

## **CHAPTER 5**

### **DISCUSSION OF FINDING**

#### **5.1 Introduction**

This chapter endeavors to present the findings of the data analysis conducted in Chapter 4, along with the hypotheses. The findings of the study are discussed in this chapter concerning the study objectives. Additionally, the researcher's challenges with the current study's limitations were explained in detail. The theoretical and practical Implications of the study were then covered. The recommendations of the present study were written down after addressing the research questions based on the study hypotheses. The researcher's recommendations were also written down based on the findings of the study and data analysis. A complete conclusion of what was dealt with in the present study was also recorded.

#### **5.2 Background Context**

This study was classified as explanatory research, where one or several theories guide the investigation. The present study aims to demonstrate the impact of competency-based training (training environment and strategy) on employee performance in the Palestinian Civil Police (PCP). The study also seeks to investigate the effect of the application of creative thinking (leader's vision and culture of creative thinking) on employee performance in PCP. Furthermore, the study highlights the role of experience as a mediator between independent variables and employee performance. The study was founded on the Component Theory of Creative Performance, which emphasizes the significance of workplace environment, training,

education, and well-being on employee performance. Additionally, the study incorporates the Goal-Setting Theory by Edwin Locke, which posits that goal-setting has a direct impact on performance, and Sternberg's Theory of Effective Intelligence. Based on the review of previous studies and the identification of gaps in the literature, the researcher formulated seven key research objectives, which serve as the targets for the study's conclusion. These objectives are:

This study includes seven key research objectives. These objectives will form the targets to be accomplished at the final stage of the study.

1. To determine the impact of competency-based training on employee performance at the PCP.
2. To examine the impact of creative thinking application on employee performance at the PCP.
3. To determine the impact of competency-based training on experience at the PCP.
4. To examine the impact of creative thinking application on experience at the PCP.
5. To analyze the impact of experience on employee performance at the PCP.
6. To evaluate the mediator impact of experience between competency-based training and employee performance at the PCP.
7. To evaluate the mediator impact of experience between creative thinking application and employee performance at the PCP.

Employee performance is a topic of significant interest among researchers, academics, and organizations. Despite numerous studies, the definition of employee performance remains a subject of controversy. Studies have shown that employee

performance is crucial for organizational and corporate success, growth, and competitiveness (Nayak et al., 2018). Research on employee performance has been conducted in various organizations, including entrepreneurial enterprises, and industrial and service organizations. However, few studies have focused on employee performance in government institutions, particularly paramilitary organizations like the PCP.

This study employs experimental design to examine the relationship between the independent variables of competency-based training and creative thinking application, and the dependent variable of employee performance. The study uses IBM® SPSS® Amos to conduct statistical analysis, including descriptive statistics, reliability analysis, correlation analysis, and structural equation modeling (SEM). The results of the study are expected to provide insights into the relationship between the independent variables and the dependent variable, as well as the role of experience as a mediator.

The training environment, training strategy, and the Culture of Creative Thinking have been found to directly impact employee performance. This study highlights the importance of supportive competency-based training and creative thinking application components in enhancing employee performance. This aligns with the theoretical component of creative performance, which posits that the workplace environment, training, education, and employee well-being are critical factors in determining employee performance.

### **5.3 Discussion**

The present study's findings sought to demonstrate that the research study's objectives were attainable. The study's objectives were met by identifying the

responses to the research objectives. Aside from that, the acceptance or rejection of the hypotheses will also evaluate the achievement of the research objectives. Hypotheses will be discussed in this section to confirm the results and address the study objectives. The goal of developing hypotheses is to convert them into validated facts and information that can be utilized to confirm the findings of prior studies. It is also utilized to analyze the factors of the study within the study's sector and population. To clarify the findings of this study, the research objectives are used to determine whether they were met.

### **5.3.1 To Determine the Impact of Competency-based Training on Employee Performance at The Palestinian Civil Police**

The analysis of the data showed that the training environment has a significant impact on employee performance ( $t = 9.184 > 1.96$ ,  $p\text{-value} < 0.001$ ) with a positive standard regression path coefficient of 0.314. The findings indicate that an integrated training environment, including amenities, tools, ventilation, lighting, and standardization of training rooms, is essential for improving the quality of work. Additionally, a balanced training environment with logistical and educational components is necessary for enhancing employee innovation. As the training environment improves technically and administratively, it boosts employee innovation in the PCP.

As a result of the study's findings, it was determined that the integrated training environment greatly helps training programs achieve their goals. Employee knowledge, skill development, and experience are all crucially influenced by the training environment. The training environment also helps to boost productivity while enhancing its quality quickly, cheaply, and with the least amount of work.

Additionally, by including contemporary resources and tools in the training environment, the training environment plays a significant part in keeping up with organizational and technical advancements. Finally, the improvement of the organization's services and a decrease in the percentage of job errors show favorably how the training environment affects employee innovation and the quality of their work. It is also ideal for the police to adopt a learning environment with instruments for creativity to commercialize technology and scientific advancements to train employee-on-employee innovation.

The Palestinian Civil Police (PCP) should prioritize the training environment in its plans to increase the quality of work and employee innovation. The PCP should provide complete training tools and equipment and create appropriate health conditions for the trainees. It should also develop a training plan and update policies to improve the quality of work and innovation of the police employees.

The results are consistent with a pilot study conducted by Chapman and Blash (2017), which indicated a positive influence of the training environment on the quality of work and employee innovation. Another study by Edquist and Zabala-Iturriagoitia (2015) conducted an experimental examination that confirmed the positive influence of the training environment on the quality of work and employee innovation in governmental organizations in Palestine. Similarly, Karim, Choudhury, and Latif (2019) found that the training environment has an impact on employee performance and innovation.

The findings of the analysis show that there is an impact of the training strategy on employee performance. The findings indicated that the weight of the standard regression of the training strategy in predicting employee performance is significantly different from zero at the level of significance 0.05 ( $t = 14.673 > 1.96$ , p-value

<0.001). The value of the standard regression path coefficient for the training strategy was 0.331 with a positive sign, which is indicative of the direct association between the training strategy and the employee's performance. That is, as the training strategy grows by 1 standard deviation, employee performance will increase by 0.331 standard deviations. The Palestinian Civil Police needs to augment the training strategy with a set of decisions and policies aimed at building an effective training system to meet its objectives. Quality of work is one of the main targets as it is related to the quality of services. It involves updating the PCP training strategy to increase the quality of work. In addition, employee innovation demands enhancement. Developing a training strategy in a creative way to implement sparking innovation at work. The PCP needs to establish the training strategy components of instructions and training policies to activate innovation.

The present study's findings support the importance of implementing a training strategy to improve work quality, employee performance, and innovation. Policymakers should prioritize designing and implementing such a strategy to enhance their employee's performance. To improve the quality of work and employee innovation, the police need to focus on supporting a training strategy. The current study's results highlight the importance of designing such a strategy. The PCP should develop plans and objectives to improve work quality and ensure that all officers are aware of the policy and objectives. Assigning department managers to implement policies and supervise subordinates can also be helpful.

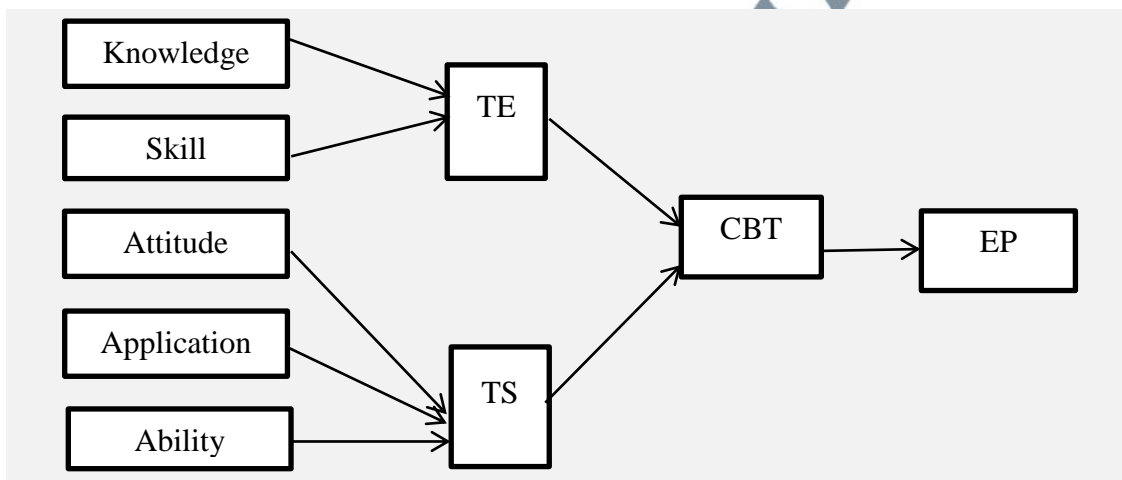
The findings of the study conclude that the training strategy should include in its content written instructions and policies aimed at improving work quality and employee innovation. The guidelines state that the job description card and performance review should be used to determine the employees' training

requirements. Moreover, the strategic approach to training management is based on an examination of the possibilities and risks in the external environment of the company and its varied and changing aspects, whether economic, political, technological, or social. Additionally, to create training programs that enhance employee innovation, organizations must understand their internal environments' strengths and weaknesses, whether they relate to people, things, or information. The police also require a budgetary strategy to establish training programs and recruit skilled trainers. These strategies must improve work quality and employee innovation over the long term.

This finding is consistent with some previously studied experimental studies that have also tested the impact of training strategy on the quality of work and employee performance. For example, Alzoubi and Aziz (2021) study sought to validate the impact of the training strategy on the quality of work and employee innovation in the United Arab Emirates banking sector. In addition, the findings of this study tie in well with the findings of Nguyen, Siengthai, Swierczek, and Bamel (2019), the experimental study showed that the training strategy has a fundamental role in improving the quality of work and employee innovation in the information technology industry. Similarly, Úbeda, Cortés, Marco-Lajara, and Zaragoza-Sáez (2014) found the impact of the training strategy on the quality of work and employee innovation.

The present study found an answer to the first question based on the first hypothesis (H1: There is a significant impact of competency-based training on employee performance at the PCP). The training environment and training strategy are among the most important pillars of competency-based training. The results of the analysis of the current study proved the impact of CBT on the employee's performance. Based on The Componential Theory of Creative Performance, Figure 5.1 illustrates the many degrees of attention that the PCP should provide CBT. The

first level is knowledge, skill, and attitude. The second level is basic performance, which is the basic indicator of the trainee's ability to carry out the acquired knowledge or skill. The third level is performance and knowledge, in the sense that the trainee performs what he learned by applying knowledge to the actual work site. The fourth level is bringing out the knowledge of performance. The fifth level is acquiring the ability in all its elements.



Source: Self Devised

**Figure 5.1:** Levels of CBT and Employee Performance

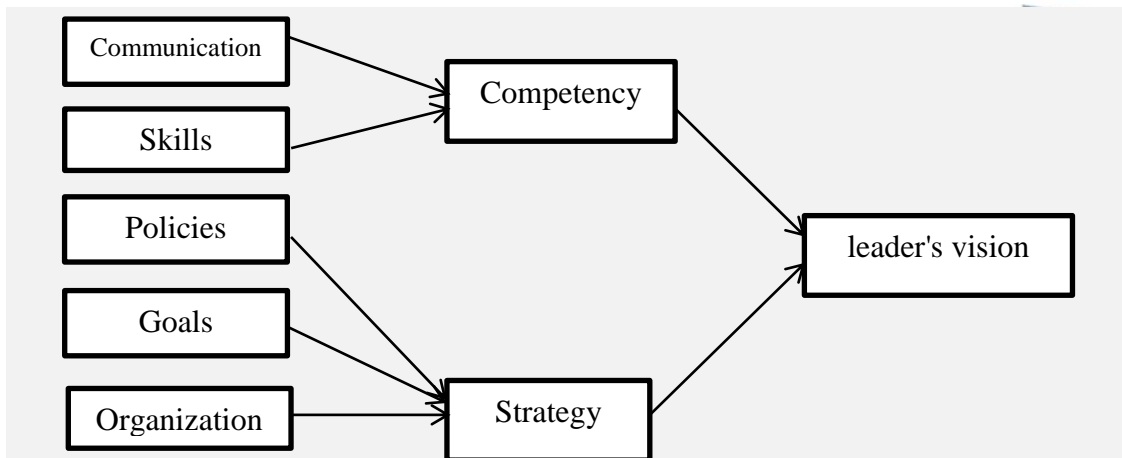
### 5.3.2 To Examine the Impact of Creative Thinking Application on Employee Performance at the Palestinian Civil Police

According to the results of the analysis for this objective, the leader's vision has no significant impact on the employee's performance in the Palestinian Civil Police (PCP). This was indicated by the t-value of 1.215, which is less than 1.96, and the p-value of 0.264 which is greater than 0.05. In other words, the leader's vision does not affect the quality of work or employee innovation in PCP.

The finding of the present study indicates that there is no impact of the leader's vision on employee performance. The finding of relevant previous studies indicates the opposite. The discrepancies in the results may be due to differences in the

organizations, leaders' skills, and implementation strategies. The study recommends that the PCP should pay more attention to the leader's vision and enhance their skills in directing their vision to improve the quality of work and employee innovation. Furthermore, the PCP should involve managers and leaders in setting policies and preparing plans more effectively to achieve a link between the leader's vision and the quality of work and employee innovation. Effective communication between leaders and followers regarding vision is critical in achieving commitment, work quality, and employee innovation.

These findings showed that the PCP needs to realign its leaders' vision to meet goals related to the quality of work and innovation development in the PCP. The PCP also needs to conduct workshops for leaders to promote innovative approaches and disseminate them throughout the organization. Furthermore, executives should receive feedback to establish staff innovation policies. To improve their vision, it is desired that the police place a high value on the development of their leaders' soft skills. For better work quality and employee creativity, the police must concentrate on the organizational skills of leaders, the ability to carry out the organization's objectives, and the ability to manage and update work policies. Figure 5.2 depicts the pillars of a leader's vision based on previous studies on the quality of work and employee innovation in the PCP.



Source: Self Devised

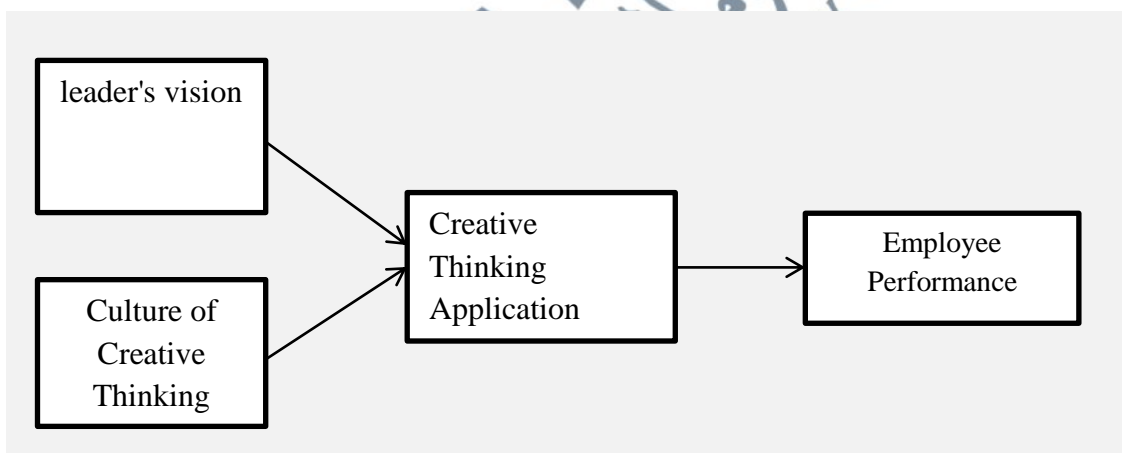
**Figure 5.2:** The Pillars of a Leader's Vision

The present study's findings contradict previous studies on this topic. For instance, Weng et al. (2015) found that the leader's vision impacts employees' quality of work and innovation. Akram, Lei, and Haider (2016) demonstrated a correlation between the leader's vision and the quality of work and employee innovation. In addition, Afriyie et al. (2019) experimental study in Singapore demonstrated a correlation between the leader's vision and the quality of work and employee innovation. Alrowwad, Abualoush, and Masa'deh (2020) also found a relationship between the leader's vision and the quality of work and employee innovation.

The finding indicated there is the impact of the culture of creative thinking on employee performance is positive and statistically significant ( $t = 2.464 > 1.96$ ,  $p\text{-value} = 0.018 > 0.05$ ). The value of the standardized regression path coefficient is 0.253 indicating that as CCT rises by 1 standard deviation, the employee performance will rise by 0.253 standard deviations.

The present study's conclusions demonstrate that fostering a culture of creative thinking can enhance employee innovation and quality of work in the PCP. This aligns

with prior research, indicating that the police force should prioritize creative thinking by establishing a leadership vision and integrating a culture of innovative thinking into the PCP's organizational culture. Achieving this objective necessitates a focus on developing personnel soft skills, including analytical thinking and collaboration with creative institutions, in addition to improving employees' capacity to tackle challenges using innovative approaches. Police officials must look for innovative partner organizations to engage with to create a culture of creative thinking at the PCP to improve the quality of the work and employee innovation. Additionally, enacting regulations that provide employees with a margin of work without worrying about making mistakes at work allows them to handle problems creatively. Figure 5.3 highlights the key principles of leveraging creative thinking and its potential impact on employee performance.



Source: Self Devised

**Figure 5.3:** Foundations of Creative Thinking Application

These results are consistent with Mazzei, Flynn, and Haynie (2016) experimental studies, which found a correlation between the culture of creative thinking and the quality of work and employee innovation. Moreover, Jinhui, Zhang, and Schroeder (2011) and UNESCO and World Bank (2021), Saleem et al. (2021),

and Purwanto (2020) have demonstrated that the culture of creative thinking contributes to improving the quality of work and employee innovation in various industries.

Finally, depending on the second hypothesis, H2: There is a significant impact of creative thinking application on employee performance at the PCP, the present study responded to the second question.

### **5.3.3 To Determine the Impact of Competency-based Training on Experience at the Palestinian Civil Police**

The analysis of the data showed that the training environment has a significant impact on experience ( $t = 16.432 > 1.96$ ,  $p\text{-value} < 0.001$ ) with a positive standard regression path coefficient of 0.763. The findings show that to enhance the experience, a training environment that is integrated and takes into account the number of learners, facilities, equipment, and ventilation is necessary. A well-rounded training environment that includes both instructional and logistical components is also necessary to improve employees' knowledge and abilities and, consequently, their experience. PCP knowledge is enhanced when the training environment deliberately improves.

Employees can develop the characteristics and abilities that makeup experience with the use of competency-based training. Experience includes creating a productive training environment for competency-based training and is connected to the organization's leadership policies. This can be accomplished by offering management policies that, to enhance competency-based training, particularly that which aims to enhance employee experiences, must be reasonable and practical. offering an

environment for training that aids in the employee's knowledge and skill development and guides training initiatives towards experience enhancement.

Furthermore, the job competencies that the organization wishes to inculcate in the individual to complement his experience are impacted by the training environment. Offering an integrated training environment that includes tools and is task-compatible boosts worker productivity and serves as a motivator for skill development. The training department should implement a plan that consists of decisions and actions meant to enhance the worker's behavior in resolving issues at work and broadening his experience.

The results are consistent with a pilot study conducted by Feng and Nassauer (2022), which indicated a positive influence of the training environment on the experience. There is an effect of the training environment on experience in service organizations, as (DeLeo et al., 2022) study also showed. Chris et al. (2022) study also showed the same result, indicating that there is an effect of the training environment on experience.

Moreover, the analysis of the data showed that the training strategy has a significant impact on experience ( $t = 7.437 > 1.96$ ,  $p\text{-value} < 0.001$ ) with a positive standard regression path coefficient of 0.642. The experience is enhanced by a new training strategy that includes guidelines and directives for capacity-based training. To enhance the experience, the Palestinian Police should integrate the competency dictionary with the training strategy elements.

A set of philosophical applications and actions regarding the type of training material to be used and the way it should be implemented can be represented by training strategies. One of the most important aspects of building expertise is making these applications and procedures successful. To constantly enhance competence,

training strategies rely on inputs from the training process, particularly knowledge, training needs, and implementation requirements. Organizations should aim their training approach more towards cognitive training, which is the process of imparting knowledge, information, and specialized and real-world experiences to participants.

The literature research and data analysis made it abundantly evident that experience is influenced by training strategy. The policies and applications that facilitate experience must be considered by the Palestinian police. Policies play a significant role in the introduction of competencies that enhance experience. To guarantee a better experience, decision-makers should update the training strategy and pay closer attention.

These findings align with those of Kem (2022) study, which showed that experience in financial banks is influenced by training strategy. Furthermore, Wongnaa and Boachie (2018) research verified that the training strategy also impacts experience. Lastly, the findings of Shishigu (2022) study supported the presence of this effect of training strategy on experience in successful businesses.

Lastly, the present study offered an answer to the third question based on the third hypothesis, H3: There is a significant impact of competency-based training on experience at the PCP.

#### **5.3.4 To Examine the Impact of Creative Thinking Application on Experience at the Palestinian Civil Police**

The analysis conducted for this objective's outcomes indicates that the leader's vision has no significant impact on the experience of the Palestinian Civil Police (PCP). The results of the study indicate that there is no statistically significant correlation between the leader's vision and experience. The t-value of 1.533, which is

less than 1.96, and the p-value of 0.125, which is greater than 0.05, both suggested this.

The administrative abilities of the leader in managing experience acquisition account for the impact of the leader's vision on experience. A few leaders see creating cutting-edge training to enhance the experience. Some see the need to create plans for self-education to enhance the experience. Acquiring experience through education on one's own, training, or interactions with the workplace necessitates policies that align with a clear leader's vision. Supervisors must use creative talents, the most crucial of which is creative thinking, in order to gain competence in organizations. Using creative thinking at work helps a person become more positive and enhances his problem-solving skills.

Experience is impacted by a leader's vision, according to the literature review. Nevertheless, the statistical research revealed that experience in the Palestinian police is unaffected by the commander's vision. The absence of supervisor engagement in developing operational plans is the one of causes. Supervisors must possess the leadership qualities necessary to oversee functional capabilities and use them to enhance experience. Encouraging leaders to participate in creative training forces them to consider the value of using their imagination and how it affects experience development. The leadership preparation center of the Palestinian Police has to provide training programs that match the quick advancements in science and technology. One such program should focus on creative thinking and its applications.

The results of the current study contradict previous studies on this topic. For example, Barta, Belanche, Fernández, and Flavián (2023) found that leader vision affects experience in industrial firms. Hu et al. (2022) showed that a leader's vision

affects experience in organizations. In addition, an empirical study conducted by Mumford et al. (2023) showed that leader vision affects corporate experience.

Moreover, the finding indicated there is an impact of the culture of creative thinking on experience ( $t = 4.487 > 1.96$ ,  $p\text{-value} < 0.001$ ) with a positive standard regression path coefficient of 0.163. The findings demonstrate that the Palestinian Civil Police must adopt a more creative thinking culture to improve the experience. The cops are using the media to help propagate this culture. It also necessitates enhancing the employee experience and turning on the incentive program, particularly for creative work. The outcomes also showed that forming alliances with artistic establishments enhances the experience. Enhancing experience can be achieved by promoting a creative culture inside organizations and integrating it into administrative processes.

To increase experience, spreading the culture of creativity demands hard work. To steer this culture and enhance the experience, supervisors must work in tandem with the administrative process. Taking note of this innovative culture enhances the experience and the ability of the staff to be innovative. In order to enhance experience, the training system also plays a part in fostering a culture of creative thinking. Employee behavior and experiences are enhanced by knowledge and inventive abilities.

These results are consistent with the experimental studies concluded by Sumarni, Rumpaka, Wardani, and Sumarti (2022), which found the impact of the culture of creative thinking on the experience. Saleem, Khan, and Syed (2021) showed that the culture of creative thinking affects the experience in companies. Martíne (2015) study also proved the same result that the culture of creative thinking affects the experience in corporate communications.

Lastly, the present study offered an answer to the fourth question based on the fourth hypothesis, H4: There is a significant impact of creative thinking application on experience at the PCP.

### **5.3.5 To analysis the Impact of Experience on Employee Performance at the Palestinian Civil Police**

The analysis of the data showed that the experience has a significant impact on employee performance ( $t = 3.481 > 1.96$ ,  $p\text{-value} < 0.001$ ) with a positive standard regression path coefficient of 0.480. Experience is important and has a place in organizations. It affects how well individuals perform and sets them apart from their colleagues. directing training programs in different organizations to enhance workers' performance and productivity as well as their level of knowledge. Enhancing the numerous instructional strategies and tools, as well as how employees engage with their workplace, raises the standard of work. Because experience is linked to job competencies and the competence lexicon, it enhances employee performance. Skills in the employee's area of expertise and experience are enhanced by competencies.

Experience also helps to improve employee performance because it reflects one's knowledge base. Employee performance is improved by improving the work experience and having a solid understanding of work policies and procedures. Employee performance and innovation are also improved by experience boosted by creative skills. The Palestinian Police would rather focus on enhancing personnel performance through increased experience. Enhancing experience can be accomplished by developing guidelines and directives for supervisors to raise the caliber of their job, as well as by providing tailored training.

The findings of achieving this objective are consistent with previous studies, as Sinambela and Ernawati (2021) found in their study that experience affects employee performance in technology and information companies. Rivaldo and Nabella (2023) also found in their study that experience affects employee performance in banks. The same result is also the case, López-Cabarcos, Vázquez-Rodríguez, and QuinoA-Pineiro (2022) noted that experience affects the employee's performance in the education sector and universities. Moreover, Yadav and Dhar (2021) proved in their research that experience affects employee performance.

Finally, the present study offered an answer to the five-question based on the five hypothesis, H5: There is a significant impact of experience on employee performance at the PCP.

### **5.3.6 To evaluate the mediator impact of experience between competency-based training and employee performance at the Palestinian Civil Police**

The statistical analysis of the present study revealed that the training environment has a significant impact on experience ( $t = 16.432 > 1.96$ ,  $p\text{-value} < 0.001$ ). The coefficient of the standard regression path is 0.763, indicating a positive sign. This means that when the training environment increases by 1 standard deviation, the experience increases by 0.763 standard deviations. The indirect effects of the training environment on experience and experience on the quality of work and employee innovation are also statistically significant, with a total indirect impact (ab) of 0.366. The Sobel test statistic is  $3.404 > 1.96$ , and the  $p\text{-value}$  is  $0.001 < 0.05$ , providing substantial statistical evidence for the indirect effect. Therefore, experience

partially mediates the relationship between the training environment and employee innovation.

The findings of the study confirmed that the experience variable is a mediator between the training environment and employee performance at the police. The experience gained by employees in the Palestinian Civil Police enables them to develop the professional skills and competencies necessary for achieving their professional goals. To improve employee performance (quality of work and employee innovation), an integrated training environment that facilitates the acquisition of information and skills is essential. Therefore, the PCP should prioritize building experiences for its employees by providing an appropriate training environment for learning and development. In addition, the results of the study showed that the police need to update the training plan policies to improve employee experiences. The police also need to activate the dictionary of competencies in training courses to improve the training environment, improve the quality of work, and increase the employee's innovation while implementing his duties.

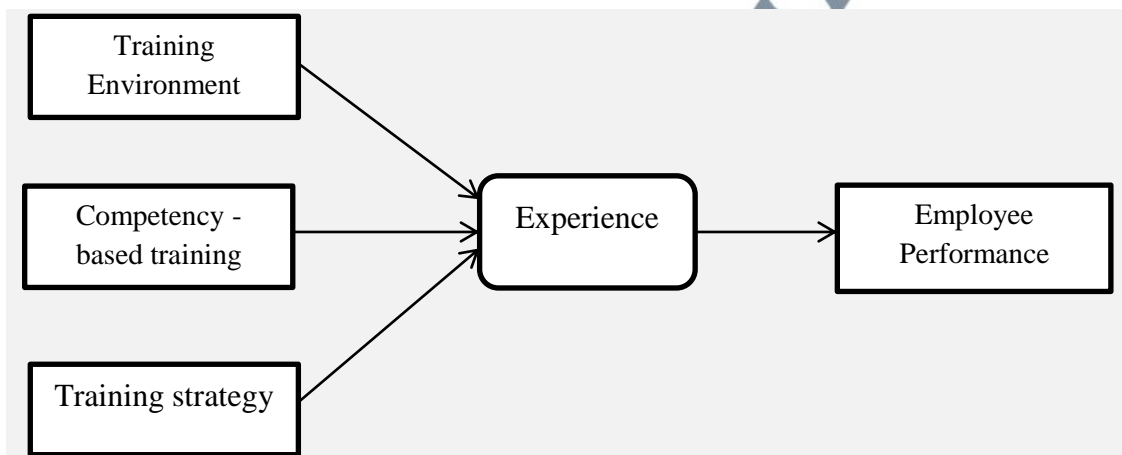
The results of the data analysis for the study indicated that the officers' experiences had a greater influence on employee innovation and quality of work than did the individuals' ranks. The officers' access to advanced training both domestically and abroad enhanced their experiences by allowing them flexibility in how they interacted with the training environment to improve the effectiveness of quality of work and employee innovation. Additionally, the officers' responsibilities, which serve as a bridge between the leadership, who represents the upper administrative level, and the individuals, who represent the lower administrative level, allowed the officers to expand on their prior experiences.

The present study supports previous research indicating that experience mediates the relationship between the training environment and employee performance. For instance, Sung and Choi (2014) found that experience mediates the relationship between the training environment and employee performance in Turkish firms. Alnoor (2020) similarly verified that experience mediates the relationship between the training environment and employee performance. Alrowwad et al. (2020) also showed that experience is a mediating variable between the training environment and employee performance in service companies.

The statistical analysis of the present study revealed that the training strategy has a statistically significant effect on experience ( $t = 7.437 > 1.96$ ,  $p\text{-value} < 0.001$ ), with a positive coefficient of 0.642. This means that when the training strategy increases by one standard deviation, experience increases by 0.642 standard deviations. The indirect effects of training strategy on experience and experience on employee performance are also statistically significant, with a total indirect effect of 0.308. The Sobel test statistic of  $3.153 > 1.96$  and  $p\text{-value} < 0.05$  indicates a significant indirect effect. Experience acts as a mediator between training strategy and both quality of work and employee innovation, leading to a partial mediation effect.

Moreover, the findings of the study prove that experience as a mediating variable has an impact between training strategy and employee performance, which is supported by previous studies. Based on the findings, the police should update decisions and policies related to the training strategy to improve the employee experience. The police also need to strengthen training programs by activating self-education and building self-learning plans to enhance staff experiences, thereby improving work quality and officer innovation. The training strategy should be based on an understanding of the PCP's needs and goals and designed to empower

employees and improve their experiences. The Training Department should undertake programs that include local and international studies and coordinate with the Strategic Planning Department to achieve integration and direct efforts towards enhancing employee experiences, improving the quality of work, and employee innovation. Figure 5.4 illustrates the correlation between experience and competency-based training.



Source: Self Devised

**Figure 5.4:** The Correlation Between Experience and Competency-based Training

The present study's findings were supported by Alzoubi and Aziz (2021), their experimental study showed that experience as a mediating variable has an impact between training strategy and employee performance in the banking sector in the United Arab Emirates. Kutieshat and Farmanesh (2022), also conducted a pilot study that showed that experience as a mediating variable impacts training strategy and employee performance in the educational sector. Moreover, the study conducted by Abloushi, Alharmoodi, Jabeen, Mehmood, and Farouk (2023) showed that experience as a mediating variable has an impact between training strategy and employee performance in the industrial sector of production companies.

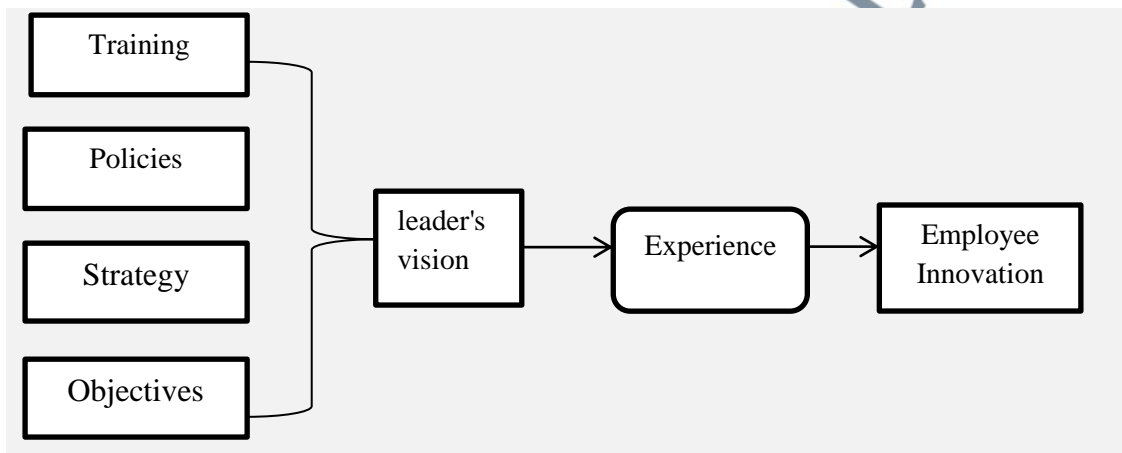
Lastly, the present study offered an answer to the sixth question based on the sixth hypothesis, H6: There is a significant mediator impact of experience between competency-based training and employee performance at the PCP.

### **5.3.7 To Evaluate the Mediator Impact of Experience between Creative Thinking Application and Employee Performance at the Palestinian Civil Police**

The results of this study indicate that there is no statistically significant influence of a leader's vision on experience ( $t = 1.533 < 1.96$ ,  $p\text{-value} = 0.125 > 0.05$ ) and that the overall indirect effect ( $ab$ ) is relatively small at 0.053. Sobel's test statistic is also not statistically significant ( $1.399 < 1.96$ ,  $p\text{-value} = 0.162 > 0.05$ ), indicating that experience does not mediate the association between a leader's vision and employee performance (quality of work and innovation).

This study found no significant correlation between experience as a mediating variable and the association between a leader's vision, work quality, and employee innovation. Developing expertise requires a clear training approach with documented policies to ensure successful implementation and evaluation. Building expertise is part of the employee empowerment process and is linked to the vision of leaders and managers to increase the quality of work and provide better services. In addition, the police should pay attention to improving the experiences of commanders to improve their vision toward achieving the objectives of the police. The leader's vision is essential in improving work quality and employee innovation. Activating leadership programs at the Police College contributes to improving the experience and the leader's vision. Therefore, the study concludes that experience does not mediate the relationship between a leader's vision and employee performance in this context. To

improve the employee experience, the Palestinian Civil Police needs to focus on two crucial factors: a leader's vision and workplace practices. Providing employees with the necessary tools and insights can deliver a more enjoyable experience and enhance their performance. Figure 5.5 illustrates the influence of experience requirements on the relationship between a leader's vision and employee performance.



Source: Self Devised

**Figure 5.5:** Experience Requirements on The Relationship Between a Leader's Vision and Employee Innovation

The present study's findings contradict previous studies on this topic. For instance, Zhang, Ma, Ye, Guo, and Liu (2021) found that experience mediates a leader's vision and employee performance in informal field learning. Sudjatmoko, Ichsan, Astriani, Mariani, and Clairine (2023) demonstrated that experience mediates a leader's vision and employee performance. Putra and Pramusiwi (2023) also found that experience mediates a leader's vision and employee performance in companies.

Moreover, the statistical analysis of the present study showed that a culture of creative thinking has a statistically significant effect on experience ( $t = 4.487 > 1.96$ ,  $p\text{-value} < 0.001$ ) and a positive standardized regression path coefficient of 0.163. This suggests that when CCT increases by one standard deviation, EXP increases by 0.163

standard deviations. Furthermore, the indirect effects of CCT on EXP and EXP on employee performance were statistically significant, with a total indirect effect of 0.078. The Sobel test statistic was  $2.758 > 1.96$ , with a p-value of  $0.006 < 0.05$ , indicating a significant indirect impact.

The findings of the present study confirmed that experience affects the relationship between the culture of creative thinking and employee performance (work quality and employee innovation). It is clear from the analysis of the results that the employee has become a part of the police culture, contributing to its growth, and the police must provide opportunities for growth and learning for employees to obtain a better quality of work and achieve innovation at work. According to the study's findings, one of the most significant changes for PCP practitioners to advance their knowledge and skills is through collaboration with creative institutions in the exchange of experiences. By turning on the system of rewards and incentives for innovators, good chances are created for developing employee experience and enthusiasm for innovation.

In addition, the PCP needs to activate the role of human resources management to address problems that may be related to management practices or situations that occur in the workplace. This requires the police to update their tools to continually engage their staff and help the HR team or leader better understand talent, expectations, and values to improve their experience. Therefore, understanding and improving the employee experience is crucial in the police, especially considering the innovation environment to improve the services provided. Building an interactive and robust experience will help the police discover and retain the best talent, obtain a desirable quality of work, and achieve a state of innovation in missions.

The findings of this study support previous research by Park, Song, Yoon, and Kim (2014) on the impact of experience as a mediator between the culture of creative thinking and employee performance in learning organizations. Additionally, the study is consistent with Afsar and Badir (2017) experimental investigation on the impact of experience as a mediator between the culture of creative thinking and employee performance in firms. Bhutto, Farooq, Talwar, Awan, and Dhir (2021) experimental study also confirmed that the experience of employees of private companies has an impact on the relationship between the culture of creative thinking and employee performance of private companies.

Lastly, the present study offered an answer to the seventh question based on the seventh hypothesis, H7: There is a significant mediator impact of experience between creative thinking application and employee performance at the PCP.

#### **5.4 The Recommendations of the Study**

This study aimed to assess the impact of competency-based training and creative thinking on the performance of employees in the Palestinian Civil Police (PCP). Based on the study's findings, the researcher suggests the following:

- i. The PCP should develop a scientifically based performance appraisal system for employees using performance indicators.
- ii. The PCP should invest in a well-equipped training environment to provide quality training programs that improve employee knowledge and skills.
- iii. The PCP should establish a training strategy with the involvement of all administrative levels and implement plans to evaluate the effectiveness of the strategy. The goal is to empower employees both administratively and professionally and improve their performance.

- iv. The PCP should provide advanced training programs for commanders and managers to enhance their leadership skills and vision. Parallel to this, PCP should cultivate a culture of creative thinking in all police activities, starting with training and continuing in the performance of duties.
- v. The study recommended, as well, to improve the performance of PCP and ensuring their effectiveness in serving the community.
- vi. The study recommends that the PCP create a culture of creative thinking in police work. This would start with training and continue through the implementation of tasks. This will help employees stay up to date with advancements in science and technology, develop problem-solving skills, increase self-confidence, and ultimately improve employee performance.
- vii. The study recommends that the PCP implement an educational plan for police personnel to gain practical experience. This would require leadership to drive policies and actions to enhance employee capabilities and improve employee performance in carrying out tasks and providing high-quality services.
- viii. The study suggests that the PCP prioritizes the employment of more women, based on the job description. Women are necessary in all sectors of the police and many police tasks cannot be performed without them, such as court control procedures, family chores, and cases involving juveniles.
- ix. The study highlights the need for the police to address the administrative pyramid. There are more officers than non-commissioned officers and personnel, which creates difficulties in manpower planning and job title placement. This creates a challenge in executing the performance rating

system and can result in officers with military ranks being placed in positions that do not correspond to their tasks according to the law.

The present study provides a foundation for future research on employee performance in the PCP. To expand upon the findings of this study, future research should focus on developing qualitative data collection methodologies. This could involve conducting interviews with employees to gain a deeper understanding of their perspectives on employee performance, including their preferences and the nature of their work. A qualitative approach could yield a wider range of responses from participants compared to a survey.

Additionally, future studies should strive to include a broader sample of individuals from different institutions, beyond the PCP. This would provide a more diverse range of perspectives and help to generalize the findings to a larger population. Furthermore, it would be important to ensure that the sample is balanced and proportionate in terms of gender, to minimize potential gender biases in the results. This could be achieved by delivering surveys to an equal number of male and female respondents.

Overall, future research on employee performance should aim to gather a comprehensive and diverse range of perspectives, to draw more accurate conclusions and generalize the findings to a larger population.

### **5.5 Limitations of the Study**

The present study revealed an intrinsic influence and constructive association between the assessed variables; however, certain inadequacies or limitations require consideration. Firstly, the researcher collected quantitative data by distributing

questionnaires to Palestinian Civil Police employees according to a technique outlined in the study. The study focused on the Palestinian Civil Police with all its conditions, components, and capacities. Analyzing questionnaire answers to make generalizations can restrict respondents' speech and expressions.

Secondly, the study was limited by the imposition of analyzing employee performance in the Palestinian Civil Police due to the lack of an adequate performance appraisal system. The sentiments expressed by Palestinian Civil Police workers may not fully reflect the opinions of employees in the security institutions of the Palestinian Ministry of Interior or the private sector. Moreover, it may be challenging to generalize to personnel in various security organizations due to the unique aspects of their profession. The security industry is diverse, especially considering the levels of privacy it provides to citizens.

The third limitation concerns the method of collecting questionnaires from responders to Palestinian police personnel. The surveys were presented to the Palestinian police officers by hand, which was confined to coordination with the police directors of the governorates and the directors of departments in the police. Consequently, there was no face-to-face interaction between the researcher and the respondents, making it difficult to obtain respondents' input and interest in answering the questionnaire.

Finally, the study's fourth and last limitation was the small percentage of female employees in the Palestinian Civil Police, accounting for only 15% of the survey respondents. Women hold numerous leadership, administrative, and executive positions in the Palestinian Civil Police. Nevertheless, the number of women in the police force is limited, indicating that females do not participate in answering the questionnaire in equal proportions to men.

## **5.6 Implications of the Study**

The study analyzed all the collected data and discussed the results concerning the study's objectives, questions, and hypotheses. This section examines the implications of the relevant and effective findings in the field of study, focusing on methodological, theoretical, and practical implications.

### **5.6.1 Theoretical Implications**

The study's strength lies in using three theories: the Componential theory of Creative Performance, the goal-setting theory, and Sternberg's theory of effective intelligence. These theories helped establish the relationship between the variables in the Palestinian Civil Police and served as a basis for building hypotheses. The study found a strong correlation between these theories and helped identify specific demands tied to PCP employees, which can support the Police Command in developing policies and taking action to enhance staff performance and raise the level of services to the public.

The study also found that experience plays a crucial role in the employee's focused innovation processes in obtaining creative performance (Amabile, 2011). Experience varies from one employee to another and depends on variables related to training, learning, work practice, and personal qualities (Lunenburg, 2011). Attention to experience is an indirect focal aspect of the employee performance improvement service, and it can be developed through an integrated training environment and the availability of a training strategy focused on empowering the employee (Martíne, 2015). Additionally, experience is built on activating creative thinking in the firm by fostering creative thinking among employees and adopting it as an enterprise culture (Lau & Ng, 2014).

Overall, the study's findings have significant theoretical and practical implications, helping businesses interested in promoting creative thinking and stimulating thought among people to achieve success in their jobs. The study highlights the importance of organizational factors that have a substantial impact on the performance of the employee and provides a foundation for developing policies that enhance staff performance and improve the level of services to the public.

### **5.6.2 Practical Implications**

This study has significant practical implications, particularly for the employees of the Palestinian Civil Police. The dimensions of capacity-based training, along with its components, and the application of creative thinking, and its components can increase employee performance. The study found that employees are willing to develop their capabilities and expertise to provide high-quality services to people. They also expressed their eagerness to participate in specialist training and develop unique ideas to improve their performance. The study emphasized that the employee's performance needs to be constantly developed to combat internal and external factors that affect their work.

The study also has implications for the Superintendent of Police. The police chief should review the training environment and approach and focus on building a training program based on capabilities. Additionally, the police director should direct policies toward fostering a culture of creative thinking and finding ways to apply it in police work. Creative work in the Palestinian Civil Police can promote confidence in citizens and increase productivity in providing security for the state. The police leadership is responsible for inspiring staff towards education and developing innovative abilities to improve performance in carrying out assignments.

The study also impliedly refers to the Palestinian Ministry of Interior, which is responsible for planning and implementing any policy related to security affairs in the country. The Ministry's policies serve as a guide for the employees, notably the security staff, to direct the scope of work efficiently and effectively. The study's outcomes can benefit various security organizations linked with the Ministry of Interior in boosting their staff's performance and developing their administrative tasks, particularly training.

The end influence of this study is on society. The Palestinian police have strategic aims towards citizens, promoting security, empowering staff, dealing with crimes, and establishing confidence with inhabitants. The police department is considered the major interface for engaging with citizens, responsible for implementing the internal security of society, enforcing the law, and cleaning society of criminals and crimes. The police's vital function involves all elements of life, whether at the level of preserving security or at the level of law enforcement and crime detection.

In summary, chapter six discussed the conclusion, and explained the recommendations and limitations. The chapter also discussed the study's implications, including theoretical and practical implications, for the employees of the Palestinian Civil Police, the Superintendent of Police, the Palestinian Ministry of Interior, and society.

## **5.7 Conclusion**

The present study focuses on the impact of competency-based training and creative thinking application on employee performance at the PCP. The study aims at developing solutions to address the issue of low employee performance at

the PCP. The study demonstrates that the results of the inquiry, which is carried out by the German Cooperation Organization (GIZ) to diagnose the reality of the employee's performance, that the performance is poor. The GIZ circulated a questionnaire to various elements of society in Palestine, and the results demonstrated weakness in the employees' performance. One of the most important conclusions of the GIZ study was that the employee needs to raise his/her talents to develop the quality of work. Moreover, the employee needs unique training programs to enable the employee to introduce innovation in the practice of his/her duties.

Nairat (2019) highlighted in his/her dissertation that one of the consequences of i.e. employee performance needs several strategies to develop it. He also highlighted that the PCP needs to look for the development of administrative and professional foundations to boost the performance of the employees at the PCP, notably raising the quality of work. He also pointed out the need to develop creative capacities so that the employee becomes an administrative and professional innovator according to his/her specialty.

Dimension Company, a company specialized in administrative development and institutional restructuring, a company that worked for 4 years to develop the administrative system at PCP. It is shown that technological and scientific development needs to develop employee performance to keep pace with work requirements towards citizens and provide high-quality services. The results of the expert company's recommendations Provide unique training programs to increase staff talents. In addition, the leadership emphasizes establishing the corporate culture and integrating innovation as an approach to the employees' work. This study comes to identify answers for the PCP to solve the issue of low staff performance. In light of

the literature reviewed, the current study anticipated that capacity-based training increases employee performance; and the application of creative thinking boosts the employee's performance.

This/her study found the most crucial result i.e. capacity-based training increases the employees' performance. These results demonstrate that the training environment increases the quality of work for the PCP employee. The quality of work and employee innovation need the implementation of training programs in a conducive environment for the employee since the training context has a role in urging the employees to meet the training objectives. This/her is to attain the knowledge and skills, they need to enhance the quality of work and employee innovation. The PCP ought to pay attention to the training environment since it has a considerable impact on the effectiveness of training. The acquisition of skills is affected by the completion of the needs of the training environment, such as ventilation, lighting, space of the training hall, and the quality of training equipment. Where those trained and the trainees themselves feel comfortable, the facilities are appropriate to the requirements of the training session, which promotes the quality of work and employee innovation. In addition to that, the PCP needs to pay attention to the electronic training environment related to the e-learning of the employee to increase the quality of work.

On the other hand, the results reveal that the training strategy enhances the quality of work and employee innovation. The invention and development of non-traditional creative ideas are key components for the success of the institution. Investing creative energy and encouraging the personnel would role and a high position in light of the spread of many competitive institutions in the modern day. Innovation plays a significant part in the success of the firm by individuals to develop

their creative energies without any limits, giving financial incentives, and embracing potential risks that could result in unexpected mistakes. Therefore, the PCP must lead the training strategy with numerous judgments and regulations that assist the innovation of the employee. In addition to that, planning unique training programs and encouraging the employee to innovate in his/her work to increase the quality of work.

The results of the study indicated that the leader's vision did not alter the quality of work and employee innovation. Previous studies suggested that the leader's vision had an impact on the quality of work and employee innovation. This suggests that the vision of the commander in the PCP needs to be improved by offering the commander with particular courses that boost his/her skills. The PCP must activate leadership training at the Leaders Center in the Police College. Commander to develop his/her vision according to the objectives of the police to boost the quality of work for the employee and employee innovation. Moreover, The PCP needs to set policies in the police strategy that enables the commander to construct a vision to promote employee creativity to raise the quality of work and employee innovation. This shows that the leader's vision in the PCP has to be strengthened by giving the leader creative courses to develop his/her imaginative powers and his/her conviction of the benefits of innovation. In addition, inspiring the leader first to build the ability to sketch a particular vision, and that every leader has a vision. But he must search for it in the depths of himself and define its features on a journey in which he is accompanied by a specialized and qualified leadership mentor and uses approved methods and tools, especially if he intends to assume a leadership position.

The results of the study also indicate that the culture of creative thinking affects the quality of work and employee innovation. This indicates that the culture of creative thinking in the PCP must be improved through the police strategy by

directing training programs to creative thinking and trying to disseminate it at work. This indicates that the culture of creative thinking in the PCP needs to consolidate creativity in the employee. Moreover, the PCP ought to activate media platforms to reflect the importance of creativity as an approach at the institution. This should create partnerships with creative institutions to benefit from their expertise. Furthermore, the PCP needs to develop training policies to establish a culture of creative thinking for the employee to raise the quality of work and employee innovation.

Simultaneously, the study results have shown that experience plays a remarkable role in enhancing employees' performance. Managing job experiences and the employees' journey within the PCP is the responsibility of all departments and divisions. Although HR is assigned as the torchbearer of functional experience, this is not the responsibility of HR only. The management of job experiences in the PCP is a deep administrative philosophy that if implemented and applied effectively and efficiently achieves quality work. The PCP also needs to direct the departments to provide the employee with creative experiences to enhance the employees' innovation, depending on the training and education plan.

Additionally, the study presents an effective proposal for the PCP in solving the problem of poor employee performance. Submitted a proposal to enhance the quality of work and provide services to citizens of high quality. These services allow the employee to feel confident and empowered with his/her job duties. Citizens feel more secure due to the advancement of security for the citizen in responding and providing security services of high quality. The PCP can achieve its strategic goals by relying on improving the performance of its employees.

Parallel to the above, the study proposes an effective strategy for the PCP to achieve the first strategic goal, which is empowering human resources. It contributes

to attaining the other three strategic goals of lowering crime, involving the community through spreading security and boosting employee productivity. The study shows this by depending on the evolution of the traditional and electronic training environment, with major advancements in terms of equipment and accompanying media. The study orients PCP to design a training strategy with some decisions and policies to boost work quality and employee innovation. Moreover, this study presents a concept to activate creative training and propagate the culture of creativity to enable the employee to improve the quality of work and carry out his/her duties in an inventive manner.

The present study is crucial for the community as the police force provides services to the community and the development of those services has a direct impact on the community. The improvement of PCP services ensures that all members of society are included and have a sense of accountability with the police force. This results in higher levels of security and addresses community problems effectively. The quality of police work is improved through efficient time management, access to proper equipment, and the use of innovative techniques by police officers.

The efficient implementation of laws and rapid investigation of crimes by police officers is crucial for maintaining the safety and security of society. The development of police officers' innovative skills also plays a role in preventing crimes from happening. Patrols and quick responses to routine incidents are essential components of a police officer's job that require innovation and a sense of responsibility.