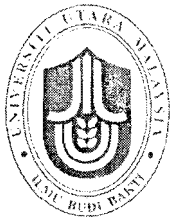


FACTORS INFLUENCING THE EFFECTIVENESS OF HUMAN
RESOURCE TRAINING PROGRAMMES IN HOTEL SECTOR

By

ISSAM MOHAMMAD S ALMAKHADMAH

Thesis Submitted to the Ghazali Shafie Graduate School of Government,
Universiti Utara Malaysia
in Fulfilment of the Requirement for the Degree of Doctor of Philosophy



Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

ISSAM MOHAMMAD SULEIMAN ALMAKHADMAH (92702)

Ph.D

calon untuk Ijazah
(candidate for the degree of)

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

FACTORS INFLUENCING THE EFFECTIVENESS OF HUMAN RESOURCE TRAINING
PROGRAMMES IN HOTEL SECTOR

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada : 21 Jun 2012

That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on: June 21,2012

Pengerusi Viva
(Chairman for Viva)

: PROF. DATO' DR. ABDUL KADIR LEBAI DIN

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: ASSOC. PROF. DR. JENNIFER CHAN KIM
LIAN

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: DR. ROZILA AHMAD

Tandatangan
(Signature)

Tarikh: 21 Jun 2012
(Date)

Nama Pelajar : ISSAM MOHAMMAD SULEIMAN ALMAKHADMAH (92702)
(Name of Student)

Tajuk Tesis : FACTORS INFLUENCING THE EFFECTIVENESS OF HUMAN
(Title of the Thesis) RESOURCE TRAINING PROGRAMMES IN HOTEL SECTOR

Program Pengajian : Ph.D
(Programme of Study)

Nama –Nama Penyelia : ASSOC. PROF. DR NURHAZANI MOHD
SHARIFF


Tahdatangan
(Signature)

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library may make it freely available for inspection. I further agree that permission for the copying of this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor (s) or, in their absence, by the Dean of Ghazalie Shafie Graduate School of Government, College of Law, Government & International Studies. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of Ghazalie Shafie Graduate School Government, College of Law,
Government & International Studies

UUM College of Law, Government & International Studies

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

ABSTRAK

Kebanyakan hotel melabur dalam melaksanakan program-program latihan yang berkesan untuk memaksimumkan nilai modal insan sedia ada. Walau bagaimanapun, perlu diingatkan bahawa keberkesanan program adalah bergantung sama ada pelatih mengaplikasikan atau tidak mengaplikasikan apa yang mereka pelajari. Ini merupakan satu kebimbangan dalam kalangan pengusaha hotel. Objektif utama kajian ini adalah untuk meneroka hubungan antara tiga faktor yang berpengaruh iaitu persekitaran kerja, individu, dan proses latihan dengan keberkesanan program latihan menggunakan model penilaian Kirkpatrick (1977). Ini adalah satu kajian korelasi yang menggunakan reka bentuk campuran kaedah kuantitatif dan kualitatif. Untuk kajian kuantitatif, instrumen kajian telah diedarkan kepada 297 peserta yang telah menghadiri dan menamatkan program latihan di hotel lima dan empat bintang di ASEZA. Hasil kajian ini menunjukkan bahawa faktor persekitaran kerja, sokongan sosial, peluang untuk menjalankan tugas dan sistem ganjaran, kecuali budaya organisasi, mempengaruhi dan menyumbang kepada keberkesanan latihan. Kebolehan dan motivasi individu kecuali sikap mempengaruhi dan menyumbang kepada keberkesanan latihan. Di samping itu, analisis statistik menunjukkan bahawa keperluan dan reka bentuk mempengaruhi keberkesanan program. Semua faktor ini menunjukkan hubungan yang positif dengan keberkesanan latihan dan hubungan yang positif dan signifikan antara mereka dan keberkesanan latihan. Kaedah kualitatif digunakan dalam kajian berbentuk wawancara satu-sama-satu dengan menggunakan sembilan soalan terbuka dengan pengurus sumber manusia dan penyelarasan latihan di hotel. Hasil kajian menyokong tinjauan kajian kuantitatif dan konsisten dengan kajian sebelum ini kecuali dengan menunjukkan bahawa budaya organisasi dan sikap. Kajian ini menyumbang dalam merapatkan jurang mengenai pengaruh faktor persekitaran, individu dan proses latihan kepada keberkesanan program latihan sumber manusia. Selain itu, kajian ini juga menambah maklumat dalam mengaplikasikan model penilaian Kirkpatrick (1977) untuk menilai keberkesanan program latihan terutamanya di Jordan. Akhirnya, kajian ini menyediakan penyelidik dengan garis panduan untuk menjalankan program-program latihan yang berkesan dalam sektor perkhidmatan.

Kata Kunci: Sumber Manusia, Latihan, Keberkesanan Latihan, Faktor Persekitaran Kerja, Faktor Individu, Faktor Proses Latihan.

ABSTRACT

Most hotels invest in implementing effective training programmes to maximize the inherent value of their existing human capital. However, it should be noted that the effectiveness of the programmes depends on whether trainees apply what they learned. This is a major concern among hotel operators. The main objective of this study is to explore the relationships between three influential factors which are work environment, individuals, and training process and the effectiveness of training programmes using Kirkpatrick evaluation model (1977). It is a correlation research using a mixed design of quantitative and qualitative methods. In the former method, a survey instrument was distributed to 297 participants who had attended and completed training programmes in five and four star hotels in ASEZA. The findings reveal that factors such as work environment, social support, the opportunity to perform and reward system, with the exception of organizational culture, influence and contribute to training effectiveness. Furthermore, ability and motivation of individual influence and contribute to training effectiveness with the exclusion of attitude. In addition, statistical analysis indicates that needs and design influence training effectiveness. All the factors demonstrate a positive correlation with training effectiveness and show a positive and significant relationship between them and training effectiveness. The qualitative method is used in the study in the form of a one-to-one interview using nine open-ended questions with human resource managers and training coordinators in the hotels. The findings support the outputs of the quantitative survey and consistent with previous studies except the organizational culture and the attitude. This study has contributed in bridging the gap concerning the influence by environment, individual and training process factors on the effectiveness of human resource training programmes. It also extends the literature of using the Kirkpatrick evaluation model (1977) to evaluate the effectiveness of training programmes particularly in Jordan. Finally, the study provides researchers with guidelines on conducting effective training programmes in the service sector.

Keywords: Human Resource, Training, Training Effectiveness, Work Environment Factors, Individual Factors, Training Process Factors.

DEDICATION

I want to dedicate this effort to everyone who have supported me throughout my education experience.

Firstly, my father' soul. My mother. Sheikha (Um Ali), heaven is under her feet;

My second half, my lovely wife.

My brothers who have always helped me in facing the difficulties, Fayez, Ali, Fawzi, Omar (Alshaer), Ibrahim, and Bassam.

My sisters, Fayzah, Hana, Mona, Heyam, and Ola who have always be there to support and encourage me.

ACKNOWLEDGEMENTS

In the name of Allah, the most Gracious and the most Merciful. I thank you for providing me the power and inspirations needed for carrying out this study.

I would like to extend my appreciation to my advisor, Assoc. Prof. Dr. Nurhazani Bt Mohd Shariff, for her thorough supervision, encouragement and willingness to support me, and help me with her intellectual comments, feedback and assistance.

I would also like to acknowledge my cousin Abed Alsalam; and my friends, Osama and Asad for their support.

Finally, I offer my regards and blessing to all who have supported me in any respect during the completion of the study.

Issam Mohammad Almakhadmah

TABLE OF CONTENTS

PERMISSION TO USE	ii
ABSTRAK.....	iii
ABSTRACT.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	vii
LIST OF FIGURES.....	xiii
LIST OF APPENDICES	xiv
 CHAPTER ONE: INTRODUCTION	 1
1.1 INTRODUCTION.....	1
1.2 BACKGROUND OF THE STUDY	1
Context of Study: Hotels in Jordan.....	6
1.3 PROBLEM STATEMENT	10
1.4 RESEARCH QUESTIONS.....	15
1.5 OBJECTIVES OF THE STUDY	15
1.6 SIGNIFICANCE OF THE STUDY.....	16
1.7 DEFINITION OF TERMS.....	17
1.8 CONCLUSION	19
 CHAPTER TWO: LITERATURE REVIEW	 20
2.1 INTRODUCTION.....	20
2.2 HUMAN RESOURCE IN THE HOTEL INDUSTRY.....	20
2.2.1 Hotel Operations, Products and Services	22

2.2.2	The Importance of Human Resources	23
2.2.3	The Role of Human Resources in Hotel Industry	25
2.3	TRAINING OF HUMAN RESOURCE	33
2.3.1	The Training Process.....	35
2.3.2	The Role of Training in the Hotel Industry.....	38
2.3.3	The Effectiveness of Training Programme	40
2.3.4	Model to Measure the Effectiveness of Training Programme	41
2.4	FACTORS DETERMINING THE EFFECTIVENESS OF TRAINING PROGRAMME	48
2.4.1	The Work Environment Factors.....	50
2.4.2	The Individual Factors	59
2.4.3	The Training Process.....	65
2.5	RELATIONSHIP AMONG THE FACTORS INFLUENCING THE TRAINING PROGRAMME.....	72
2.6	CONCLUSION	75
	CHAPTER THREE: METHODOLOGY.....	76
3.1	INTRODUCTION.....	76
3.2	RESEARCH DESIGN	76
3.2.1	Quantitative Design	77
3.2.2	Qualitative Design	78
3.3	RESEARCH HYPOTHESES	79
3.4	RESEARCH FRAMEWORK	83
3.5	POPULATION AND SAMPLE	84
3.5.1	Sample Size.....	85
3.5.2	Sampling Method.....	877
3.6	DATA COLLECTION.....	89

3.7	VARIABLES	91
3.7.1	Independent Variables.....	91
3.7.2	Dependent Variable - Effectiveness of Training Programme	93
3.8	INSTRUMENT DESIGN	93
3.9.1	Validity.....	97
3.9.2	Reliability.....	99
3.10	DATA ANALYSIS.....	107
3.10.1	Quantitative Analysis.....	107
3.10.2	Qualitative Analysis: Content Analysis.....	108
3.11	CONCLUSION.....	111

CHAPTER FOUR: QUANTITATIVE AND QUALITATIVE DATA

	ANALYSIS AND INTERPRETATION	114
4.1	INTRODUCTION.....	114
4.2	FINDINGS OF QUANTITATIVE METHOD	114
4.2.1	Respondents' Demographic Characteristics	115
4.2.2	Descriptive Analysis	117
4.2.3	Hypotheses Testing	129
4.3	FINDINGS OF QUALITATIVE METHOD	148
4.3.1	Respondent Profiles	148
4.3.2	Questions and Themes	149
	FIRST QUESTION.....	155
	SECOND QUESTION.....	160
	THIRD QUESTION.....	164
	FOURTH QUESTION.....	168
	FIFTH QUESTION.....	172
	SIXTH QUESTION.....	174

SEVENTH QUESTION.....	177
EIGHTH QUESTION	180
NINTH QUESTION..	183
4.4 CROSS-CHECKING FINDINGS OF QUANTITATIVE AND	
QUALITATIVE	186
4.5 CONCLUSION	188
CHAPTER FIVE: DISCUSSION OF FINDINGS	191
5.1 INTRODUCTION.....	191
5.2 RESEARCH OBJECTIVE ONE	192
5.3 RESEARCH OBJECTIVE TWO	201
5.4 RESEARCH OBJECTIVE THREE.....	203
5.5 CONCLUSION	207
CHAPTER SIX: CONCLUSION	211
6.1 INTRODUCTION.....	211
6.2 CONTRIBUTION OF THE STUDY.....	215
6.2.1 Theoretical Contribution.....	215
6.2.2 Practical Contribution.....	218
6.3 IMPLICATIONS OF THE STUDY	220
6.4 LIMITATIONS OF THE STUDY.....	222
6.5 RECOMMENDATIONS	223
6.6 CONCLUSION	225
REFERENCES.....	230

LIST OF TABLES

Table 1.1	Classification of Hotels in Jordan.....	8
Table 1.2	Classified Hotels in Aqaba.....	8
Table 1.3	Workforce In Tourism And Hotels Sector In Jordan	9
Table 1.4	Number of Staff in Hotels Sector in Jordan.....	9
Table 1.5	Number of Staff in Hotels Sector in Aqaba.....	10
Table 2.1	Problem of Service Nature.....	23
Table 2.2	The New HR Model in Operation.....	31
Table 2.3	Importance of Training.....	40
Table 2.4	Key Factors that Addressed in the Literature.....	73
Table 3.1	Sample Size for Population.....	87
Table 3.2	Item Resources for Environmental Factors.....	94
Table 3.3	Item Sources for Individual Factors.....	95
Table 3.4	Item Sources for Training Process.....	95
Table 3.5	Pilot Study Sub-Scale for Coefficient Alpha of Training Effectiveness.....	101
Table 3.6	Pilot Study Sub-Scale for Coefficient Alpha of Work Environment.....	103
Table 3.7	Pilot Study Sub-Scale for Coefficient Alpha of Individual Factors.....	104
Table 3.8	Pilot Study Sub-Scale for Coefficient Alpha of Training Process.....	106
Table 3.9	Analysis Used in Both Methods.....	107
Table 4.1	Demographic Characteristics of The Respondents.....	116
Table 4.2	Responses Rate.....	118

Table 4.3	Means, Standard Deviation, and Frequencies of Items for Training effectiveness.....	118
Table 4.4	Means, Standard Deviation, and Frequencies of Items for Work Environment Factor.....	121
Table 4.5	Means, Standard Deviation, and Frequencies of Items for Individual Factors.....	124
Table 4.6	Means, Standard Deviation, and Frequencies of Items Fortraining Process Factors.....	127
Table 4.7	Mean and Standar Deviation for the Study Variables.....	129
Table 4.8	Collinearity Statistics.....	131
Table 4.9	Regression Result of Work Environment Factors.....	135
Table 4.10	Regression Result of Individual Factors	137
Table 4.11	Regression Result of Training Process Factors.....	138
Table 4.12	Correlation Between Work Environment, Individual Factors, and Training Process	139
Table 4.13	Correlation Between Work Environment Factors and Training Effectiveness.....	142
Table 4.14	Correlation Between Individual Factors and Training Effectiveness.....	143
Table 4.15	Correlation Between Training Process Factors and Training Effectiveness.....	144
Table 4.16	Summary of the Hypotheses Findings	145
Table 4.17	Qualitative Respondent Profile.....	149
Table 4.18	Summary of the Questions and Themes.....	154
Table 5. 1	Result of Hypotheses Testing Accompany with Previous Studies.....	209

LIST OF FIGURES

Figure 1.1	Location of Aqaba.....	7
Figure 2.1	Kirkpatrick's Training Evaluation Model Levels.....	43
Figure 2.2	Level of Training Needs Analysis.....	68
Figure 2.3	Training Design	71
Figure 3.1	Theoretical Framework of the Study.....	83
Figure 4.1	P-P Plot of Regression Standardized Residual	132
Figure 4.2	Normal Plot (Scatter Plot) of Regression Standardized Residual.....	133
Figure 4.3	Revised Conceptual Framework of the Study.....	147

LIST OF APPENDICES

Appendix A: Interview Questions..... 244

Appendix B: Expert Validation Form..... 246

Appendix C: Final Questionnaire..... 254

Appendix D: Regression Findings (Main-Factors)..... 262

Appendix E: Regression Findings (Sub-Factors)..... 270

CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

This chapter begins by describing the background of the study and specifically focuses on hotels sector in Jordan. The main targeted area is in Aqaba city. It then follows by explaining the problem statement, research questions, and research objectives. The purpose of this study was to investigate the factors that influence training effectiveness in hotels sector in Aqaba city. The study investigated nine factors in three groups which are work environment (social support, opportunity to perform, reward system, and organization culture), individual (ability, attitude, and motivation), and training process factors (training needs and training design).

In addition, it also provides a brief description of the significance of the current study. Finally, the chapter concludes by presenting the definitions of the terms used in the study, and ends by summarizing the contents the the chapter.

1.2 BACKGROUND OF THE STUDY

Tourism sector is among the increasingly growing businesses in the world particularly in the Middle Eastern region which boasts of several historical tourist attractions. In this region, the growth of tourism registers at 17% compared to the world's growth of 4%(UNWTO, 2008). In the context of Jordan, the tourism sector is a crucial part of the economic sector which accounts for 10.5% of the gross domestic product (GDP). The sector created approximately 39, 359 direct job opportunities of which 13, 005 were employed by hotel organizations(MOTA, 2009).

The contents of
the thesis is for
internal user
only

REFERENCES

- Acton, T., & Golden, W. (2001). *Training: The Way to Retain Valuable IT Employees*.
- Al-Sabbagh, S. (2008). *Performance Appraisal and Training Needs in Jordanian and Foreign Banking Sector In Jordan*. Yarmouk University, Irbed
- Alleyne, P. A., Greenidge, D., Corbin, A., Alleyne, P. G., & Devonish, D. (2008). The Practice of HRM and SHRM in the Barbados Hotel Sector. *Journal Of Human Resources In Hospitality & Tourism*, 7(2), 219-240.
- Altarawneh, I. (2009). Training and Development Evaluation in Jordanian Banking Organisations. *Research & Practice In Human Resource Management*, 17(1), 44-63.
- Alter, S. (2008). Service System Fundamentals: Work System, Value Chain, and Life Cycle. *IBM Systems Journal*, 47(1), 71-85.
- Baldwin, T. T. & Ford, J. K. (1988). Transfer of Training: A Review and Directions for Future Research. *Personnel Psychology*, 41(1), 63-105.
- Baldwin, T. T., Wagner, R., & Chasteen, C. (1989). A Real Commitment to Training. *Training & Development*, 43, 60-64.
- Bardi, J. A. (2010). *Hotel Front Office Management*: Wiley.
- Baum, T. (2007). Human Resources In Tourism: Still Waiting For Change. *Tourism Management*, 28(6), 1383-1399.
- Bernardin, H. J. (2003). *Human Resource Management: An Experiential Approach* (Third Ed.). New York: Mcgraw-Hill New York.
- Bhati, D. (2007). *Factors that Influence Transfer of Hazardous Material Training: The Perception of Selected Fire-Fighter Trainees and Supervisors*. University Of Central Florida Orlando, Florida.
- Blanchard, P. N., & Thacker, J. W. (2004). *Effective Training*: Pearson Prentice Hall.

- Bucalo, J. (1984). An Operational Approach to Training Needs Analysis. *Training And Development Journal*, 38(12), 80-84.
- Buick, I., & Muthu, G. (1997). An Investigation of The Current Practices of In-House Employee Training and Development Within Hotels in Scotland. *The Service Industries Journal*, 17(4), 652-668.
- Burke, L. A., & Baldwin, T. T. (1999). Workforce Training Transfer: A Study of The Effect of Relapse Prevention Training and Transfer Climate. *Human Resource Management*, 38(3), 227-241.
- Carnarius, S. (1981). A New Approach to Designing Training Programs. *Training And Development Journal*, 35(2), 40-44.
- Casado, M. A. (2011). *Housekeeping Management*. Newyourk: Wiley.
- Casper, B. (2005). *The Positive Transfer of Learned Skills From Training to Changed Behaviors at the Job*. Unpublished 3184345, Pepperdine University, United States -- California.
- Cavana, R., Delahaye, B., & Sekeran, U. (2001). Applied Business Research: Qualitative and Quantitative Methods.
- Chen, C., Sok, P., & Sok, K. (2007). Exploring Potential Factors Leading to Effective Training. *Journal Of Management Development*, 26(9), 843-856.
- Cheng, W. L., & Ho, C. K. (1998). The Effects of Some Attitudinal and Organizational Factors on Transfer Outcome. *Journal Of Managerial Psychology*, 13(5/6), 309-317.
- Cheng, W. L., & Ho, C. K. (2001). A Review of Transfer of Training Studies in the Past Decade. *Personnel Review*, 30(1), 102-118.
- Chiang, C., Back, K., & Canter, D. (2005). The Impact of Employee Training on Job Satisfaction and Intention to Stay in The Hotel Industry. *Journal Of Human Resources In Hospitality & Tourism*, 4(2), 99-118.

- Cho, S., Woods, R. H., Jang, S. C., & Erdem, M. (2006). Measuring the Impact of Human Resource Management Practices On Hospitality Firms' Performances. *International Journal Of Hospitality Management*, 25(2), 262-277.
- Chuang, A., Liao, W., & Tai, W. (2005). An Investigation of Individual and Contextual Factors Influencing Training Variables. *Social Behavior And Personality: An International Journal*, 33(2), 159-174.
- Clark, C., Dobbins, G., & Ladd, R. (1993). Exploratory Field Study of Training Motivation: Influence of Involvement, Credibility, and Transfer Climate. *Group & Organization Management*, 18(3), 292.
- Clarke, N. (2002). Job/Work Environment Factors Influencing Training Transfer Within A Human Service Agency: Some Indicative Support for Baldwin and Ford's Transfer Climate Construct. *International Journal Of Training And Development*, 6(3), 146-162.
- Clemenz, C. E. (2001). *Measuring Perceived Quality of Training in The Hospitality Industry*. Unpublished 3123749, Virginia Polytechnic Institute And State University, United States -- Virginia.
- Clemenz, C. E., & Weaver, P. A. (2003). Dimensions of Perceived Training Quality. *Journal Of Quality Assurance In Hospitality & Tourism*, 4(1-2), 47-70.
- Creswell, J. (2008). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (3rd ed.). New Jersey: Pearson prentice hall.
- Culbertson, K., & Thompson, M. (1980). An Analysis of Supervisory Training Needs. *Training And Development Journal*.
- Darby, J. (2006). Evaluating Training Courses: An Exercise in Social Desirability? *Journal Of European Industrial Training*, 30(2-3), 227-239.
- Dawe, S. (2002). *Evaluating Training and Learning Practices in Large Australian Firms*. Paper Presented At The Australasian Evaluation Society International Conference.

- Delaney, J. T., & Huselid, M. A. (1996). The Impact of Human Resource Management Practices on Perceptions of Organizational Performance. *Academy Of Management Journal*, 949-969.
- Denscombe, M. (2007). *The Good Research Guide: For Small-Scale Social Research Projects*: Open University Press.
- Dittmer, P. R., & Griffin, G. G. (1997). *Dimensions of The Hospitality Industry: An Introduction*: Van Nostrand Reinhold New York, US.
- Echtner, C. (1995). Entrepreneurial Training in Developing Countries. *Annals Of Tourism Research*, 22(1), 119-134.
- Elangovan, A., & Karakowsky, L. (1999). The Role of Trainee and Environmental Factors in Transfer of Training: An Exploratory Framework. *Leadership & Organization Development Journal*, 20(5), 268-276.
- Elliott, M., Dawson, R., & Edwards, J. (2009). Providing Demonstrable Return-On-Investment for Organisational Learning and Training. *Journal Of European Industrial Training*, 33(7), 657-670.
- Facteau, J., Dobbins, G., Russell, J., Ladd, R., & Kudisch, J. (1995). The Influence of General Perceptions of the Training Environment on Pretraining Motivation and Perceived Training Transfer. *Journal Of Management*, 21(1), 1.
- Ferris, G., Perrewé, P., Ranft, A., Zinko, R., Stoner, J., Brouer, R., Et Al. (2007). Human Resources Reputation and Effectiveness. *Human Resource Management Review*, 17(2), 117-130.
- Fisher, C., Dowling, P. J., & Garnham, J. (1999). The Impact of Changes to the Human Resources Function in Australia. *International Journal Of Human Resource Management*, 10(3), 501-514.
- Foot, D., & Robinson, I. (1999). The Role of the Human Resources Manager: Strategist or Conscience of the Organisation? *Business Ethics: A European Review*, 8(2), 88-98.

- Ford, J. K., Quiñones, M. A., Sego, D. J., & Sorra, J. S. (1992). Factors Affecting the Opportunity to Perform Trained Tasks on the Job. *Personnel Psychology*, 45(3), 511-527.
- Gill, C. (2009). Union Impact on the Effective Adoption of High Performance Work Practices. *Human Resource Management Review*, 19(1), 39-50.
- Goldsmith, A., Nickson, D., Wood, R., & Sloan, D. (1988). *Human Resource Management For Hospitality Services*. London: International Thomson Business Press.
- Goldstein, I. (1980). Training in Work Organizations. *Annual Review Of Psychology*, 31(1), 229-272.
- González, S. M. (2004). Improving Human Resources Management: Some Practical Questions and Answers. *International Journal Of Contemporary Hospitality Management*, 16(1), 59-64.
- Govindarajulu, N., & Daily, B. (2004). Motivating Employees for Environmental Improvement. *Industrial Management and Data Systems*, 104(4), 364-372.
- Green, E. C. (2002). *The Influence of Individual and Work Environment Characteristics on Trainee Motivation and Training Effectiveness Measures*. Unpublished 3036790, North Carolina State University, United States -- North Carolina.
- Hayes, D. K., & Ninemeier, J. D. (2009). *Human Resources Management in the Hospitality Industry*. New Jersey: Wiley.
- Haynes, P., & Fryer, G. (2000). Human Resources, Service Quality and Performance: A Case Study. *International Journal Of Contemporary Hospitality Management*, 12(4), 240-248.
- Hicks, W., & Klimoski, R. (1987). Entry Into Training Programs and its Effects on Training Outcomes: A Field Experiment. *Academy Of Management Journal*, 30(3), 542-552.

- Holjevac, I. A. (2003). A Vision of Tourism and the Hotel Industry in the 21st Century. *International Journal Of Hospitality Management*, 22(2), 129-134.
- Holladay, C. L., & Quiñones, M. A. (2008). The Influence of Training Focus and Trainer Characteristics on Diversity Training Effectiveness. *The Academy Of Management Learning And Education (AMLE)*, 7(3), 343-354.
- Holton, E. F., Bates, R. A., & Naquin, S. S. (2000). Large-Scale Performance Driven Training Needs Assessment A Case Study. *Public Personal Management*, 29(2), 249-267.
- Hope, C. A. (2004). The Impact of National Culture on the Transfer of. *Tourism Management*, 25(1), 45-59.
- Hoque, K. (1999a). Human Resource Management and Performance in the UK Hotel Industry. *British Journal Of Industrial Relations*, 37(3), 419-443.
- Hoque, K. (1999b). New Approaches to HRM in the UK Hotel Industry. *Human Resource Management Journal*, 9(2), 64-76.
- Hubbard, A. S. (2009). Hallmarks of Excellent Training. *Mortgage Banking*, 69(10), 82-82.
- Jackson, Y., & Bushe, G. R. (2007). Leadership Development Training Transfer: A Case Study of Post-Training Determination. *Journal Of Management Development*.
- Jago, L., & Deery, M. (2002). The Role of Human Resource Practices in Achieving Quality Enhancement and Cost Reduction: An Investigation of Volunteer Use in Tourism Organisations. *International Journal Of Contemporary Hospitality Management*, 14(5), 229-236.
- Janes, P. L. (2005). The Challenges of Providing Training in Small Sized Lodging Properties. *Journal Of Human Resources In Hospitality & Tourism*, 3(2), 125-150.

- Kay, C., & Moncarz, E. (2004). Knowledge, Skills, and Abilities for Lodging Management. *Cornell Hotel And Restaurant Administration Quarterly*, 45(3), 285.
- Kazlauskaite, R., & Buciuniene, I. (2008). The Role of Human Resources and Their Management in the Establishment of Sustainable Competitive Advantage. *Inzinerine Ekonomika-Engineering Economics*, 5(60), 78-84.
- Kilic, H., & Okumus, F. (2005). Factors Influencing Productivity in Small Island Hotels: Evidence from Northern Cyprus. *International Journal Of Contemporary Hospitality Management*, 17(4), 315-331.
- Kirkpatrick, D. (1977). Evaluating Training Programs: Evidence Vs. Proof. *Training And Development Journal*, 31(11), 9-12.
- Kirkpatrick, D. (1978). Evaluating In-House Training Programs. *Training And Development Journal*, 32(9), 6-9.
- Kirkpatrick, D. (1979). Techniques for Evaluating Training Programs. *Training & Development Journal*, 33(6), 78.
- Kirkpatrick, D., & Kirkpatrick, W. (2007). *Implementing the four Levels: A Practical Guide for Effective Evaluation of Training Programs*: Berrett-Koehler.
- Kirkpatrick, D., & Kirkpatrick, W. (2009). The Kirkpatrick Model: Past, Present and Future. *Chief Learning Officer*, 8(11), 20-55.
- Klink, M., & Streumer, J. (2002). Effectiveness of On-The-Job Training. *Journal Of European Industrial Training*, 26(2), 196-199.
- Knowles, T. (1998). *Hospitality Management: An Introduction*: Longman.
- Kontoghiorghes, C. (2001). Factors Affecting Training Effectiveness in the Context of the Introduction of New Technology-A US Case Study. *International Journal Of Training And Development*, 5(4), 248-260.
- Kramer, A. (2006). Why Management Training is Important. *Lodging Hospitality*, 62(2), 28-28.

- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational And Psychological Measurement*, 30(3), 607.
- Kumpikait . V. (2007). Human Resource Training Evaluation. *Engineering Economics*, 5(55), 29.
- Kuzu, A. (2007). *Needs of School Technology Advisor of Primary and Secoundary Schools in Turkey*. Paper Presented At The International Educational Technology (IECT).
- Lashley, C. (1998). Matching The Management Of Human Resources To Service Operations. *International Journal Of Contemporary Hospitality Management*, 10(1), 24-33.
- Lashley, C., & Taylor, S. (1998). Hospitality Retail Operations Types and Styles in the Management of Human Resources. *Journal Of Retailing And Consumer Services*, 5(3), 153-165.
- Lau, C. M., & Ngo, H. Y. (2004). The HR System, Organizational Culture, and Product Innovation. *International Business Review*, 13(6), 685-703.
- Leiser, R. (2002). In-Depth Inspector Training Helps Brands Assure Quality. [Article]. *Hotel & Motel Management*, 217(14), 128.
- Lim, H., Lee, S., & Nam, K. (2007). Validating E-Learning Factors Affecting Training Effectiveness. *International Journal Of Information Management*, 27(1), 22-35.
- Maroudas, L., Kyriakidou, O., & Vacharis, A. (2008). Employees' Motivation in the Luxury Hotel Industry: The Perceived Effectiveness of Human-Resource Practices. *Managing Leisure*, 13, 3(4), 258-271.
- Martin, H., & Hrivnak, M. (2009). Creating Disciples: The Transformation of Employees into Trainers. *Business Horizons*, 52(6), 605-616.
- Mathieu, J., Tannenbaum, S., & Salas, E. (1992). Influences of Individual and Situational Characteristics on Measures of Training Effectiveness. *Academy Of Management Journal*, 35(4), 828-847.

- Mcbain, R. (2004). Training Effectiveness and Evaluation. *Henley Manager Update*, 15(3), 23-34.
- Mccarthy, T. (2006). Replace Hit-Or-Miss Training. *Lodging Hospitality*. Pp. 30-30. Retrieved From [Http://Eserv.Uum.Edu.My/Login?Url=Http://Search.Ebscohost.Com/Login.Asp?Direct=True&Db=Bth&AN=21955747&Site=Ehost-Live&Scope=Site](http://Eserv.Uum.Edu.My/Login?Url=Http://Search.Ebscohost.Com/Login.Asp?Direct=True&Db=Bth&AN=21955747&Site=Ehost-Live&Scope=Site)
- Mclean, M. (2006). Evaluating the Importance and Performance of the Human Resources Function: An Examination of a Medium Sized Scottish Retailer. *Journal Of Retailing And Consumer Services*, 13(2), 143-156.
- Mindrum, C. (2008). Agility Training for the Learning Organization. *Chief Learning Officer*, 7(12), 36-87.
- Mitchell, W. (1984). Wanted: Professional Management Training Needs Analysis. *Training And Development Journal*, 38, 68-70.
- MOTA. (2009). *Tourism Statistics 2009-Third Quarter*. Retrieved From [Www.Mota.Gov.Jo](http://www.Mota.Gov.Jo).
- Naama, A., Haven-Tang, C., & Jones, E. (2008). Human Resource Development Issues for the Hotel Sector in Libya: A Government Perspective. *International Journal Of Tourism Research*, 10(5), 481-492.
- Ninemeier, J. D., & Perdue, J. (2008). *Discovering Hospitality and Tourism: The World's Greatest Industry*: Pearson Prentice Hall.
- Noe, R. (1986). Trainees' Attributes and Attitudes: Neglected Influences on Training Effectiveness. *Academy Of Management Review*, 736-749.
- Noe, R. (2010). *Employee Training and Develpoment* (Fifth Ed.). Singapore: Mcgrow-Hill.
- Noe. (2011). *Outlines & Highlights for Employee Training and Development By: Cram101*.

- Noe, R., & Schmitt, N. (1986). The Influence Of Trainee Attitudes On Training Effectiveness: Test Of A Model. *Personnel Psychology*, 39(3), 497-523.
- Noe, R., & Wilk, S. (1993). Investigation of The Factors that Influence Employees' Participation in Development Activities. *Journal Of Applied Psychology*, 78(2), 291-291.
- O Driscoll, J., & Taylor, P. (1992). Congruence Between Theory and Practice in Management Training Needs Analysis. *The International Journal Of Human Resource Management*, 3(3), 593-603.
- Offstein, E. H., Gnyawali, D. R., & Cobb, A. T. (2005). A Strategic Human Resource Perspective of Firm Competitive Behavior. *Human Resource Management Review*, 15(4), 305-318.
- Pallant, J. (2007). *SPSS Survival Manual*: McGraw-Hill.
- Park, J., & Wentling, T. (2007). Factors Associated with Transfer of Training in Workplace E-Learning. *Journal Of Workplace Learning*, 19(5), 311-329.
- Phillips, J. (1997). *Handbook of Training Evaluation* (Third Edition Ed.). Houston: Gulf Publishing Company.
- Pierce, H., & Maurer, T. (2009). Linking Employee Development Activity, Social Exchange and Organizational Citizenship Behavior. *International Journal Of Training And Development*, 13(3), 139-147.
- Quiñones, M. A. (1997). Contextual Influences on Training Effectiveness. In M. A. Quiñones & A. Ehrenstein (Eds.), *Training For A Rapidly Changing Workplace: Applications Of Psychological Research*. (Pp. 177-199). Washington, DC US: American Psychological Association.
- Raghubalan, G., & Raghubalan, S. (2007). *Hotel Housekeeping: Operations And Management*: Oxford University Press.

- Raub, S., Alvarez, L., & Khanna, R. (2006). The Different Roles of Corporate and Unit Level Human Resources Managers in the Hospitality Industry. *International Journal Of Contemporary Hospitality Management*, 18(2), 135-144.
- Rechnitz, D. (2002). Designing a Successful Training Program. *American Drycleaner*, 69(7), 26.
- Rocha, G. (1995). Cross-Training Key to Hotels of the Future. *Hotels*, 29(3), 56.
- Rouiller, J., & Goldstein, I. (1993). The Relationship Between Organizational Transfer Climate and Positive Transfer of Training. *Human Resource Development Quarterly*, 4(4), 377-390.
- Rowold, J. (2007). Individual Influences on Knowledge Acquisition in a Call Center Training Context In Germany. *International Journal Of Training And Development*, 11(1), 21-34.
- Saibang, P., & Schwindt, R. (1998). The Need for Employee Training in Hotels in Thailand. *International Journal Of Training And Development*, 2(3), 205-214.
- Sommerville, K. (2007). *Hospitality Employee Management and Supervision: Concepts and Practical Applications*: John Wiley & Sons.
- Stein, D. (1981). Designing Performance-Oriented Training Programs. *Training And Development Journal*, 35(1), 12-16.
- Strickland, S. S. (2009). Positive Bottom Line Effects of Training, Development and Engagement. *Enterprise/Salt Lake City*, 39(9), 7.
- Tai, W. T. (2006). Effects of Training Framing, General Self-Efficacy and Training Motivation on Trainees' Training Effectiveness. *Personnel Review*, 35(1), 51-65.
- Tanke, M. L. (2000). *Human Resources Management for the Hospitality Industry*: Cengage Learning.
- Tannenbaum, S. I., & Yukl, G. (1992). Training and Development in Work Organizations. *Annual Review Of Psychology*, 43(1), 399-441.

- Tharenou, P. (1989, 1989/08/1). *Management Training Needs Analysis By Self-Report Questionnaire: Managers' Identified Needs And Preferred Training Strategies*.
- Toh, S. L., Haji Ahmad, R., & Bujang, S. (2008). *Relationship Between Selected Factors on Barriers of Transfer of Training Towards the Effectiveness of the Training Program*. Paper Presented At The The 4th National Human Resource Management Conference 2008.
- Tracey, J., Hinkin, T., Tannenbaum, S., & Mathieu, J. (2001). The Influence of Individual Characteristics and the Work Environment on Varying Levels of Training Outcomes. *Human Resource Development Quarterly*, 12(1), 5.
- Tracey, J., Tannenbaum, S., & Kavanagh, M. (1995). Applying Trained Skills on the Job: The Importance of the Work Environment. *Journal Of Applied Psychology*, 80(2), 239-251.
- Tracey, J., & Tews, M. (1995). Training Effectiveness: Accounting for Individual Characteristics and the Work Environment. *Cornell Hotel And Restaurant Administration Quarterly*, 36(6), 36.
- Tracey, J. B., & Nathan, A. E. (2002). The Strategic and Operational Roles of Human Resources an Emerging Model. *The Cornell Hotel And Restaurant Administration Quarterly*, 43(4), 17-26.
- Tsai, W., & Tai, W. (2003). Perceived Importance as a Mediator of the Relationship Between Training Assignment and Training Motivation. *Personnel Review*, 32(2), 151-163.
- Tsaur, S. H., & Lin, Y. C. (2004). Promoting Service Quality in Tourist Hotels: The Role of HRM Practices and Service Behavior. *Tourism Management*, 25(4), 471-481.
- Tuzun, L. (2005). General Overview of Training Effectiveness and Measurement Models. *Gazi Ticaret Turizm Eğitim Dergisi*(1).
- Ulrich, D. (1998). *Delivering Results: A New Mandate for Human Resource Professionals*: Harvard Business Press.

- UNWTO. (2008). World Tourism Barometer Available From [Www.Unwto.Org](http://www.unwto.org)
- USAID. (2006). *Manpower and Training Needs Analysis of Jordan Tourism Industry*.
- USAID. (2009). *Skills Gab and Training Needs Analysis for Tourism and Supporting Services*.
- Valachis, I. (2009). Developing Human Resources'skills and Knowledge in Tourism and Hospitality Industry Through the Determination of Quality of Training Programs. *Tourism And Hospitality Management*, 15(1), 61-72.
- Vargo, S. L., & Lusch, R. F. (2004). The Four Service Marketing Myths. *Journal Of Service Research*, 6(4), 324-335.
- Wehrmeyer, W., & Chenoweth, J. (2006). The Role and Effectiveness of Continuing Education Training Courses Offered by Higher Education Institutions in Furthering the Implementation of Sustainable Development. *International Journal Of Sustainability In Higher Education*, 7(2), 129-141.
- Werner, J. M., & Desimone, R. L. (2008). *Human Resource Development*: South-Western Pub.
- Whitla, P., Walters, P., & Davies, H. (2006). The Use of Global Strategies by British Construction Firms. *Construction Management And Economics*, 24(9), 945-954.
- Wilborn, L., & Weaver, P. (2002). Diversity Management Training Initiatives: A Profile of Current Practices Within the Lodging Industry. *Journal Of Human Resources In Hospitality & Tourism*, 1(4), 79-96.
- Woods, R. H. (1999). Predicting Is Difficult, Especially About the Future: Human Resources in the New Millennium. *International Journal Of Hospitality Management*, 18(4), 443-456.
- Xiao, J. (1996). The Relationship Between Organizational Factors and The Transfer of Training in the Electronics Industry in Shenzhen, China. *Human Resource Development Quarterly*, 7(1), 55-74.

- Young, D. (2004). Human Resources Have a Vital Role to Play Within Employee Identity and Access Management. *Network Security*, 2004(11), 5-7.
- Yu, M. M., & Lee, B. C. Y. (2009). Efficiency and Effectiveness of Service Business: Evidence From International Tourist Hotels in Taiwan. *Tourism Management*, 30(4), 571-580.
- Zeithaml, V., Parasuraman, A., & Berry, L. (1985). Problems and Strategies in Services Marketing. *The Journal Of Marketing*, 49(2), 33-46.
- Zhao, X., Junchuan, Z., & Namasivayam, K. (2004). Factors Affecting Training Success in China. *Journal Of Human Resources In Hospitality & Tourism*, 3(1), 89-105.