



## Training and its Important in the Efficiency of Employees' Performance in Five – Star Hotels in Jordan

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### Abstract

*This study aimed to evaluate training programs in five-star hotels in Jordan, and its impact to upgrade the performance of their employees. The researcher took a random sample of (50) employees and managers working in five-star hotels, where the study (questionnaire) adopted the addressed key variables. The study concluded that there were negativities concerning the methods used in the training that are not commensurate with the goal of training, where the objectives of the training programs and not in the interest of the work most of the time .Also, there was a weakness in the selection of specialized trainers in different specializations of management operations, reception, a food and beverage. The study also pointed out that there are significant relationship between variables (techniques and methods used in training programs, the duration of programs, selection of trainers and training plans) and variable raise the level of efficiency of workers in five-star hotels in Jordan. So, the study recommended the necessity of work on plans and methods of training commensurate with the objectives of the training courses. Second, the necessity to have qualified trainers who can deliver its members to the desired goals of the courses. Third, create modern ways of training commensurate with the specific objectives of the training operations. Finally finding qualified instructors.*

**Key words:** Training – Performance – Employees – Hotels.

### Introduction

The new developments in our Contemporary world bring out new terms of management science in all aspects. This is as a result of the complexity of work and the connection between its aspects. Training is one of these terms that has a very important role in organizations development, especially service organization within the cut – throat competitions. Hotels are the most important of service organizations.

There is no doubt that training is one of the most important factors. It has a primary role in development modern organizations in the market. Training provides individuals the

experience and makes them more confident. The opposite happens in the organizations that do not use training as an administrative system. Some organization made a special training system with experts and scientists as employees in the administration or from abroad to put training programs.

The wideness speed and development of the tourism sector that happened in Jordan is definitely important. The future is hopeful to develop the tourism sector and increasing its activity in Jordan. So, using the successful training methods became an important factor in making the modern hospitality and its development. Training is very important to develop and ability in competition. It is also important to make individuals more confident and have a good experience. The services organizations especially hotels depend on the way of how employees deal with guests. So, the efficiency of employees in hotels is considered an important factor to achieve targets and develop the hotel industry . it is an important factor to develop the society and its economy.

### **The importance of this study:**

Training is one of the main factors to the development process with all of its aspects. Training has a large care. It is obvious in the business organizations in the developed industrial organizations that worked hard to invest money in training field. This is to raise the efficiency of employees and develop their skills and knowledge. The Importance of training is obvious in design training programs through creating and choosing the suitable training ways. It aims to achieve training objectives in order to join the huge developments in all competitive sectors.

### **The importance of this study is in the following points:**

- Raising the employees' level act in five stars hotels in Jordan is one of the reasons of service efficiency to achieve the goals of that hotel.
- Recognizing the elements of the training programs in five stars hotels helps in design and apply these programs.
- The great touristic development in Jordan and the strong competition leads to search of factors to achieve a higher level of gratification guests through raising quality of services.
- The importance of this study comes from rarity of former studies of these subjects, especially in the local range.

## **The problem of this study:**

The need of the scientific and technological development raises day by day. This is because of the overlapping of the sciences in order to present more services and improve levels of act. For this reason, every company puts a group of targets to achieve it. Also, adopts group of procedures and strategies to achieve those targets. Hotels as many companies try to raise its level in administrative performance in order to improve their services quality and be able to have the largest shares in the market. The problem of this study is in trying to answer the following questions:

- 1- What is the level of efficiency of administrative and vocational training programs in five stars hotels in Jordan?
- 2- How vocational and administrative training programs effect on employees act in five stars hotels in Jordan.

## **Study objectives:**

This study basically to evaluate the training programs in five stars hotels in Jordan and its influence on raising employee's level of act. This is to take recommendations that contribute in development and improvement employee's performance in that hotel. Also, to help its administration to adopt successful training programs. This is through evaluating the following secondary objectives:

- 1- The importance of the efficiency of administrative and vocational training programs in five –star hotels in Jordan.
- 2- Evaluating the methods and ways that used in the training programs.
- 3- Evaluating the efficiency of choosing the affiliated trainer of training programs .
- 4- Evaluating the training plan of employees' courses in five stars hotels in Jordan.

## **Study hypotheses:**

- 1- There is a significant relationship between the targets of the training programs and the raising of efficiency level of employees in five – star hotels.
- 2- There is a significant relationship between the methods and ways that used in the training programs and the raising of efficiency level of employees in five – star hotels.

- 3- There is a significant relationship between the duration of the training programs and the raising of efficiency level of employees in five – star hotels.
- 4- There is a significant relationship between choosing the training and the raising of efficiency level of employees in five – star hotels.
- 5- There is a significant relationship between the training plans of courses and the raising of efficiency level of employees in five – star hotels.

### **Study approach:**

This study followed the analytical and descriptive approach. It used the questionnaire as a tool to collect the information that will be distributed to workers (sample of study). Also, it used the office survey of the most important related studies, researches foreign and Arabic books, which are covered the theoretical aspect.

### **Study sample:**

The sample of this study consists of the employees who works in management of employees affairs in the following five – star hotels : ( InterContinental Jordan , Marriott , Grand Hyatt Amman , Le Royal , Sheraton ) . The random sample was 5 employees and administrative works in that hotel.

### **The ways of collection data:**

The main data was collected from a field study that bases on a questionnaire that fit with the objectives of the study. Also, the questionnaire was distributed to employees in five –star hotels who are members in vocational and administrative training programs.

### **Study variables:**

The research concentrated on studying variables of evaluation training programs in five star hotels. This is from employee's points of view. The variables are:

The independent variables:

- 1- The targets of training programs→
- 2- Used ways and methods →
- 3- The period of training programs→
- 4- Choosing the trainer →
- 5- The training plan of training programs →

dependent variable

<p>Rising of efficiency level of employees in five - star hotels.</p>
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### **Statistical methods that used in study:**

The study based on the descriptive and analytical approach. it is taken from the field study that bases on a questionnaire that fit with the objectives of study . it is consists of two groups of questions . The fist group is about demographic features of study sample. The second one is about the primary variables.

There are the statistical methods that used in the study:

- 1- Frequencies and percentages of the demographic features in order to know the features of study sample.
- 2- Arithmetic averages and standard deviations of the answers of study's sample individuals on the questionnaire's paragraphs.
- 3- The simple decline test to test study's hypothesis.

### **Literature reviews:**

There are previous studies of training in hotels:

- Study by ( Khanfar,2011 ) entitled :  
Impact of Training on Improving Hotel Service Quality.

This study aimed to measure the importance of the scientific principles of training in hotels as a way to train its employees. Also, to measure the influence of quality of presented service. The study also aimed to explain the term of “Total quality management “, and the possibility of using it in hotel's work.

The study concluded that the training processes raise the hotels performance level regarding to the quality of presented services .The study also revealed that the benefits of training and acquired skills transfer from the trainee to his /her colleagues and minions .

- Study by ( Al Barzanje,2009 ) entitled :  
Training and training programs and its efficiency in hotels to develop human resources that work in it. (Field study of Sheraton and Meridian hotels in Amman).

The study aimed to define the importance of training program in hotels sector in order to develop human resources that work in it. Also, to take steps and solutions that fit with the variables in world, and achieve the requested goals of the organization. The study depended on a questionnaire to collect the primary information about its topic. It concluded to: First, the hotels and tourism sector in Iraq suffers from deficit in training even in internal and external levels. So, we find a lot of employees in this sector do not have an efficiency and skill that qualify them to

work in hotels and tourism sector. Second, there are not any relationships and coordination between the governmental organizations that specialized in tourism and hotels training and the educational organizations to put strategies and policies that develop the human resources in this sector.

Third, the negative social perspective about tourism and hotels sector make a lot of people, especially females avoid working in this sector. So, the result is deficiency in human resources and training that restricted to males.

### **The features of current study:**

The previous studies did not treat with explanation of training programs, applied methods, period of training programs, choosing trainers and training plans of training programs. Also, it did not specialized in hotels that have a special standards in presented services. These standards differ from other sectors and service companies.

### **Literature:**

The human factor is an important resource of hotel organization. Its ability in competition depends on efficiency of employees. So, this organization takes care of development of employees in order to develop its performance level in the market. The tourism sector is one of the most important factors of Jordanian economy. This sector witnessed a quickly development in the last 10 years. Hotels with all classifications extended in the Kingdom and become one of the most famous tourism sights in Jordan. The hotel product consists of main elements which are: maintenance, entertainment and residency. It does not differ from any tangible product, which has a lot of features as: shape, size .....etc.

The hotel product has abstract features as: tact in performance and dealing in order to present the best service to the tourists. According to that features, the hotel service needs to effective management and good arrangement to solve the problem of exploitation of hotel power as good as possible. This is to present it in the best level in order to achieve its expected goal. ( Sabri ,206,284).

Qualified employees who have scientific practical qualifications are very important factor to present the best level of services to tourists. At the beginning, the concentration is on the followed way in choosing and employment the employees. Ten, training them on work method. Finally, evaluate the performance level in order o treat the negatives and enhance the positives.

## **Training:**

Training is a process of positive modification with special ways that handles the person's behavior from the vocational or functional aspect. It is important to acquire experiences, knowledge, information, good approach to work, management, manner of behavior, suitable skills and necessary habits. Also, it is important to raise the efficiency of employees and raising the productivity. Organizations also take care of training, because it is an investment in human resources that raise the total productivity.

Training is one of the activities that raise employees' skills and abilities. Training differs from education. Training concentrates on raising abilities and skills that related with particular work. Education represents a rising in knowledge and abilities that are not necessary related with particular work. (Zoleef, 2003).

## **The concept of training:**

Training is an organized and continual process that aims to acquire a person with knowledge, skills and good abilities. Also, changes points of view, ideas and previous information that fit with changes in work place, especially technological and organizational sides. Accordingly, training aims to raise the professional knowledge in order to achieve jobs. Its goals also include development of individuals' behavioral aspects in their relationship with work groups in the organization (Abu Snenah and Al Farisy, 2003, p. 201). Training is an investment of employees in the organization. Also, it is a useful implementation through developments that come from technological inventions, competition in markets, organizational structure and demographic changes. Training is group of organized and directed opportunities to increase the vocational growth of labor force (International, 1994, p.172).

Training and development form three main activities: training, education and development. The organizations that train their employees, actually it invests them effectively. This investment leads to raise the functional ability of employees (P and Mshii.L, 2004).

In the changeable global market and through the growing technological development; the flexible, adaptable, advanced employees and who are stable in the competition range are desirable. Accordingly, the qualified employees became a strategic target. Training and development system of human resources in organization is main mechanisms that assure main skills and knowledge to achieve organization's targets and find a competition feature. (Peteraf, 1993).

Economists classify training into:

- 1- Special training: is a training that prepares specific skills for employees or skills that lead to raising the employees' productivity with the current employer.
- 2- General training: this type leads to raising the human ability of employees and raising productivity that fit with the similar organizations.( Garibaldi,206 ) . But, this type of training may affect on the organization, because the employee may leave it after training and raising quality. So, the employee finds a better job in other organization.

There are a lot of training theories ( Al Azawi,2006 ) :

- 1- Behavioral theories :

The base of these theories comes from the relationship between motivations and behavioral reaction. So, learning happens when the motivation can control the behavioral reaction.

- 2- Factual theories ( Cognitive Knowledge ):

In these theories, learning is an internal and mental process can recognize the knowledge structure that is a result from the individual's reaction with the educational environment.

- 3- The entire human theory :

In these theory , learning is an entire process and is not restricted to human's exterior behavior or building human's mentality . But, it comprises human's entity and social personality. Human develops in integrated way. The interaction between all of behavioral and mental components, values, individual and social inclination contributes in this development. So, learning from pioneers' human theories point of view is entire process that takes care of human body and mind. Also, it help human to success and adaptation.

- 4- Adult's education theories: this theory bases on that adults have a lot of characteristics, so programmers of educational and experimental programs take it in consideration when they make as these programs.

- 5- Group dynamics theories and using it in the administration process :

This theory bases on interactive psychological terms and relations that make individuals able to achieve common realization based on common values and group of personality feelings that protect the group. Hotel training is the activity's

targets to develop employees' skills in behavioral technology field in hotel. This is in order to help them to have active roles that achieve their targets and hotel's targets efficiently. Also, hotels training is a way that help individual to use his/her abilities. In addition , it is a continual activity aims to make changes in information , experience, methods ,points of view , behaviors and individual attitudes. It helps them to be able to have high productivity as a base to achieve hotels' targets.

From above, the definition of hotels training can be (Khanfar, 2011):

- 1- Hotel training is a continual activity aims to raises the level of individuals' ability.
- 2- Training leads to control data, individuals ' experience, change behavior and change attitude, in order to improve performance and its quality.

The objectives of training:

Training aims to provide experiences and skills. Also, to motivate individuals to use their abilities. There are the following objectives of training (Yagi,1993, p.320) :

- 1- Ensure that the performance of work is quickly, efficient and economical. In addition to fill the gaps between performance standards that put by supervisors and the actual performance of employees.
- 2- Make the employees more interest in work, because the raising in productivity is related to employee's interest in work.
- 3- To raising employee's efficiency and improving productivity, it must be an internal motivation through know the projects objectives and policies. Also, employee must know the importance of his /her work, in order to achieve that objectives. So, the work will be effective and valuable.
- 4- Growing the self- confident of employees and decrease absence, because they know work's dimensions and skills through training. If skills and information contributed to raising employee's productivity, it will improve his /her materiality and morally level.
- 5- Raising employee's skills and abilities in order to promote him / her at job
- 6- Raising employee's efficiency through has an opportunity to know all of new of scientific and technological development. So, there will be a development in kind and methods of work.
- 7- Stability and flexibility of project. Trainers are very important factors that assure the stability and flexibility of the project. Stability means: the project ability to continue in

operation through quickly replacement provided by organized training although losing number of workers.

Flexibility means: the ability of project to adapt with changes on work if there are flexible employees can adopt with work needs and keep their efficiency. Organized training also provides this flexibility.

- 8- Decrease the work quirk and disasters that often happen in the industrial projects as a result of lack of employees' efficiency, skills and ability.

Training programs:

Modern organizations spend a lot of money on training of workers and improve their ability and efficiencies. It recognize that its success in achievement of objectives efficiently depend on employees' abilities and their desire to achieve work. Training is one of the ways that used by administration to develop the scientific, technological, practical and behavioral abilities of employees in order to develop organization. Training programs based on six factors: practical measure of training needs, approaches planning , choosing trainers , specify training method, specify place of training , capability and motivations.

Measuring the training needs:

It means : know the group of changes that must be in individuals that related to his /her knowledge , performance, tendencies , experiences and behaviors . These are in order to make him/her more professional in current job. Training course deals with development knowledge and skills field that related with development trainees' performance. This make specification of training needs is an important factor in the efficiency of training process and starting point (Bemk experts, 2006, p.6). This required computing the sources that help trainer to determine these needs and measure it. As , first : review job description with organizational structure of the organization , in order to determine the level that employee should be have through training process to undertake work's duties satisfactorily. Second, know the opinions of managers and leaders. Third, reading ransacking reports, annual reports, and performance averages or crowd complaints.

Fourth, know the kind of development in activity type, scientific and technological development that achieved by organization. Fifth, employees' points of view. It is also possible to use more than resources. When the training needs are determinate, it will be easier to determinate the amount of information, skills, experiences and information that provided to

employees. This is in order to raise the efficiency of employees and make changes. Also, it helps to measure the level that employees have before training and after training. Training needs are all of changes that training makes in employees. As skills, knowledge, performance level and tendencies that make employee able to achieve a job efficiently. That's mean that training needs are the deficit that employee suffer from in skills, knowledge , tendencies , performance level in particular job . It can be treated through training.

(Al Bakmi, 2008, p.51).

Quality standards: (guest's gratification)

Gratification: is the level of customer's recognition of the ability of organization to present goods and services in a way that service their needs and desires. (Kotler and Keller) stressed that gratification is: feeling of pleasure or disappointment as a result of comparison between services performance and guests; expectation (Kotler and Keller, 2006, p. 144). Smart (2001) look to gratification that it is the organization ability to attract customers to the organization, keep them and enhance the relation with them. We concluded that the achievement of guests' gratification bases on hotel service quality (A l Allak and Al Tai, 1999, p. 267).

(Gronross) says that service quality has tow standards:

- Technical quality
- Functional quality

Both of them are important to tourists . The technical quality indicates to the quality side of service. While the functional quality indicates to the behavior of service producers, their look and the way that they use to deal with guests. (Gronross, 1996, p. 41) .A lot of scientists indicate that there are ten points that customers used to present service quality: Dependency, credibility, safety, response, understanding customers, perceptible sufficiency, communications, civility, providing services (place and time). These ten standards are merged in five standards to measure hotel service quality. (Kottler and Keller, 2006, p. 414) :

- 1- Tangibility: it includes the concrete factors of service as, hotel building, technical devices , seats , lighting , employees' look ,.....etc .
- 2- Dependency: is the hotel ability to present the service at the time that customer request.

- 3- Response: is the ability of dealing efficiently according to customer's need, response to their complains and solve it as quickly as possible in order to make the customers feel that they are interested by hotel.
- 4- Concern and safety : is the level of care customers and their problems , in order to present service according to their needs.
- 5- Trust and assurance: mean safety, credibility, competency and sympathy.

The standards that used by customer to evaluate service quality is necessary to be independent from each other. It might be overlapped and sometimes it completes each other. Researchers pointed out that the five previous standards are suitable to evaluate a lot of services.(Al Allak and Al Tai,1999,259).

### Field study:

- Dependency test :

"Alfa kronbah " test was used to test how the respondents' answers are agree with questionnaire ( internal coherence ).Alfa kronbakh was 70.08% ( 20 paragraphs , 50 questionnaires ) . It is a good result, because it is higher than the satisfactory result 60%.

- Results analysis :

This study aimed to know the samples' point of view about how the training programs effect on the level of employees' efficiency in five – star hotels, in order to achieve this targets , there is an developed way that used to canvass point of views of study's sample. Also, there were processes of emendation of the way and entry the data into computer. In addition to make proper statistical analysis in order to test study's hypotheses.

- The features of study's sample :

In order to show the features of study's sample, there are frequencies and percentages of demographic features of study's features:

- 1- Genus: table (1) shows the distribution of study's sample individuals according to genus.

Table (1):

Genus	frequencies	Percentage
Male	35	70%
Female	15	30%

Total	50	100%
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Table above reveals that the number of males (35) / 70% is more than females (15/30%).

- 2- Marital status : table (2) shows the distribution of study's sample individuals according to marital status :

Table (2):

Marital status	frequencies	Percentage
Married	22	44%
Single	28	56%
Total	50	100%

Table above show that the number of singles (22/ 56%) is more than married (44%).

- 3- Age: table (3) shows the distribution of study's sample individuals according to age.

Table (3):

Age	frequencies	Percentage
20-30 years old	25	50%
31-40 years old	20	40%
41-50 years old	3	6%
More than 50	2	4%
Total	50	100%

According to the table above, the highest percentage is for employees (20-30) years old (25 employees / 50% ). Then, employees (31-40) years old (40%). The percentage of employees who are more than 40 years old is 10%.

- 4- Qualification: table (4) shows the distribution of study's sample individuals according to qualification.

Table (4):

Qualification	frequencies	Percentage
Less than secondary education	4	8%
Secondary education	10	20%
Diploma	16	32%
B.A	18	36%

Others	2	4%
Total	50	100%

Table above reveals that the number of employees who have B.A degree (18 employees, 36%) is the highest percentage. While employees who have a qualification or less than secondary education is the least one (6 employees, 12%).

5- Years of experience: table (5) shoes the distribution of study's sample individuals according to the years of experience.

Table (5):

Years of experience	frequencies	percentage
Less than 1 year	4	8%
1-5 years	22	44%
6-10 years	10	20%
More than 10 years	14	28%
total	50	100%

Table above reveals that the highest percentage is for employees who have (1-5) years of experience (22 employees – 44%). While the less percentage is for who have less than 1 year (4 employees, 8%). this indicates that there is no functional stability. From other hand, it indicates that there is no salary system and motivations that response with the employees' needs and keep on efficiencies .Number of courses: table (6) shows the distribution of study's sample individuals according to the number of courses.

Table (6):

Number of courses	frequencies	Percentage
-	8	16%
1-3	17	34%
4-10	16	32%
More than 10	9	18%
total	50	100%

We notice that the highest percentage is for employs who have (1-10) courses (33 employees / 66%). While the less percentage is for employees who did no have any courses (8 employees / 16%).

**B- Importance level:**

1- The importance level of questionnaire's paragraph :

In table (7), there are the arithmetic averages and standard derivations of the results of study's sample individuals. This is to show the importance of questionnaire's paragraphs.

Table (7):

Paragraph	Arithmetic average	Standard deviation	Importance level
1 employees' performance improves obviously after participation in training programs.	4.5000	0.707107	7
2 the used ways in programs are suitable with the objective of training	2.8600	1.355412	19
3the programs of training course are suitable with employees' needs.	4.6400	0.484873	4
4the objectives of training programs are serve work's benefits.	2.9200	1.209486	18
5the objectives of training programs are suitable with employee's specialization .	4.1600	0.997139	12

6 employees' training is based on particular plans.	4.5000	0.614452	8
7 the hotel evaluates employees' performance after training programs	4.7200	0.453557	2
8 the administration trains all of its employees starting with administration and ending with workers.	3.9800	0.868731	15
9 the training programs are selected after determination the employees' weakness points.	4.7800	0.418452	1
10 the training courses time is suitable with the subjects of courses and nature of business.	4.3000	0.814411	10
11 the training period is enough to provide employees with required skills.	3.5200	1.147135	16
12 the trainees are chosen depending on their needs.	4.2200	0.678835	11
13 the hotel's	4.4400	0.674915	9

administration makes a test for trainer before beginning in training.			
14 qualified trainers are chosen to train the employees in hotels.	4.1400	1.12504	13
15 specialists and qualified trainers in different specializations are : reception, administration ,food,.....etc.	3.0000	1.340119	17
16 the productivity of hotel is increased according to training programs for its employees.	4.6400	0.484873	5
17 the ability and efficiency of employee are increased after convened training courses.	2.8200	1.11922	20
18 useful and new skills are presented for trainees.	4.1000	1.015191	14
19 employees who do not have academic qualification develop himself/herself to the level of who has	4.5800	0.537948	6

academic qualification.			
20 trainees get new and positive habits in work.	4.7200	0.453557	3

The table above shows that all the paragraphs of questionnaire are important relatively. Its arithmetic average is higher than (3.5) excepting of paragraphs (11, 15, 4, 2, 17) that are not very important. Its arithmetic is less than (3.5).

C- Study's hypotheses test:

- 1- There is a significant relationship between the objectives of the training programs and the raising of efficiency level of employees in five – star hotels in Jordan .In order to test the hypothesis , decline test and test (f) are used to know if there are any significant differences between the averages of results of study's sample individuals and the objectives of training courses and raising of efficiency level of employees in five –star hotels in Jordan. This is according to statistical symbol level ( $\alpha= 0.05$ ).

Table (8):

The results of decline test of the relation between training programs' objectives and raising employees' efficiency level.

R	R2	F	Symbol level
0.185	0.034	1.707	0.198

The table above reveals that there is not any statistical symbol relation between the objectives of training programs and raising on the level of employees' efficiency in five –star hotels in Jordan . Test (f) value was 1.707, on statistical symbol level 0.198 , which is higher than the determined value (0.05) . So, we refuse the alternative hypothesis of study and accept the nihilism. That means that there is not any significant relation between the objectives of training programs and raising the level of employees' efficiency in five – star hotels in Jordan.

- 2- There is a significant relation between methods that used in training programs and raising the level of employees' efficiency in five-star hotels in Jordan.

To test this hypothesis , decline test and test (f) we used to know if there are significant differences between results averages of study's sample individuals, used methods in

training programs and raising employees' efficiency in five-star hotels in Jordan on the statistical symbol level ( $\alpha=0.05$ ) . Table 99) show that.

Table (9):

R	R2	F	SYMBOL LEVEL
0.461	0.213	12.969	0.001

The table shows that there is a significant relation between the ways that used in training programs and raising the level of employees' efficiency in five-star hotels in Jordan. Test (f) value was (12.969), on the statistical symbol level was( 0.001), which is less than the determined value (.05).So, we accept the alternative hypothesis of the study and refused the nihilism. This means, there is a significant relation between the ways that used in training programs and the level of employees' efficiency in five –star hotels in Jordan.

3- There is a significant relation between the period of training programs and raising the level of employees' efficiency in five-star hotels in Jordan, To test the hypothesis, decline test and test (f) are used to know if there any significant differences between the values of results of study's sample individuals and raising the level of employees' efficiency in five –star hotels in Jordan on the statistical symbol level ( $\alpha=0.05$ ) . Table (10) shows that.

Table (10):

R	R2	F	Symbol level
0.443	0.196	11.706	0.001

The table shows that there is a statistical significant relation between the period of training programs and raising the level of employees' efficiency in five-star hotels in Jordan. The test (f) values was (11.706), on the statistical symbol level was (0.001), which is less that the determined value (0.05) . So, we accept the alternative hypothesis and refuse the nihilism. That means, there is not any significant relation between the period of training programs and raisin the level of employees' efficiency in five –star hotels in Jordan.

4- There is a significant relation between choosing trainers and raising the level of employees' efficiency in five-star hotels in Jordan. To test the hypothesis , decline test and test (f) are used to know if there are any significant differences between the values of study's symbol individuals , choosing trainers and raising the level of employees'

efficiency in five –star hotels in Jordan on the statistical symbol level ( $\alpha=0.05$ ) . Table (11) shows that.

Table (11):

R	R2	F	Symbol level
0.437	0.191	11.343	0.001

The table shows that there is a significant relation between choosing trainers and raising the level of employees' efficiency in five –star hotels in Jordan. Test (f) value was (11.343), on the statistical symbol level was (0.001). It is less than the determined value (0.05). So, we accept the alternative hypothesis of study and refuse the nihilism. That means, there is a significant relation between choosing trainers and raising the level of employees' efficiency in five-star hotels in Jordan.

5- There is a significant relation between the training plans and raising the level of employees' efficiency in five –star hotels in Jordan. To test the hypothesis , decline test and test (f) are used to know if there are any significant differences between the values of study's symbol individuals of courses and raising the level of employees' efficiency in five –star hotels in Jordan on the statistical symbol level ( $\alpha=0.05$ ) . Table (12) shows that.

Table (12) :

R	R2	F	Symbol level
0.552	0.305	21.082	0.000

The table shows that there is a statistical symbol relation between course training plans and raising the level of employees' efficiency in five –star hotels in Jordan. Test (f) value was (21.082), on the statistical symbol level was ( 0.0) . It is less than the determined value (0.05). So, we accept the alternative hypothesis of study and refused the nihilism. That means, there is a significant relation between courses training plans and raising the level of employees' efficiency in five-star hotels in Jordan.

## Results and recommendations:

First: results:

Researcher concluded through the study to:

- 1- The training subjects are chosen according to the employees' weakness points. Hotels evaluate employees' performance after training programs. Trainees get positive habits in work.
- 2- Results revealed that training programs fit with employees' needs. Also, hotel's productivity rises according to raising training programs.
- 3- Results revealed that there are negatives in the ways that used in training. These ways and methods do not fit with the objective of the training and do not serve the work's interest most of time.
- 4- The study stressed that there is a weakness in choosing trainers who specialize in different specialization as: reception, food, administration .....etc.
- 5- The study indicated that there is not any significant relation between training programs' objectives and raising the level of employees' efficiency in five –star hotels in Jordan.
- 6- The study indicates that there is a significant relation between variables of (methods that used in training programs, programs period, choosing trainers and training plans) and variables of raising the level of employees' efficiency in five –star hotels in Jordan.

Second:

Recommendations:

- 1- The importance of working on plans and training methods that fit with the courses' objectives.
- 2- The importance of choosing qualified trainers that can achieve the course and help the trainees to achieve its desired objectives.
- 3- Find modern methods that fit with the determined objectives of training process. Also, choosing qualified trainers to trains in different hotels services.
- 4- The importance of working to rising the levels of training plans and determine its objectives clearly.
- 5- The importance of distribution the study's results to all of hotels in Jordan , in order to take its recommendations and results in consideration because of its importance in raising the level of employees' efficiency .

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