتمي إليها:

أقل من 30 30-39 40-49 فأكثر

3. المؤهل العلمي

كالوريوس دبلوم عالي دراسات عليا

4. المسمى الوظيفي

مدير مساعد مدير موظف مبيعات

5. سنوات الخبرة

أقل من 6 سنوات 6-11 سنة 11-17 سنة 17 سنة فأكثر

القسم الثاني: التكنولوجيا الرقمية

تشير العبارات التالية إلى التكنولوجيا الرقمية. يرجى الإشارة إلى وجهة نظرك الشخصية إلى أهمية كل بيان من خلال تحريك المؤشر على المقياس المناسب.

توافر المعلومات

الرقم	العبارة	وافق بشده	وافق	وافق بدرجة متوسطة	لا اوافق	لا اوافق بشدة
1	تتيح الشركة الوصول للمعلومات المتعلقة بالعمل.					
2	تقدم الشركة معلومات واضحة حول ما يحدث في الشركة.					
3	توفر الشركة المعلومات المرتبطة بمخرجات العمل.					
4	تمتلك الشركة المعلومات الكافية لتحقيق الأهداف.					

قاعدة بيانات العملاء

5	تمتلك الشركة قواعد للبيانات عن العملاء.					
6	توفر الشركة بيانات تفصيلية عن العملاء.					
7	تمتلك الشركة تقارير تفصيلية عن سلوكيات العملاء.					
8	تحدث الشركة قاعدة للبيانات بشكل دوري.					

نظام أمن المعلومات

9	تمتلك الشركة سياسات واضحة لأمن المعلومات.					
10	تنمي الشركة وعي موظفيها بمعايير خصوصية البيانات.					
11	تلزم الشركة موظفيها بالسياسات الخاصة بأمن المعلومات.					
12	تسعى الشركة من خلال السياسات لتوفير بيئة عمل آمنة.					

القسم الثالث: الأداء الوظيفي

تشير العبارات التالية إلى الأداء الوظيفي. يرجى الإشارة إلى وجهة نظرك الشخصية إلى أهمية كل بيان من خلال تحريك المؤشر على المقياس المناسب.

الإنتاجية

					13	توفر الشركة الأدوات اللازمة لمهام الموظفين.
					14	تمكن الشركة موظفيها من استخدام مواردها المتاحة .
					15	توفر الشركة بيئة عمل ايجابية للموظفين.
					16	تطور الشركة مهارات موظفيها على استخدام الموارد.

جودة العمل

					17	تشجع الشركة الموظفين بإنجاز عدة مهام في وقت واحد.
					18	توجه الشركة الموظفين بترتيب أولويات أعمالهم.
					19	تحدد الشركة المستوى المطلوب انجازه من الموظف.
					20	تطور الشركة مهارات موظفيها في عمليات الجودة.
					21	تسهل الشركة على الموظفين اتمام المهام المسندة اليهم.

القسم الرابع: تدريب الموظفين

تشير العبارات التالية إلى تدريب الموظفين. يرجى الإشارة إلى وجهة نظرك الشخصية إلى أهمية كل بيان من خلال تحريك المؤشر على المقياس المناسب.

التدريب

					22	تقدم الشركة محتوى تدريب ملائمًا لاحتياجات العمل.
					23	توفر الشركة برامج تدريبية لكافة المستويات.
					24	تحفز الشركة موظفيها على الالتزام بالبرامج التدريبية.
					25	تصمم الشركة الخطط التدريبية بناء على الاحتياجات التدريبية.
					26	تقوم الشركة بالاستثمار في البرامج التدريبية.
					27	تطبق الشركة المعرفة المكتسبة من البرامج التدريبية لتحسين عملياتها اليومية.
					28	توفر الشركة مدربين أكفاء لتدريب الموظفين.
					29	تقوم الشركة بتقييم البرامج التدريبية.

نشكركم على الرد على هذا الاستبيان.

Appendix No (2)Questionnaire in English)

Dear Staff Member,

Blessings, peace, and kindness be upon you.

The purpose of this survey is to assess **how digital technology impacts work performance, with an emphasis on how employees training functions as a mediating factor in global retail sports stores in Jordan**. It is one of the requirements for Middle East University's Master of Business Administration program. As such, we respectfully ask that you participate by sharing your personal experiences related to this subject. Please provide accurate and unbiased responses to the survey questions. You can be sure that all information will be handled in strict confidence and used only for development and research.

I appreciate your cooperation.

Warm regards.

Section One: Demographic details

Please provide some basic information about yourself by marking the appropriate box in each of the following questions

1. Gender:

Male Female

2. Age:

Less than 30 from 30-40 from 40-50 50 and above

3. Level of Education:

Bachelor's Degree Higher Diploma Degree Postgraduate Degree

4. Job Title

Manager Assistant Manager Sales Associate

5. Years of Experience

Less than 6 years from 6-11 years 11-17 years 17 years and above

Section Two: Digital Technology

The following statements refer to digital technology, please move the indicator on the appropriate scale to reflect your personal opinion of each statement's importance.

Information Availability

Number	Statement	Strongly Agree	Agree	I agree to a moderate extent.	Disagree	Strongly Disagree
1	The company provides access to work-related information.					
2	The company offers clear information about what is happening in the company.					
3	The company provides information related to work outputs.					
4	The company possesses sufficient information to achieve its goals.					

Customer Information System

5	The company has databases about customers.					
6	The company provides detailed data about customers.					
7	The company possesses detailed reports on customer behaviors.					
8	The company updates the database regularly.					

Information Security Policies

9	The company has clear information security policies.					
10	The company fosters awareness among its employees regarding data privacy standards.					
11	The company obliges its employees to adhere to information security policies.					
12	The company seeks to provide a secure working environment Through its policies.					

Section Three: Job Performance

The following statements refer to job performance. Please indicate your perspective on the importance of each statement by moving the indicator to the appropriate scale

Productivity

13	The company provides the necessary tools for employees' tasks.					
14	The company enables its employees to use its available resources.					
15	The company provides a positive work environment for employees.					
16	The company develops its employees' skills in using resources.					

Quality of Work

17	The company encourages employees to accomplish multiple tasks simultaneously.					
18	The company guides employees in prioritizing their tasks.					
19	The company defines the required level of achievement for employees.					
20	The company enhances its employees' skills in quality processes.					
21	The company facilitates employees in completing their assigned tasks.					

Section Four: Employee Training

The following statements refer to employee training. Please indicate your perspective on the importance of each statement by moving the indicator to the appropriate scale







22	The company provides training content suitable for work needs.					
23	The company offers training programs for all levels.					
24	The company motivates its employees to commit to training programs.					
25	The company designs training plans based on training needs.					
26	The company invests in training programs.					
27	The company applies the knowledge gained from training programs to improve its daily operations.					
28	The company provides competent trainers for employee training.					
29	The company evaluates the training programs.					

Thank you for responding to this questionnaire.

Appendix No (3) Evaluators of the Questionnaire

No.	University	Name
1.	MEU Middle East University	Prof. Ahmad Ali Saleh
2.	MEU Middle East University	Prof. Ali Mohammad Adaileh
3.	MEU Middle East University	Dr. Samir Aljabali
4.	MEU Middle East University	Dr. Ahmad Alharasis
5.	AAU AL Balqa Applied University	Dr. Mithqal Alqaralleh
6.	ZUJ Al Zaytoonah University of Jordan	Dr. Mohammad Abu Hamedeh
7.	AAU Ahliyyah Amman University	Dr. Ahmad Al Heet
8.	UJ University of Jordan	Dr. Nihad Al Battikhi
9.	ZU Zarqa University	Dr. Hazem Shehadeh

Appendix No (4) Interview Questions

No.	Interview Questions	Population	Number of Interviewees	Title
1.	What is the level of Digital Technology Investment in stores?	 	10	Back Office & Managers
2.	How do you overall Rate Employee Performance?	 		
3.	How often do employees get training on digital Technology usage?	 		
4.	Are employees applying the knowledge acquired from training sessions?	