

## A Study of the Logical Link Between Training Strategy and Intelligent Organizations

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**Abstract:** The study is aimed to shed light on the logical link between the training strategy and building intelligent organization in five-star hotels in Jordan. The study population consisted of all five-star hotels in Jordannumberedat (28). The sample of the study included all those holding administrative positions which totaled (301) individuals. To achieve the objectives of the study, a questionnaire was developed to collect data from the selected sample. After testing the hypotheses, the study reached several results, including: the existence of significantly positive relationship between the dimensions of the training strategy and building an intelligent organization. In light of the findings, the study recommends increasing top management interest to implement training to have an impact on staff development and its reflecton building an intelligent organizations.

**Key words:** Training strategy, intelligent organization, hotel, staff development, Jordan

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### INTRODUCTION

The subject of training is gaining prominence and extend to the reality of the work of the productive and service organizations which requires an effort on the organizations within the Arab environment. The importance is through the allocation of distinctive organizations of 10-25% of the total budget in order to support training activities (Hiti, 2003).

Which it requires organizations of leadership characterized by the awareness and insight into cultural and technological variables surrounding the organization and the ability to unleash the potential of its human resources through engagement and learning methods, that actually helps develop organizations in light of the rapid changes in the organization environment.

The researcher found it appropriate to highlight the implications of the concept of training within the modern trends through its relation to intelligent organizations that are interested in investing in human talent and technology information through an institutional system based on the values of transparency, creativity and respect.

The current study variables (training strategy, smart organizations) as a contemporary variables contribute to the survival of hotel organizations in the business environment if it invested in their relationships and their effects efficiently and effectively.

### Literature review

**Training strategy:** The diversity of perspectives about the training of researchers have different patterns in the

intellectual community with all these differences there were agreement on the importance and the necessity of training for all organizations and its role in raising the efficiency of workers and organizations.

Defined by Dessler (2011) training that give new and existing employees the skills they need to perform their jobs. Training also is defined as a planned and organized effort aims to give participants new knowledge or revive old knowledge and new skills and change trends or building a participant (Judh *et al.*, 2004). Noe *et al.* (2010) defined training as planned effort by the company to facilitate staff learning work-related skills and these skills include knowledge, skills or behaviors of high importance for successful job performance.

The American Society for Training and Development definition is to provide training and development as specialized branches of the specializations of human resources field in organizations and which cares for identification and quantification and develop competencies president of human resources (knowledge, skills and attitudes) by learning which helps individuals to perform current and future jobs effectively (Dora and Sabbagh, 2010). So that, the training objectives must be achieved from the philosophy and strategy is formulated rules diagnosed priorities and where to draw frames directed to what can be put programs and operational plans.

The strategic approach to management training to analyze the opportunities and threats in the external environment of the organization, whether economic or political, technological or social process as well as to

identify the strengths and weaknesses of the internal environment of the organization, whether human or physical or informative agents (Shrah *et al.*, 2011).

Noe *et al.* (2010) has identified his training strategy as planned regulatory efforts to easy learning process knowledge, employability skills and behavioral Human Resources. Goldstein and Gilliam believes that training is one of the most important strategies for organizations that help employees acquire the knowledge and skills they need to address environmental challenges (Uzundu, 2013). Training strategy dimensions adopted in this study is of the three dimensions based on (Alkharabsheh, 2015; Zahrani, 2012).

**The commitment and support of top management for training strategy:** Sheikha (2000) started one of the conditions for the success of the training is to accept a senior management training activity real conviction of its importance and this conviction be translated through training and organization planning and the provision of human and material necessary for him possibilities, then continue to pursue this activity and evaluation. Since, the positive trend among managers regarding the participation in training activities in terms of their willingness to tell the trainees about the amount of effective use of knowledge, skills and behaviors they learned at research and on the possibility of the existence of opportunities through the use of training content in their work and if were not attitudes and behaviors managers supportive, then it is unlikely that the staff apply the training content to their jobs (Noe *et al.*, 2010).

**The use of modern methods as the basis for applying the training strategy:** Hobbs and Moore vision is that in the context of the technological development that the world is experienced, it is incumbent on organizations to adopt modern technological means in the implementation of its training programs as many studies have pointed to the role played by these means to improve the effectiveness and efficiency of the training process, given what possess modern technology methods and ways to attract.

And also it helps to remember and restore, leading to the interest to learn the training material and the demand for them and become comfortable on the development of positive trends of the trainees through training which relies on computer and multimedia training-mail and Internet applications and develop the capacity to innovate their (Zahrani, 2012).

**The quality and diversity of training programs:** Globalization and rapid technological development of

work changes in the work of organizations and competitiveness in the global market where the human resource of any organization quality has become the primary engine and the key to improving the quality of performance and continued investment in the development of human resources is the guarantee for the success of the organization in the global markets and this will be for through training of human resources and management development (AlAzzawi and Jawad, 2013).

To achieve improved quality of training is to raise the efficiency of trainers and trainees, as the training focuses on the human element which is characterized by a permanent developing in culture and concepts; it should focus attention on the quality of training to be tailored to the changing needs of employees (Diop, 2008).

**Intelligent organizations:** The intelligent organization is the point of view of modern calls for a fundamental shift in the way they run their organizations, taking into consideration the education, training and development. They are intended to increase the entrance to the intelligence of the organization with the willingness to accept cash which earns the organization the ability to deal with the positive change (Schwaninger, 2009). The main idea of intelligent organizations that they deeply affect how to think about the lives of these organizations as the ideas upon which represent a major challenge to the mechanisms of the use of knowledge in order to develop competitive strategies and expansion plans at the local and global levels (Quinn, 2005).

Wiig defined intelligent organizations as organizations that act effectively in the present and have the ability to deal effectively with the challenges of the future, they are concerned with largely vitality and success and look beyond the daily scope of work to the sustainable performance over the long term are also interested stakeholder level Higher services which seek to give them. Also, Defined Robert (2009) intelligent organizations that they are not merely evoke the facts or channels of knowledge or wisdom utilization. He has emphasized the importance of these activities but he believes they represent a large part of the process and look intelligent organization from the perspective of efficiency supported by four other properties can be observed in the intelligent Organization: curiosity, tolerance, trust and bonding.

In the current study the on determining the characteristics of intelligent organization (continuous learning, generate strategic alternatives and understand the environment) based on (Schwaninger, 2009; Jeheam *et al.*, 2013).

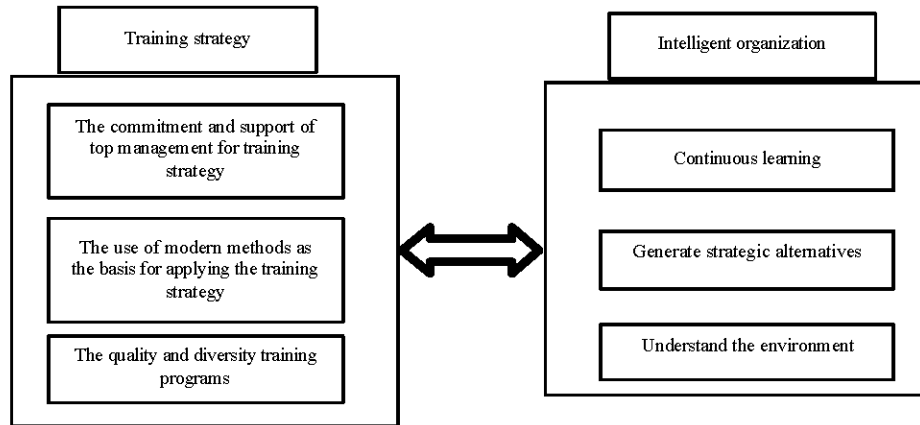


Fig. 1: Study model

**Continuous learning:** Continuous learning refers to acquiring knowledge continuously through experience which leads to a continuous process of change in behavior and uses that knowledge, thus improving the alignment between the organization and its environment and creates greater value (Wheelen and Hunger, 2010).

**Generate strategic alternatives:** As explained by Daft (2000) to generate strategic alternatives process means that the organization “to develop new methods of conducting choose from what meets their needs”, it can be considered as a tool to reduce the difference between the performance of the current Organizational and desirable.

**Understand the environment:** Organizations dealing in habit with fuzzy environment in terms of the degree of complexity and uncertainty and strive to understand the environment in which it operates and I mean this understanding perception its complexity and uncertainty by methods facilitate effective decision making (Matheson and Matheson, 1998).

**Study objectives:** This study aims to analyze and diagnose the logical relationship between the training strategy and build intelligent organization by achieving the following objectives:

- Diagnosis of the level of use of the training strategy in the five-star hotels in Jordan
- Analysis of the nature of the impact of the training strategy in build intelligent organization in the five-star hotels in Jordan

**Study problem:** The study reflected aspects of the problem need to be especially regarding intelligent organization which is still lacking in the administrative literature explore. This can be represented by the following of questions:

- What the level is of applied the training strategy in the five-star hotels in Jordan
- Is training strategy contributes to the improvement of building intelligent organization in the five-star hotels in Jordan

**Suggested model:** Based on the study by Alkharabsheh (2015) Zahrani (2012) and Schwaninger (2009) researcher developed a study model. Model consists of two variables, the independent variable (training strategy) dependent variable (intelligent organization) as shown in Fig. 1.

**Study hypotheses:** Based on the study problem and questions was formulated following main hypothesis which will be tested and reaching to the conclusions and recommendations based on the results.

**Main hypothesis:**

- $H_{01}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the training strategy dimensions and build intelligent organization

**Sub-hypotheses:**

- $H_{01-a}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the commitment and support of top management for training strategy and build intelligent organization

- $H_{01-b}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the use of modern methods as the basis for applying the training strategy and build intelligent organization
- $H_{01-c}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the quality and diversity training programs and build intelligent organization

**MATERIALS AND METHODS**

**Population and sample:** The study population consists of all five-star hotels in Jordan of which there are (28) hotels and study sample included all managers-general and heads of departments and their assistants working in the departments of these hotels. And that they have a vision and a wide perception contributes to the formulation of a long-term strategy of the hotel. As well as they have the authority to enable them to decisions making that contribute to making changes.

The study sample was (340) persons and the number of questionnaires recovered amounted to (315) were excluded (14) to identify because they are invalid for statistical analysis, bringing the number of valid questionnaires that were subject to statistical analysis (301) questionnaire by (88.5%) of the total distributed questionnaires, a good percentage of the statistical analysis. In terms of demographic characteristics of the study sample, it is clear from the descriptive analysis that the majority of respondents from the male by a percentage (80.8%) with the remainder of respondents and the amount of (19.2%) are female. As for the age groups the rate was highest for those within the category ( $40 \leq 50$ ) at a rate of (49.5%). In terms of level of education was a bachelor degree the highest percentage of respondents (65.8%). Finally, with respect to the years of experience was percentage who reached their years of experience (11-15) percentage (45.8) (Table 1).

**Data collection:** Adopted in collecting study data on two sources: primary, the questionnaire to collect data from a sample study purposes to test hypotheses and achieve the goals of the study. Secondary, it is relying on books, periodicals, dissertations, internet sites for the purposes of the theoretical aspect of the study.

**Study instrument:** Training strategy dimensions which include (Alkharabsheh, 2015; Zahrani, 2012): Intelligent organization dimensions which include (Schwaninger, 2009; Jeheam *et al.*, 2013).

Table 1: Demographic characteristics of the study sample (n = 301)

Characteristics	Frequency	Percentage
<b>Gender</b>		
Male	243	80.8
Female	58	19.2
<b>Age (years)</b>		
<30 years	11	3.7
30 to <40	58	19.3
40 to <50	149	49.5
50 years and more	83	27.5
<b>Educational level</b>		
Diploma or less	44	14.6
Bachelors	198	65.8
Master	48	15.9
PhD	11	3.7
<b>Experience years:</b>		
5 years or less	23	7.7
6-10	87	28.9
11-15	138	45.8
16 years and more	53	17.6

**Validity and reliability:** To verify validity of the questionnaire was presented to a number of academics from specialists for this purpose and their suitability for the hypotheses of the study, its objectives and its ability to measure the variables of the study. Based on their comments have been modified questionnaire.

About the questionnaire consistency the reliability coefficient using Cronbach alpha. The questionnaire was of good internal consistency have been assessed by Cronbach alpha ranged between (0.81-0.94) so that, the acceptable ratio exceeded a 60% (Sekaran, 2006).

**RESULTS AND DISCUSSION**

For their hypotheses were tested using the Pearson correlation coefficient between dimensions of the independent variable (training strategy) and the (Intelligent organization). Has recognized results statistically significant at the level of  $< (0.01)$  status signal (\*\*) and significant at the level of  $< (0.05)$  status signal (\*) versus correlation factor did not differentiate correlation coefficients is statistically the function of any signal. For the purpose of testing the main hypothesis will be sub-hypotheses tested as follows:

- $H_{01-a}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the commitment and support of top management for training strategy and build intelligent organization

The statistical results show there was significant positive relationship between the independent variable (the commitment and support of top management for training strategy) and build intelligent organization. The results indicate that the value of correlation (0.751\*\*) when the level of significance (0.01) (Table 2).

Table 2: Pearson correlation among the research variables

Variables	M	S.D	1	2	3	4
The commitment and support of top management for training strategy	4.149	0.484	1			
The use of modern methods as the basis for applying the training strategy	4.107	0.466	0.665**	1		
The quality and diversity training programs	4.077	0.481	0.638**	0.569**	1	
Intelligent organization	3.784	0.592	0.751**	0.637**	0.595**	1

\*\*Correlation is significant at the 0.01 level; \*Correlation is significant at the 0.05 level

In light of this result, it is rejected Sub null hypothesis and accepts the alternative hypothesis which states there is relationship at the level of significance ( $\alpha \leq 0.05$ ) between the commitment and support of top management for training strategy and build intelligent organization.

- $H_{01-b}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the use of modern methods as the basis for applying the training strategy and build intelligent organization

The statistical analysis results show there was significant positive relationship between the independent variable (the use of modern methods as the basis for applying the training) and build intelligent organization. The results indicate that the value of correlation (0.637\*\*) when the level of significance (0.01) (Table 2).

In light of this result, it is rejected Sub null hypothesis and accepts the alternative hypothesis which states there is relationship at the level of significance ( $\alpha \leq 0.05$ ) between the use of modern methods as the basis for applying the training and build intelligent organization.

- $H_{01-c}$ : There is no relationship at the level of significance ( $\alpha \leq 0.05$ ) between the quality and diversity training programs and build intelligent organization

Clarifies the results of the analysis there was significant positive relationship between the independent variable (the quality and diversity training programs) and build intelligent organization. The results indicate that the value of correlation (0.595\*\*) when the level of significance (0.01) (Table 2).

In light of this result, it is rejected Sub null hypothesis and accepts the alternative hypothesis which states there is relationship at the level of significance ( $\alpha \leq 0.05$ ) between the quality and diversity training programs and build intelligent organization.

### CONCLUSION

The purpose of this study is to investigate experimentally perception administrations five-star hotels

in Jordan toward the training strategy and linking them with an intelligent organization. The study results indicated a strong correlation between the dimensions of the training strategy and build an intelligent organization. Results of the study also showed that the strongest a significant relation was between the commitment and support of top management for training strategy and intelligent organization.

Reaching the value of correlation ( $r = 0.751$ ) this result indicates the importance of top management support and he cannot apply the training strategy succeed without the support and which is reflected positively in building an intelligent organization. As well as significantly relationship with the other dimensions of the training strategy.

### RECOMMENDATIONS

The researcher recommends based on the results that have been reached; Increased interest from top management to exercise training as an impact on staff development and reflection on building an intelligent organization. This study was directed towards five-star hotels in Jordan. Further empirical research is needed to test the degree to which the findings can be generalized to other industries. This study was conducted on Jordanian companies. Generalizing Jordanian results to other countries is questionable. Therefore, we recommend carrying out such study in different countries especially Arab countries.

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