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The Impact of Training on Improving the Quality of Hotel Services in the Five-Star Hotels A Case Study in the City of Amman, from the Perspective of Workers

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Keywords: *training, five stars hotels, quality, total quality management.*

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THE IMPACT OF TRAINING ON IMPROVING THE QUALITY OF HOTEL SERVICES IN THE FIVE STAR HOTELS A CASE STUDY IN THE CITY OF AMMAN FROM THE PERSPECTIVE OF WORKERS

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The Impact of Training on Improving the Quality of Hotel Services in the Five-Star Hotels A Case Study in the City of Amman, from the Perspective of Workers

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I. Introduction

Training process is one of the most important measure for the development and success which classifies organizations, and this explains the financial budget which is set by smart organizations to the process of training, and for the success of the training process there should be a clear and precise concept for the training among the parties involved in the training process like the trainer, the trainee and training in charge because this has a bearing on the proper preparation and implementation of training programs, and to follow the modern methods in training process that meets the needs of human resources working in hotels and develop their knowledge and skills, and to adopt the total quality system in training in particular that can transform work in hotels into a total quality system which would raise the level of hotel services provided in the educational hotels.

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II. The Importance of Research

The importance of this research came from the importance of the studied sector which is the hotel sector, particularly the five-star hotels in which training is provided for the hotel personnel and they are prepared in all their positions as administrators and technicians. This does not mean that the training is limited to the students who are studying in the hospitality colleges, hotels and the like, training must continue in all phases of hotel work that is called continuing hospitality training. On the other hand, the training process should improve the quality of services provided to customers and therefore a quality system in the training process must be adopted, which is reflected in the performance of hotel services and its efficiency.

III. Research Objectives

Given the importance of the training process in the hotel sector, the research aims to:

- Clarify the concept of training and its elements in general, and the concept of quality and the entrance of Total Quality Management.
- Assessing the unison of the training process with the scientific principles of the training process.
- Evaluating the elements of the training process in hotels.
- Evaluating the quality of the training process and its impact on improving the quality of hotel services provided in hotels.
- Evaluating the transformations carried out by hotels for the adoption of the total quality management system into their work.
- To submit a proposal to apply the total quality management system in hotels.

IV. Research Issue

Previous academic studies in this area have demonstrated that the lack of training has significant negative consequences like the low quality of service provided and the decrease of cost-effectiveness of technology, in addition to the unnecessary expenses and the additional costs borne by the organizations.

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Through a pilot study of the reality of the training process which takes place in hotels subject to the study; Research issue can be formulated as follows: The low level of hotel services along with shows of dissatisfaction, negligence and disorder and lack of experience are results of neglecting the training process, and lack of interest in its scientific concepts when identifying the needs and design of the training process, its implementation and evaluation. There is also an absence of the concept of quality and non-application of the training quality that ensures the quality of the training process and the improvement of the quality of hotel services and improve hospitality care.

V. Research's Hypotheses

- There is no difference between the Scientific and applied concepts of the principles of training and its methods currently prevailing in hotels subject of this study and the scientific principles and concepts to be applied.
- The quality of hotel services currently provided have no difference with the quality of hotel services that should be applied by using the total quality management training.

VI. Research Methodology

To achieve the objectives of the research and testing of hypotheses we relied on the analytical descriptive approach by splitting the research into two parts: the first is theoretical shows the concept of training, its principles, its components, and the concept of quality through books and journals in Arabic foreign languages. The second part is practical; it includes a field study conducted in some Jordanian hotels being a model for educational hotels,, where the questionnaire prepared for the purposes of research was distributed of workers and administrators. 45 questionnaires were distributed and 41 of them were collected all of them were valid for the study, Descriptive statistics were used to calculate averages Answers of sample members, relating to the Research's Hypotheses. To test the hypothesis t test was used for one sample (one-sample t test), noting that the average used measure value is equal to (3.5), as the scale used in all the survey questions is the following scale:

Table 1: Study Scale

1	2	3	4	5	6
Totally disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Totally agree

VII. Previous Literature

a) Training

Administration scientists disagreed on the definition of training, but they agreed that as a concept it is a targeted, organized, continuous management process. (Gomez, Balkin, 2014).To illustrate the concept of training; the following are some of the most important definitions in academic studies of administration scholars: Training is a planned activity aim at the development of technical and behavioral skills capabilities of the personnel to enable them to conduct an effective and meaningfully performance that leads them to achieve their personal goals and the organization objectives in the highest possible efficiency (Mustafa, 2000). In another definition: the training is The effective way that enables an individual to exploit his / her capabilities and potentials, and it is a planned and continuous activity aims to bring about changes in the knowledge, expertise, methods, opinions, behaviors and attitudes of the individual and groups that makes them qualified to conduct their work in a systematic manner and high productivity that become the key factor in achieving the organizational targets for their employer (Ruth, Doug, 2004) .The training is to "provide individuals with certain skills that help them to correct deficiencies in their performance(Gomez, Balkin, 2014).

Through previous training definitions; it is clear to us that:

- Training is an organized, continuous and planned activity aims to raise the capacity and potentials of the individual.
- Training leads to the modification of the individual knowledge and expertise and a change in his / her behavior and orientation in order to improve their performance and the quality of their work.
- The training leads to provide the individual with new experiences and skills needed to improve his / her work on one hand and improving the organization's performance on the other hand, as a result of providing the organization with qualified individuals who are able to cope with the nature and conditions of the works to be performed, that what modern organizations seek, as to lift up their performance to ensure their entry into the quality record (Shawish, 2014).

Thus it can be said: That training is organized, continuous and based on scientific grounds activity that aims to strengthen the individual skills in various organizational levels and expand their knowledge and skills and guide their behavior towards the individual and the organization's objectives in the same time (Tom, Frances, 2007). Training in the hotels is considered to be the practical side of the study in this field, as it is organized and continuous activity that aims to train

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students and trainees of hospitality and nursing sectors, and to provide workers in hotels of various categories with the knowledge and skills necessary to provide high-quality hotel services.

The importance of training: training is considered to be the modern language for education, development and performance, it become a strategic choice to invest in the human resources system (Colombo, Stanca 2008). Training is the effective way to improve the work of the Organization and the quality of its production and services (Konings, Vanormelingen, 2010). Possession of modern technology does not stand as a measure of the success of the organization, in the field of hotel services we cannot measure the development by the expansion of therapeutic and hotel facilities, and by providing them with modern instruments and supplies only, but is complemented by human performance level of employees, that appears as a key outcome of training and continuing hospitality education outcomes through its effective programs(Colombo, Stanca 2008) .The increasing importance of training in the hotel business arises for many reasons, including: the constant expansion in hotel services, every day there is something new in terms of work and hotel disciplinary methods, permanent change in working conditions and frequent problems as Hotelier work is characterized by vigorous and high sensitivity. The proportion of the problems that happened to workers in this sector in their various categories and the type of work may rise, avoiding these problems lies in training and continuing hospitality education through which employees are trained on all that is new in the world of hotels (Gad, Syed,1996).

General principles of training: Administration scientists developed set of basic principles by which they can achieve the objectives of the training process and these principles we quote briefly below: (Shawish, 2014).

The Inevitability of training and its continuity: Training is a continuous function to meet the requirements of development and change, which is a basic need for any organization to develop its human resources; training "starts with the appointment and does not end until retirement.

Training is an integrated system: Training is not a random activity but is integrated with its inputs, systems and outputs from one hand and integrated with other human resource management activities, training can be illustrated as an integrated system in Figure (1):

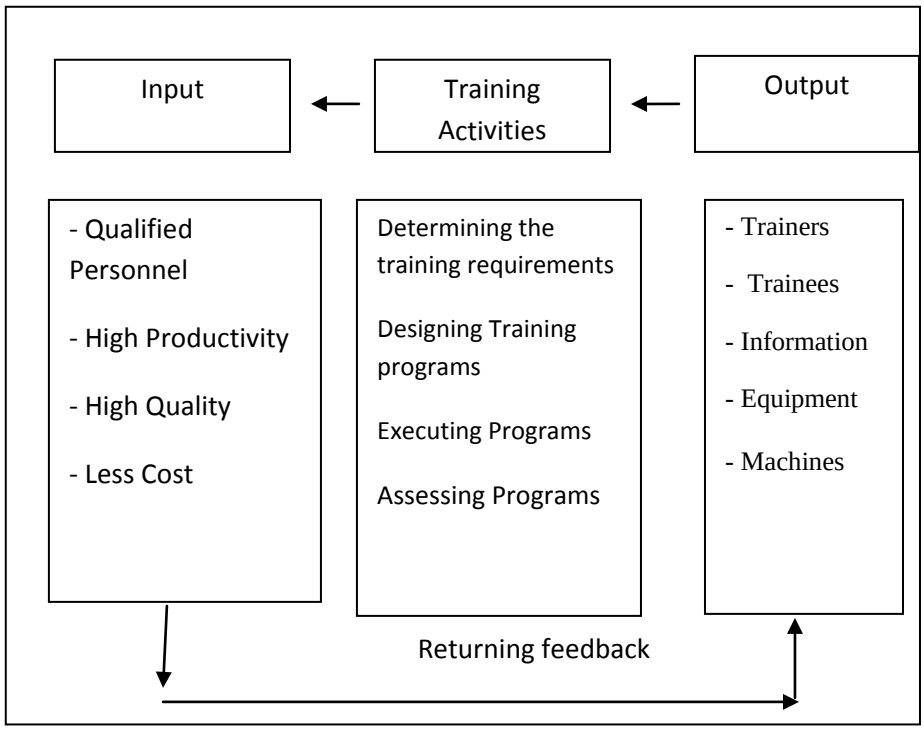


Figure 1

Source: Bohlander, G.W. & Snell S.A. (2004). Managing Human Resources. 13th Ed .Mason, Ohio. South –Western Publishing Co.

- Training is variable and renewed activity: Due to the renewed and changing individual attitudes and behavior, and the evolution of technology, a permanent readiness to modernize and develop the training and methods is a must.
- Training is administrative and technical activity: On the one hand training is considered as administrative activity where administrative work criteria are satisfied in regards to the clarity of policies, objectives, plans and programs. On the

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other hand, training is a technical activity that needs disciplines and scientific and practical expertise in the training field (Mustafa, 2000).

- Training is administrative and organizational elements: In terms of the progression in the training process, and linking training to the financial incentives, and taking into account the disparity between the trainees, and paying attention to the practical application, as well as the careful selection of trainees and the follow-up after completion of the training, and encourage them to participate, and finally connecting the training process to the real business needs.

The training process: When planning for the training operation, the planning process sequence has to be taken into account, where the training process passes through the following phases:(Armstrong, 1995).

Identifying training needs: Training trends

Training needs reflect the difference between the desired and attainable level of actual performance level of performance by the personnel. This means that the training need is the gap between the work requirements of knowledge and skills and those acquired by the employee. Training need appears as a result of changes in the individual on one hand, such as transfer, promotion, evaluating the performance, work-related injuries and new appointment. And the ones occur to the organization on the other hand, in terms of changing policies and objectives or the acquisition of new technology or the creation of new products and services (Mustafa, 2000). Therefore, training needs analysis should be done according to what suits the objectives and strategies of the specific organization. This move is considered the cornerstone of the training process planning because it helps to determine the training program contents, targets, training methods as well as to determine the appropriate time and place, and methods of training programs assessment. (Mustafa, 2000) The identification of training needs is based on a comprehensive analysis of the organization, the individual and the works, where these levels form an integrated approach for the identification of training needs. Therefore, when determining the training needs of the trainees categories in hotels we must take into consideration the evolution of hospitality occupations and the increase of precision in specialization in hotel services, and the renewal and development of equipment, and that the addition of a new human capital to the hotels require the establishment of continues training courses.

The design of training programs: The training program design process is the production of educational and training materials that make up the process of the training program in the light of the content of the training objectives that make up the reflection of the training requirement specified in advance. When designing the training program a scientific methodology based on the following steps must be adopted (Bohlander, & Snell 2004):

A. Identifying the training program objectives
B. Identifying the subjects of the training program
C. Identifying and preparing the training materials
D. Identifying training methods
E. Identifying training methods and requirements
F. Identifying time and place of training
G. Selecting trainers
H. Selecting trainees
I. Estimating training budget

Implementation of the training program: That represents a practical application of what has been previously done, as the implementation process is determined in the light of the data and the contents of the program itself and its objectives, which include the steps and procedures for educational training aim to develop the knowledge, skills and behavioral values and expand them in the trainee. implementation process is influenced by a range of factors, including (Colombo, Stanca, 2008):

- Timing: the date of the start of the program, its completion and the distribution of the time dedicated for training modules.
- Place and other requirements for training.
- Supervision by competent scientific specialists and by administrative apparatus capable of organizing and training and providing its staff with the necessary requirements.
- The trainer assuming his/ her role as a key factor in the success of the implementation process.

Thus, we see that this step is a practical application of what has been prepared for, and the success of the training program depends on proper and scientific implementation of the training work steps, through the transfer of training material information to the trainee thus achieving the very training program objective which is to bridge that gap in the trainees knowledge (Armstrong, 1995).

Training process evaluation: known as the evaluation process is those "procedures which are measured by the efficiency of the training programs and the extent of its success in achieving its goals, as it is used as a measure to assess the trainees competencies and the training's success in changing them, as well as the assessment of the trainers." Thus, the evaluation process aimed at (Konings, Vanormelingen, 2010):

- Knowing the strength points to develop them and the weaknesses points and to avoid them in the training program.
- Determine the extent of the trainees benefit from the training program.

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- Measurement of the efficiency of the training process elements of the trainer, trainee and the means and methods of training.
- Deciding the possibility of continuing the program or changing it.
- Improving training programs and developing them.

b) Total quality of training and its impact on improving the quality of hotel services

Quality in training is expressed in terms of trainee satisfaction scale. Which means access to prestigious level of training services to fulfill the aims of the trainees, their ambitions, their goals and to satisfy their actual needs for training (Hilal, 1996). The quality in training is the best guarantee for improving the quality of hotel services, Improving quality in the training process leads to the raising the training efficiency of the training management, leading to the kind of integration between what the trainee learns and what he/she actually needs in the development of his/her performance and the improvement of his/her capabilities, that increases the effectiveness of education and training (Al-Azzawi, 2005). Practically; training will improve performance and reduce errors, and to perform the work correctly from the first instance, this leads to lower costs, which is important in the field of hotel services, as the hotel labor costs increases in the event of a shortage of hotel (hospitality) experience, knowing that the quality of hotel services do not have specific parameters and can be influenced by many factors (Leavengood, Anderson, 2011). The success of efforts to improve the quality depends mainly on the human element, hence the importance of the role of the Training Department in adopting any change that would contribute to quality improvement and development, on the grounds that the training focuses mainly on the framework of the improvement and development of the capacities, skills and attitudes of the human element. Quality definition differed depending on the use and by whom it is expressed (Hilal, 1996). Through a review of studies and researches, which focused on this subject we can define quality as a pioneering step towards improving performance to achieve global standards by which the needs of customers in various categories can be met, and to satisfy these desires and to achieve the objectives of the organization whether in financial or moral gain(Hilal, 1996). The entrance to the Total Quality Management TQM is the best way to achieve these objectives, as the British organization for quality BQA definition stated that "total quality management is the administrative philosophy of the Establishment, by which it recognizes the achievement of both the consumer needs and the objectives of the project together (Isaksson, 2006). Total Quality Management is also known as "the philosophy and guidelines and principles that guide and lead the organization to achieve continuous improvement so it becomes an essential task for all members of the organization in order to achieve an added value to gain the satisfaction of its internal and external customers by offering what they expect or exceeds their expectations. The application of total quality management is not limited to the industrial activity but it extends to the services sector, particularly the hotel sector where this has become a prominent topic in the hospitality care research. Several definitions have been given for the total quality management in the field of hotel services as it is: "the care recipe which is expected to improve the levels of hotel services after taking into account the balance between gains and losses that accompany the process of care in all its parts. Thus, we can formulate a comprehensive definition of Total Quality Management in hotel services: It is that method through which highly effective hotel services are provided by using modern programs with the help of modern appliances, and based on global standards and criteria to achieve the best service at reasonable prices, thus achieving the full satisfaction and expectations of the guests. Attention to the quality of hotel services has increased as a result of the high costs of these services and as a result of the need for specialized hotel functions, and the increased demand for various types of modern hotel services, in addition to increasing awareness among the beneficiaries of these services and their interest in the element of quality (Isaksson, 2006). Total quality management help hotels in determining the appropriate standards for quality assurance, and the optimal utilization of the available possibilities, particularly five-star hotels, which is a mirror of civilized level reached by the state.

The adoption of Total quality management intro as a system in training:

The application of the total quality intro stems from one of the hotel sections and over time be spread to all sections, where the Total quality management encourages process of integration among the various sections to lift up the quality of hotel services, the quality of supporting services, and quality management system (Al-Azzawi , 2005) . Because training is one of the main activities in the hotels, which will offer training for workers in the hospitality field in various specializations, it is considered the nucleus for the application of total quality management approach and for the spread of quality culture in hotels, where this approach aims to complete the training process efficiently and effectively through reliance on system basic components (input - process - output): (Al-Azzawi, 2005)

- *Inputs:* They depend on the previous efficiency of identifying training requirement in the most effective methods, which assist in identifying deficiencies in performance(Flynn, Schroeder, Sakakibara, 1995).
- *Operations:* They use inputs in dealing with the training process components, namely: individuals

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working in the field of training, the subjects of training programs. And training methods and aids of the training process and the training environment, which play an important role in the utilization of the previous elements (Evans, 2011).

- *Output:* Represented in the result of the interaction between the inputs through conducting operations, arriving to the products and services that gain the satisfaction of the trainees and their goals and so these outputs represent the inputs of the system contributing again to the development of the training process, and so on.(Dean, Bowen, 1994)

VIII. Testing Hypotheses

a) The first general hypothesis

There is no difference between the Scientific and applied concepts of the principles of training and its methods currently prevailing in hotels subject of this study and the scientific principles and concepts to be applied.

Table 2: Testing first hypotheses

Differences	Sig (2-tailed)	df	t	Std. Error Mean	Std. Deviation	Mean
Significant	0.011	40	−2.425	0.18456	1.021	3.326

Source: The results of the field study

Is evident from Table 2 that the calculated t-test result (2-tailed) Sig less than the used significant level (0.05) This means that differences have significant indication, and thus rejects the premise of the general first futile hypotheses. And accept the first alternative hypothesis scientific concepts of the principles of training and methods currently prevailing in hotels under study and the scientific principles and concepts to be applied vary.

Table No. (3) the averages of the paragraphs of the questionnaire relating to the first hypothesis?

Table 3: Mean scores of the paragraphs of the questionnaire relating to the first hypothesis

Item No	Item	T Average	mid T	Sig −2) tailed	Differences
1	Training is an ongoing process for the various workers in hotels	2.32	7.23−	000.	Significant
2	Training as a temporary solution to an emergency	2.73	3.16−	003.	Significant
3	Training for regulatory and administrative purposes for progress in the training process	2.96	1.85−	0.008	Significant
4	training in hotels integrates with other human resources activities	3.76	1.098	0.296	Insignificant
5	Continuous innovation in training activities in hotels.	3.06	2.064−	047.	Significant
6	Updating training methods constantly in hotels	-2.690	2.94	011.	Significant
7	Training as administrative and technical activity	4.21	5.238	0.000	Significant
8	Link training with certain incentives	-4.022	2.66	0.000	Significant
9	Follow up the trainees after the training is completed in hotels	2.33	7.252−	0.000	Significant
10	Training technique followed in hotels achieves the training general purposes	3.06	3.053−	0.000	Significant
11	Training methods available in a variety of modern and hotels	3.00	2.708−	0.000	Significant
12	Hotels have the necessary possibilities for the use of modern training methods	-4.924	2.52	0.000	Significant

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13	The identification of training needs in hotels on scientific basis and to what achieve the training and hoteling objectives	2.97	2.834–	008.	Significant
14	Objectives of training in hotels are determined by the light of the actual needs of the trainees	1.923	3.42	003.	Significant
15	Most trainers are full-time workers in hotels	2.48	5.637–	0.000	Significant
16	Trainers are selected on the basis of scientific and practical knowledge in the field of training	4.21	3.051	0.000	Significant
17	Training content is determined on the basis of compatibility with the different abilities of the trainees	3.1	3.398–	0.000	Significant
18	Hotels take into account scientific rules for the implementation of the training program	3.06	2.156–	0.000	Significant
19	The training process to be assessed in all stages of training	2.75	–7.05	0.000	Significant

Source: The results of the field study

From the table we note the rise of the averages of item (4) and the difference was not significant, and therefore must work to activate the item through improved training integration in hotels with other human resources activities, as well as the average of items (7) and (16) had risen from the average used scale (3.5) and the differences were significant

b) The second general hypothesis

The quality of hotel services currently provided have no difference with the quality of hotel services that should be applied by using the total quality management training.

Table 4: Testing the second hypothesis

Mean	Std. Deviation	Std. Error Mean	t	df	Sig –2)tailed	Differences
2.89	0.88965	–0.15478	–5.179	40	0.000	Significant

Source: The results of the field study

Table No. (3) shows that the t-test calculated the value of Sig. (2-tailed) less than the significant level used (0.05), meaning that significant distinctions, and thus rejects the premise of the second futile hypothesis. And accept the second alternative hypothesis Which states the quality of hotel services currently provided are different from the quality of hotel services to be met by using Total quality management module in training.

Table No. (5) shows Mean scores the items of the questionnaire concerning the second hypothesis relative to those in charge of the training process:

Table 5: Mean scores the items of the questionnaire for the second hypothesis

Item Number	Item	Mean	T	Sig (2-tailed)	Differences
20	Hotels adopt plan to improve the quality of training and hotel services	3.869	–1.222	0.095	Insignificant
21	Training to effectively impact in improving the quality of hotel services in hotels	2.265	–4.526	0.000	Significant
22	Hotels adopt on modern methods of training	4.021	-2.324	0.260	Insignificant
23	Hotel management implements the use of TQM in the training and hotel services	–13.523	1.95	0.000	Significant
24	hotels have competencies needed to achieve a total quality in services	2.25	–6.32	0.000	Significant

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25	Hotels have the necessary equipment to provide quality training hotel services	2.95	-3.337	0.000	Significant
26	The hotels has convenient place to achieve the quality of hotel services	2.045	-4.249	0.000	Significant
27	personnel working in hotels cooperate to achieve the overall quality of services provided in the	3.78	–1.896	0.120	Insignificant
28	Training courses about the concepts of quality in hospitality services are conducted in hotels	2.12	-9.240	0.000	Significant

Source: The results of the field study

Seen from table No. (5) that the differences between the average items (20) and (27) were not significant, and this calls for hotels to prepare better for the development of training and hotel services plan, and to promote cooperation among their staff to achieve the required quality in their services. The average in item (22) rose from an average scale and were significant differences.

IX. Study Conclusion

From the aforementioned we reach the following:

- Some of the ones in charge of the training process do not take into account some scientific principles required for the process of training :
- Regarding continuity in training, it was found that most workers are not subject to training courses after joining the workforce.
- Failure to observe the renewal and development of training methods and activities
- Reliance on a specific style of training. practical application is considered the predominant method in hotels
- Lack of scientific conditions in the training facilities and its equipment, and lack of applying the rules of occupational safety.
- With regard to the identification of training needs, despite the awareness of the importance of this management principle, these items are not applied in scientific way
- The evaluation process for the trainees is incomplete as it is limited to post-test only after completion of the training
- The trainers have the necessary expertise in training, but hotels suffer from the problem of obtaining full time trainers as most of them are teachers at the university in addition to their private work
- Results of the study show that the quality of training reflect positively on the quality of hotel services provided in hotels, trainers and trainees stressed that the training has improved the quality of their services in hotels
- The hotels plan to develop their services need strengthening, improvement or adopting the best plan (such as the adoption of total quality entrance).
- Hotels don't adopt in their education, training and hotel services the Total quality management method, as well as not taking the required steps currently towards adopting this approach

The results of the study indicated the presence of a set of barriers is not conducive to the adoption of this approach, including:

- Lack of the necessary hospitality competencies
- Lack of modern scientific and hotel equipment
- Hotels location is not suitable in the city centre, where the noise and congestion impede providing adequate quality hotel services in a timely manner
- Lack of special training programs to spread the culture of quality and the overall quality of hospitality and training services in hotels.
- It was noted during the study the large number of trainees under the supervision of one trainer and this affects the quality of the training and hotel operation to be received by the trainees.

X. Recommendations

- Continuity in personnel training and the development of distant plans in this area
- Tying a career path with the training track.
- Work to establish a section to monitor the quality of training services in hotels, that would develop criteria and indicators for the application of total quality method to the hotel services, monitoring and measuring their results, and organizing special training seminars to spread the culture of quality.
- Paying attention to limit the training requirement in a scientific way, by relying on scientific methods to help identify these needs and which form the basis for the planning of the training process.

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- Provide all appropriate factors for the development of the training process and rectify the shortcomings that arise during the implementation of training programs.
- Linking the training process to motivational financial and moral factors.
- The development of training and educational programs that explain the concept of quality, and the dissemination of quality culture among workers at all administrative levels.
- Work to begin conducting the necessary shifts towards the adoption of total quality method in hotels for about a year specifically during training through the formation of quality circles, and restructuring as a matter of urgency required by the circumstances of the times and its changes.
- Adoption of Total quality management method in training as a nucleus through which the training and rehabilitation of personnel working in hotels is conducted, and by identifying the stages of the training process, which need improvement and the planning of each stage with the participation of all elements of the training process.

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