The Effects of Training on Hotel Service: An Analysis of the Palestine International Hotel and Crystal Grand Ishtar

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The research aims at identifying the effects of the application of the training programs on the quality of hotel service achieved in the hotel organizations, which make the training to be an effective means in developing the work of the hotel organization and the clear and distinct goals cover and reach the duties and tasks required. The questionnaire was used mainly to collect information and data related to the research. It was distributed to a sample of 40 employees of the surveyed hotel organizations (Palestine International Hotel, Crystal Grand Hotel, Star) and by analyzing the answers of these workers, which were analyzed using the appropriate statistical methods to achieve their goals. The results of the study were based on analytical results that showed the impact of the implementation of the training programs in the quality of hotel service for the hotel organizations. A number of results were found concerning the hotel organizations. By the management of the hotel and the provision of financial allocations for the development of training programs and upgrading the quality of hotel service, in addition to that the training department depends on the hotel organizations investigated by the implementation of training programs on planning and implementation by the Department of Due to the absence of a mandate to carry out the training programs and not to provide all the training methods and qualified trainers to implement the training programs.

Key words: *Application of training programs, quality of hotel service.*

Introduction

Hotel organizations have become more concerned with the type of implementation of training programs than through the use of specific standards, and the development of the basic

elements of quality in the training process to achieve the extent of the ability of the hotel organizations to plan the implementation of the training programs. And growth. The organizations are now aware of the difference between successful and unsuccessful organizations through the quality of the hotel service, which is the main objective of the training program. The problem of the research, its objectives, its importance and its hypothesis have been identified and highlighted the importance of implementing the training programs through studying it in the environment of Iraqi hotel organizations and implementing its paragraphs and procedures.

First: Theoretical Side

Training Programs

The Concept of the Application of Training Programs

There is an urgent need to improve the efficiency and development of employees. Appropriate training programs can be used for their performance, in relation to the development in the world of this vital sector. This study will address the concept of training programs, and their importance, basis and effectiveness.

Training programs aim to change the behaviour of employees and their skills, through specialists in training centres (Daft, 2004: 392). Training programs are a prerequisite for reducing the gap, between the ability of new individuals and the requirements of work. They balance what an individual can do, and what the worker demands personally. The world today is witnessing a training revolution. There are many training programs organised by various organisations bearing large budgets, with the revolutionary aspects of modern methods and techniques that must be used, if training is to achieve its objectives effectively. Training programs define the type of activity according to the pilot activity. They are usually directed to a specific problem. The actions taken in the training will solve the problem or illuminate invisible aspects (cumulative accumulation of experience), the commitment to the methodology, and determinants for whether the training is successful, in terms of planning and implementation with a professional manager specialised in the requisite field, or a multi-disciplinary training team, to integrate the professional disciplines for the preparation and implementation of the training program, and the concept of the application of specialised training programs (Kubaisi, 2010: 55-56). As requested by the Government, data are usually specialised as to skills and topics of interest to either the Ministry or relevant body.

The Importance of Applying Training Programs

The application of training programs has become a concept, for many business organisations and for all sectors as they contribute to changing performance standards. They are not limited to providing service or product, but are keen to provide quality that meets the needs of the customer (or guest) and their desires.

The application of training programs is one of the most important requirements for modern and effective change, locally and globally, and its importance is highlighted through the development of knowledge, skills improvement, behaviour modification and change of trends leading to comprehensive long-term development (Kubaisi, 2010: 17). This is shown in the following figure:

Figure 1. Application of training programs
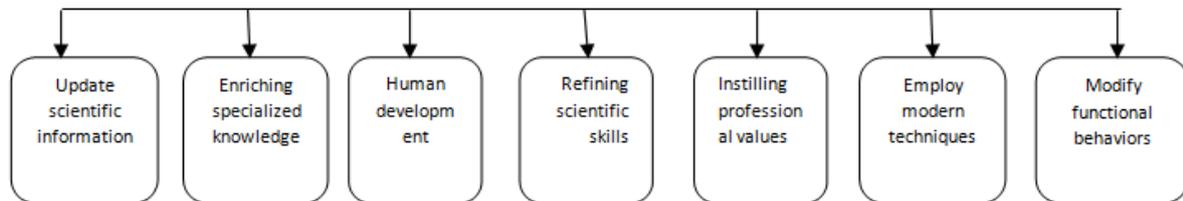
Source: Kubaisi, Amer Khudair, (2010), "Administrative and Security Training", Naif University for Security Sciences, Riyadh, Saudi Arabia.

The application of training programs leads to a number of functions being of great importance, and these functions as defined by Sarhan (1999: 10), (McClelland, 2002: 7) as follows:

1- Address the shortage or lack of training programs, and introduce the new and updated trainee to teaching methods and techniques.
2- Adapt new trainees to work and understand their requirements, to raise skills and so increase technical proficiency.
3- Raise the morale of hotel employees, through improving the organisational climate.
4- Satisfy the needs and desires of customers (guests), to give the guest a sense of comfort, and distinguish the positive and negative aspects of service provision and quality. Being convinced of the ability of staff and their professionalism encourages repeat visits, and so the guest has an important role in advertising to friends and colleagues the quality of the services provided in this hotel or that.
5- Deepen human relations links between management and employees, to grow and interact when making observations in workshops.

Effectiveness of Implementing Training Programs in Developing Hotel Work

The interest of the staff in implementing training programs is one of the most important aspects of hotel organisation. It realises a real return from what is invested. Most hotel organisations focused on employee training and rehabilitation, and the effectiveness of the implementation of training programs, through:

A- Applying training programs to develop employees in hotel organisations,
B- Applying training programs to develop hotel organisations,
C- Selecting trainers to implement training programs in tourism and hotel organisations.

The Stages of Preparing and Applying the Training Program

The four stages of preparation and implementation of the training program include:

A-Identify Training Needs

The word "needs" refers to a defect or deficiency in a particular thing. It indicates that an imbalance is addressed through a structured and targeted training process. It is also a process used to determine whether training programs are necessary (Noe, 2002: 72). In the view of Chang (2007, 64), the requirements of the training program are "the gap between the requirements of the job and the abilities of the employee he currently occupies."

Figure 2. The needs of the training program
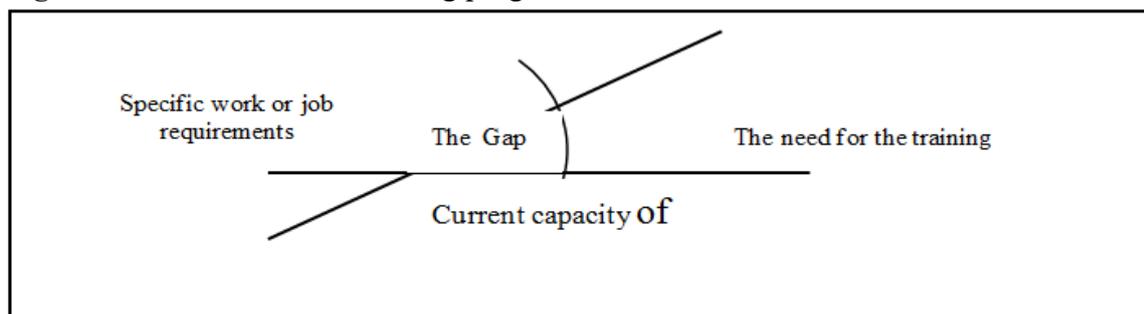
Source: Chang, Shih-Hsien, (2007), "Enhancing the Quality of a Public Administration Training plan Through Knowledge Management", Seventh Global Forum on Reinventing Government, Building Trust in Government, 26-29 June, Vienna Austria, p.64.

The identification of training needs is important. It includes comparing the current situation with the required situation and the mechanisms that contribute to the current situation, identifying what can be changed to produce the required situation, and determining the training needs as follows:

- Organisational training needs
- Individual training needs.

B - Design, plan and implement the training program

After the first phase, building and designing the training programs begins in a way that includes a series of procedures (Berber, 2012: 261) to develop an integrated plan to implement the training program, from objectives to training budget (Al Gharrawi, 2009: 191).

C- Implement the training program

It means the administration of the program and its presentation until implementation, in the space and time of the program; further, it determines the responsible training coordinator who also shows the safety of the planning process and implementation (Hassouna, 2011: 140).

D- Evaluate the application of the training program

Evaluation determines its effectiveness, to ensure that the results are positive and satisfactory, whether for program managers or senior managers, to make decisions based on that evaluation (Kirkpatrick & Kirkpatrick, 2010: 1).

The Concept of Hotel Service Quality

Quality general means the organisation of goods, or the provision of a service of a high standard of quality, one capable of both meeting the needs and desires of its customers (guests) in a manner consistent with their expectations, and of achieving satisfaction and happiness for them as achieved by pre-existing standards, to provide the service or product and find excellence in them (Aqili, 2009: 17). Davis et al. (2003: 218) defined quality as "an idea to defend the profession, as well as a weapon of competition, and it is used to develop new markets and increase market share."

Quality of service "is a term used by customers (or guests) to describe their general satisfaction with the service" (Krajewski et al., 2010: 187).

The hotel service is "a set of activities and operations provided by the hotel management and staff to guests through the use of tangible goods, mostly." The needs of hotel guests are as diverse as the need for accommodation services, the need for food and drink services, the need for comfort and safety, as well as the realisation of their hopes to see the civilisations of others. Guests satisfy their needs through hospitality provided to them at the hotel.

The success of hotel organisations in the developed world, and some developing countries, is due to the strategic role managers play in hotel organisations. It has become an important entry point for contemporary hotel organisations to adopt as a management philosophy, and a scientific approach in an environment characterised by rapid change and competition.

The quality of a hotel's service means that its organisation designs and delivers the service optimally, to both satisfy the guest and to enjoy competitive advantages as against similar organisations, producing a concept of hotel service quality defined as "suitable for the intended use as will be requested by the guest" (Kumar, 2007: 15). Hindawi et al. (2012: 27) defines it as "the sum total of the advantages and characteristics that affect the ability of certain products to meet certain needs."

It is clear from the above that hotel service quality is trying to provide services to the guest, to achieve satisfaction, by trying to give a picture of the hotel organisation that matches what the guest expects.

The Importance of the Quality of the Hotel Service

Several indicators infer the importance of quality in hotel services:
1. Hotel service is largely related to quality, and based on a number of measures to indicate the level of satisfaction achieved by the guest, linking the service provided to quality.
2. Quality is an important indicator of the guest's satisfaction with the service provided, and indicates the level of response to what the guest expected.
3. Protection of guests from commercial fraud, and to enhance confidence in the hotel's services, relates to the application of quality requirements and the adoption of specific standards.
4. Quality has become a major dimension, adopted as a basis for measurement and impact. These dimensions are: (reliability, responsiveness, safety, empathy, concrete).

The Dimensions of the Quality of Hotel Service

The quality of hotel service is measured by several dimensions, being the most important requirement of guests (Al-Tai, 2000: 192-193) (Aldmour, 2002: 398), (Jubouri, 2002: 48-53), (Davis et al, 2003: 220-221). The dimensions are:

1- Dependability: The service provider is considered, based on the degree of reliability and confidence in it when a specific service is requested.
2- Tangibility: Concrete aspects of a high degree of technology can better serve guests.

3- Credibility: This is an important measure for evaluating the hotel organisation. It is based on the organisation being fully faithful to the dates in dealing with guests, who in turn will not hesitate to deal with it and frequent visit it.

4- Safety: The hotel organisation guarantees the safety of all guests' property in the hotel.

5- Competency and qualifications: The service provider obtains experience certificates, in the field of service delivery and their treatment of guests.

6- Compliments or courtesy: The service provider has the ability to speak in a gentle and courteous manner with guests.

7- Access to services: The organisation facilitates the provision of services to guests, at the right time and place, around the clock.

8. Understanding guest directions: The hotel organisation should serve guests' needs by providing appropriate services to requirements.

9. Communication: This criterion requires the provision of methods, to clarify the availability of services with their characteristics. Service providers should be able to answer guests' queries.

Figure 3. Customer evaluation of the quality of hotel service
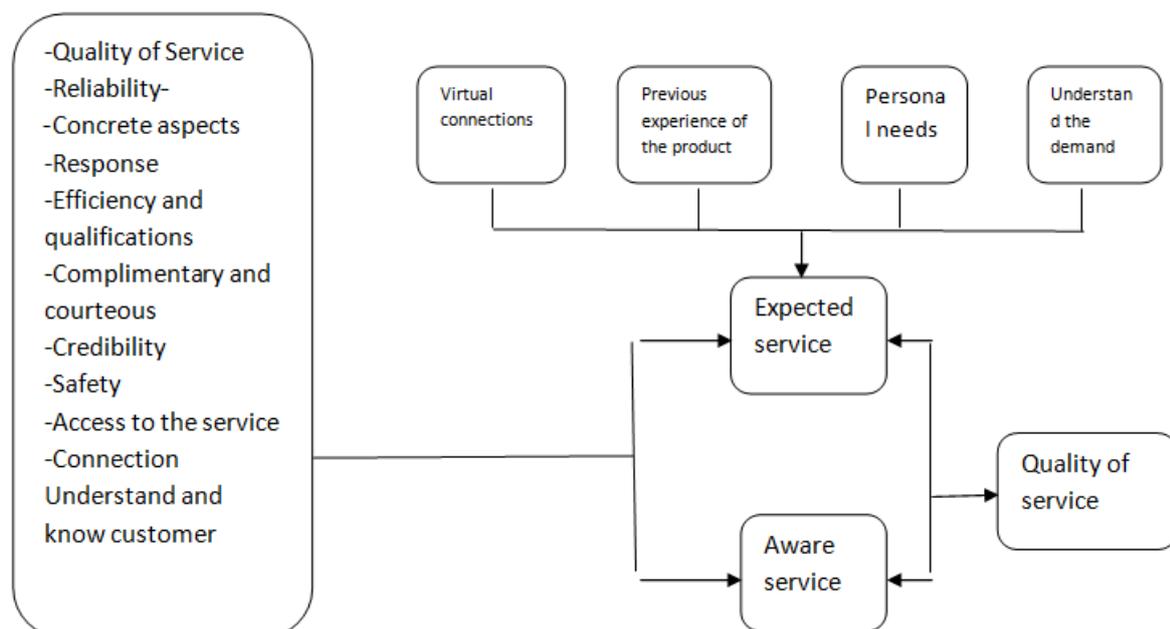
Resource: Bergman, Bo & Klefsjo , Bengt , (1994), "Quality : From Customer Needs To Customer Satisfaction" 3rd ed, Sweden, McGraw-Hill.

Types of Hotel Services Based on the Application of Training Programs

Hotels are characterised by a diversity of services offered to guests, which are excellent hotels, offering the following services (Abdel Samie, 2006: 135-137):

1- Accommodation
2- Food and beverage
3- Tourist transport
4- Tourism companies
5- Tourist information
6- Tourism marketing
7- Communications
8- Leisure
9- Additional services

Second: Practical Side

Data characterisation and sample analysis are done through statistical methods suitable for the search variables, as shown in the following table:

Table 1: Frequency distributions and computational modes and standard deviations of the search variables

Phrases Variable	Answer Scale										Arithmetic mean	Standard deviation
	Strongly agree		♀Agree		Neutral		Not agree		Not agree strongly			
	R	%	R	%	R	%	R	%	R	%		
1	42	52.25	21	26.2	6	7.5	10	12.5	1	1.3	2.16	0.66
2	32	40	19	23.7	14	17.5	12	15	3	3.8	1.52	1.22
3	38	47.5	30	37.5	8	10.6	4	5	-	-	2.27	0.84
4	69	86.3	8	10	1	1.3	2	2.5	-	-	1.86	0.91
5	15	18.8	34	48.8	12	15	13	16.3	1	1.3	1.67	1.03
6	22	27.5	27	33.8	13	16.3	15	18.8	3	3.8	1.22	1.18
7	55	68.8	19	23.7	4	5.6	2	2.5	0	0	2.58	0.70
8	19	23.8	39	43.8	15	18.8	6	7.5	1	1.3	2.8	0.58
9	62	77.5	13	16.3	3	3.8	2	2.5	-	-	2.68	0.66
10	38	47.5	32	40	6	7.5	4	5	-	-	2.3	0.81
11	28	35	24	30	10	12.5	11	13.8	7	87	2.68	0.67
12	49	61.3	24	30	4	5	2	2.5	-	-	2.48	0.76
13	41	51.3	23	28.8	10	12.5	6	7.5	-	-	2.23	0.94
14	55	68.8	18	22.5	4	5	3	3.8	-	-	2.65	0.76
15	51	63.8	19	23.7	6	7.5	3	3.6	1	1.3	2.45	0.88
16	44	55	26	38.5	8	10	2	2.5	-	-	2.2	0.77
17	37	46	23	28.8	13	16.3	7	86	-	-	2.12	0,98
18	50	62.5	24	30	3	3.8	3	3.8	-	-	2.51	0.75
19	46	57.5	24	30	5	6.3	4	5	1	1.3	2.5	0.90
20	31	38.8	37	46.3	7	8.6	5	6.3	-	-	2.17	0.83
21	44	55	31	38.8	2	2.5	3	3.8	-	-	2.45	0.72
22	32	40	29	36.2	11	13.8	7	8.7	1	1.3	1.23	7.18
المعدل		51.14		31.47		9.16		7.16		1.09	2.21	0.85

Source: Responses of the sample of the hotel organisations surveyed.

The table shows the following responses, to variables 1-22:

1- The total of those in agreement was 26.2%. The percentage of those who did not agree (12.5) indicates that the hotel organisation emphasises determining needs according to the quality requirements of the hotel service (2.16), and a standard deviation (0.66).

2- Table (1) shows that the percentage of those who agreed with the second question was (23.7%). The percentage of those who were neutral was 17.5%, who agreed (15%). It shows that most respondents agree with a comparison between capacity gaps and the local efficiency required to identify and document the gap, with a mean of 1.52 and a standard deviation of (1.22).

3- The table shows that the percentage of those who agreed with the third question was (37.5%). The percentage of those who did not agree (5%) was (2.27), with a standard deviation of (0.84).

4- The percentage of those who agreed with the fourth question was 10% and those who did not agree was 2.5%. The neutral ratio was 1.3%. We believe that a high percentage of employees see a list of training methods at a mean (1.86) and a standard deviation of (0.91).

5- The table also shows those who agreed with the fifth question (48.8%), those who did not agree (16.3%), and the neutral ratio (15%), and therefore believes that a high proportion of workers agree to develop specifications to plan the application of the training program to discuss with the trainers appropriately to determine the needs and training requirements, with a mean of 1.67 and a standard deviation of (1.03).

6- The percentage of those who disagreed was (18.8%). The highest percentage agreed with setting a standard for selecting the appropriate training program and recording it, with a mean of (1.22) and a standard deviation of (1.18).

7- The percentage in agreement was (23.7%) in the seventh question. The percentage of those who do not agree was (2.5%). That determines the responsibility of the coach to lead all the activities to implement the training program, and the specifications of the training plan, with a mean of (2.58) and a standard deviation of (0.70).

8- The percentage of (43.8%) in the eighth question is the highest agreed percentage or non-agreed percentage (7.5%). That is, the organisation provides the requirements for the application of the training program, for the trainer and trainee, with the implementation control mean of (2.8), and a standard deviation (0.58) and neutral (18.8%).

9- The percentage of those who agreed was (16.3%) in the ninth question. The percentage of those who did not agree was (2.5%) and the neutral ratio was (3.3%). That is, support at the end of the implementation of the training programs to receive feedback from the trainer and trainees, while raising it to managers and employees concerned with training, had a mean of (2.68) and a standard deviation (0.66).

10- The highest percentage was (40%) in the tenth question. The percentage of those who did not agree was (5%). Thus, the data needed to evaluate the results of the training program,

using pre-criteria and adopted as inputs to the mattress process and neutral ratio, scored (7.5), with a mean of (2.3) and a standard deviation of (0.81).

11- The agreed percentage was (30%) in question 11. The percentage of those who did not agree was (13.8%). It includes the requirements specifications, evaluation criteria, sources, scheduling and application costs of training programs and neutral ratio (12.5%), producing an arithmetic mean (2.68%) and standard deviation (0.67).

12- The percentage of those who agreed was (30%) in question 12, and (2.5%) did not agree. Therefore, corrective measures were taken in relation to the results obtained from the training program and its objectives. The neutral ratio (5%) had a mean of 2.48 and a standard deviation of 0.76.

13- In question 13, (30%) was agreed, and (7.5) non-agreed. This indicates that hotel management allocates part of revenue to improving the quality of hotel services, with a neutral ratio (12.5) (2.23) and standard deviation (0.94).

14- In question 14, the highest percentage of respondents was (22.5%) who agreed, while the lowest percentage was not agreed (3.8%). Thus, the quality of services is being improved, compared with the level of quality of services for suitable hotels ,with a mean of 2.65 and a standard deviation of 0.76.

15- In question 15, (23.7%) of respondents agreed, and (3.6%) was non-agreed. The hotel management is introducing advanced tools and methods to improve the quality of services provided to guests, with a mean of (2.45) and a standard deviation of (0.88).

16- The percentage of those who agreed was (38.5%), while those who did not agree were (2.5%), thus ensuring that the requested service reaches the guest without the slightest failure. The neutral ratio was (10%), with a mean of (2.2) with a standard deviation of 0.77.

17- Those in agreement with question 17 were (38.5%). Those who do not agree was (86%). This shows that the hotel organisation has the means and methods to show the guest available services (16.3%), with a mean of 2.12 and a standard deviation of 0.98.

18- Those who agreed were (30%). Those who did not agree were (3.8%). There is an agreement that the hotel management presses on the section workers, to achieve quality. The proportion of neutrals was (3.8%), (2.51) with a standard deviation (0.75).

19- The table shows that those who agreed were (30%) in question 19, and (5%) did not agree. Thus, the management of the hotel devises preventive measures to avoid failures in the quality of hotel service. My account is 2.5 and a standard deviation is 0.90.

20- The percentages in the table showed the percentage of those who agreed (46.3%) and the percentage of those who did not agree (6.3%). This indicates that all employees whom you have asked for a specific service, to serve you, in order to win your satisfaction, with a mean of 2.17 and a standard deviation of 0.83.

21- The table showed the percentage of those who agreed with the twenty-first question (38.8%), and that the percentage of those who did not agree was (3.8%). This means that the percentage of those who agreed with the availability of innovative services exceeds your expectations, and the neutral ratio (2.5%) (2.45) and a standard deviation (0.72).

22- The percentage of those who agreed with the twenty-second question was (36.2%) and the percentage of those who did not agree with the question was (8.7%). with a mean value of (1.23) and a standard deviation (7.18).

Results

1- Elevating the importance of implementing the training programs of a hotel, is shown to increase its readiness to maximise the organisation's ability to use its staff resources, and to apply specialised training programs to cope with global developments.

2- The hotel organisation in question shall adopt its objectives and plans, to implement the training programs on the guidance of specialists in the application of such programs.

3- The training department in the hotel's organisation, investigated by implementing the training programs, depends on planning and implementation by senior management. There is no authorisation to carry out training and not provide all the training methods and qualified trainers to implement them.

4- The implementation of training programs in the hotel organisations is to use qualified workers, their means, requirements, training methods, treatments, diagnoses, avoidance and treatment of weaknesses in training methods, to provide the best hotel service quality.

5- The hotel service and quality is greatly changed by the advice provided by the departmental manager, and submitted to the reports that depend on the handling of the imbalances in the hotel. This is to achieve the objectives of the hotel organisations, to achieve quality in hotel services.

6- The mechanism for determining the type of application of the training program depends on the type of activity required to be developed, and the amount of skill gained from the training program, which will increase the amount of benefits achieved for the hotel organisation and affect guest opinion as to the quality of the hotel service provided.

Recommendations

1- Coordinate the implementation of training programs, with the grant of a mandate or by granting the powers assigned by the training department in the organisation concerned. This will be directed to carrying out the training programs, and to providing all the means of training from the halls and trainers, to implement the training programs that need financial allocations to develop and upgrade them.

2- Evaluate the implementation of completed training programs, to see the impact of improvement in trainees' behaviour and performance, and improve the quality of hotel services provided to guests.

3- Provide the training department with specialised technical staff, in the field of preparation and implementation of training programs. They are holders of higher degrees in the field of hotel specialisation and bear professional experience therein.

4- Attend to the number and type of applications of specialised training programs, in comparison to other programs, with the adoption of modern methods in education and the coordinated participation of other specialised bodies such as universities and institutes.

5- Issue an annual report to the Training Department, including the number of courses held in the organisations being investigated, implemented and planned, and the size of the existing gap and reasons for addressing them in the future.

6- Change the methods and means of implementing the training programs continuously, to both keep abreast of scientific and technological developments and provide hotel organisations with the latest findings of modern science in the light of current needs.

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Appendix - Questionnaire

No.	Items	Strongly agree	agree	Neutral	Not agree	Nott strongly agree
First: Training programs						
1-Identify training needs						
1	The needs of the hotel organisation are determined according to the quality of the hotel service.					
2	A comparison of the current capacity gap with the efficiency required to identify and document the gap.					
3	Capacity and efficiency are determined by regular review of records in the Training Section.					
. 2- Training design and planning						
4	Develop a list of training methods to meet training needs					
5	Develop specifications for the training program plan to be discussed with trainers appropriately to identify requirements and training requirements					
6	Define a standard for selecting and documenting the appropriate method of the training program					
3- Provide and implement training programs						
7	Determine the responsibility of the trainer to lead all activities to implement the training programs according to the specifications of the training plan					
8	The hotel organisation provides the requirements of the training programs for the trainer and the trainee, while monitoring the implementation of the training					
9	Support is provided at the end of the training by receiving the feedback from the trainer and the trainees, as well as by the managers and staff involved in the training				.	
4- Evaluation of training results						
10	The data required for the preparation of the report on the evaluation of the results of the training programs are collected using pre-criteria and adopted as input to the monitoring process					
11	The results report includes specification of requirements, evaluation criteria, sources, scheduling and training costs					
12	Corrective action is taken if the results and objectives of the training program do not match					
4- Second: Quality of hotel service						
13	The management of the hotel organisation allocates part of the revenues to improve the quality of hotel services.					

14	The quality of services is improved when comparing the level of service quality with the appropriate hotels					
15	The hotel management is working on introducing advanced tools and methods to improve the quality of services provided to guests					
16	Confirm the arrival of the requested service to the guest without any shortening					
17	Facilities and methods are available to show the guest what amenities are available					
18	The hotel management presses the departments to achieve quality					
19	The management of the hotel is putting in place preventive measures to avoid failures in the quality of the hotel service					
20	All employees who have requested a specific service to serve you are seeking to earn your satisfaction from the hotel					
21	Innovative services are available beyond your expectations					
22	The employees of the hotel organisation expressed their suggestions on the field of improvement and development of services					