

## **The Effect of Adopting the International Standard (ISO 10015) in Training Programs on the Performance Quality of the Workers at the Jordanian Ministry of Tourism and Antiquities**

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### **Abstract:**

The present study aims to diagnose and indicate the reality of training programs in the Ministry of Tourism and Antiquities in Jordan, through a statement of fact included international standard requirements of ISO 10015 in the training programs, and their impact on the performance of employees in the Ministry of Tourism and Antiquities, where is the international standard ISO 10015 specialized training and upgrading the quality of human resources, given their importance in the best condition of high levels of functional efficiency, the study was based on data processing on the descriptive and analytical approach, quantitative approach overall in the analysis operations, has been designed questionnaire, which contained clauses items of international standard ISO 10015, which was used stratified random sample, which consisted of 50 workers in the Ministry of Tourism and Antiquities. The study results showed weakness in the identification of training needs and training programs according to the international ISO standards ISO 10015, and confined to the traditional aspects, the study recommended the need to include the approved training strategies at the Ministry of Tourism and Antiquities of Jordan international specification standards ISO 10015 at all based on identifying the needs of training programs; the aim achieving greater efficiency in the performance of staff, and based on the achievement of quality and excellence, which will reflect positively on the performance of employees in the tourism sector.

### **Keywords:**

International Standard, ISO 10015, Training Programs, Jordan

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### **Introduction**

At present, the world is clearly inclined to adopt quality concepts in all economic and social domains in general, and in the tourist field in particular. Many international reports pointed out that the 21<sup>st</sup> century is driven by three a main industry on top of which is tourism industry. Thus, and according to the latest reports issued by many countries including Jordan, tourism industry has become the main generator of the wheel of economy. According to the latest reports presented by the central Bank of Jordan tourism industry contributes by %14 in the total national income. This fact obliges this vital sector to practice all excellence and progress factors to rise and develop under the increasing competition on the international level. The international standard ISO 10015 is one of the strength elements on which depend on many pioneering tourist institutions in the world. Of the Arabic examples in this field is the adoption of the Ministry of Tourism in Bahrain of this international standard. This compels the Jordanian Ministry of Tourism and Antiquities to incorporate the concepts of the international standard ISO 10015 in the training agendas and programs of elevating the human resources in the Jordanian tourist sector to produce a developed and integrated tourist product able to compete and keep going, and this cannot be realized without raising up the human resources which constitute the corner stone in the Jordanian tourist industry to keep up with the development and construction in a changing dynamic world.

### **The Study Objectives**

The current study aims at identifying the importance of applying the international standard ISO 10015 in achieving the excellence and quality standards in the workers' performance at the Ministry of Tourism and Antiquities which raises the performance productivity through exposing and improving the strength and weakness points raising the productivity of the whole ministry. Therefore, the study is seeking to realize a cluster of objectives of which are:

1. Revealing the most important requirements and goals of the international standard ISO 10015 to enable the Ministry of Tourism and Antiquities to pursue and manage training courses.
2. Showing the advantages of the international standard ISO 10015 in elevating the workers' performance.
3. Clarifying the methodologies of using the international standard ISO 10015 in the policies and procedures related to the training process to assess the performance in the Ministry of Tourism and Antiquities.

### **The Study Importance**

The importance of the study stems from the significance of the tourist training subject which forms a basic element in the development of the institution's performance. The international standard ISO 10015 is one of the means to elevate the institution's performance and realize high levels in the performance of human resources when applying its items in the adopted training programs. This study is of the first studies to handle the application of ISO 10015 standards in the human resources development strategies based on the training efficiency at the Ministry of Tourism and Antiquities in Jordan and which will hopefully be a scientific reference to utilize in the process of developing the Jordanian tourist product, helping the financing organizations to the training programs and the entities that execute those training programs adopting ISO 10015 which will help the departments of the Ministry of Tourism and Antiquities to develop its programs. This

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study paves the way for more studies in this domain in the light of this study's results to contribute in improving the tourist training programs.

### **Rationale of the Study**

The present study is based on a set of justifications which indicate the need to adopt quality and excellence concepts in the training programs of the Jordanian Ministry of Tourism and Antiquities.

Of those justifications:

1. The absence of studies that handled the application of ISO 10015 standards in the tourist and hotel domain in Jordan.
2. The significance of the tourist sector in Jordan and its role in labor employment, termination of unemployment and national income support.
3. The non – existence of a clear scientific methodology in the training operations at the Ministry of Tourism and Antiquities based on the excellent performance standards for the purpose of achieving sustainability and analyzing needs.

### **The Study Limitations**

The limitations of the study are represented by the human limits that include all the workers in the Ministry of Tourism and its subsidiary directorates. Human limits include all the first, second and third class leaderships through testing a random stratified sample which contains fifty employees. As for the temporal limits, the study was conducted during the time span from 1/6/2014 till the end of the same year. Concerning the spatial limits, the study included the employees of the Ministry of Tourism and Antiquities located in Amman and its twelve directorates in all the governorates of the Hashemite Kingdom of Jordan.

### **The Study Problem**

Training which is based on scientific foundations is one of the most important requirements of success and development in the touristic institutions and facilities. Training which relies on the qualitative rather than the quantitative factor is of the developmental strategies followed by the matured human resources managements (Zdunczyk and Blenkinsopp, 2007; Alkalha et al., 2012; Al-Hussein et al., 2015; Bramly, 2015; Yiu, 2015). Thus, all the tourist institutions have to assimilate the successive developments in the human resources development principles, as many training strategies adopted by many tourist institutions in the world including the Ministry of Tourism and Antiquities in Jordan kept away from applying the international standards. Therefore, the study deals with the training foundations based on the international standard ISO 10015 and the manner through which those standards would be included in the training strategies for the workers in the Ministry of Tourism in Jordan especially under the feebleness of the human resources managements in achieving developed growth rates in the human resources performance under the accelerated developments in the global tourist sector. The study is seeking to answer the following question:

1. How can the standards of ISO 10015 be contained within the strategies of elevating the human resources performance in the Ministry of Tourism and Antiquities?
2. Does the training system adopted by the Ministry of Tourism and Antiquities rely on ISO 10015 items in the fields of needs identification and performance recognition?
3. Does the top administration at the Ministry of Tourism and Antiquities support the dependence on ISO 10015 in training operations?

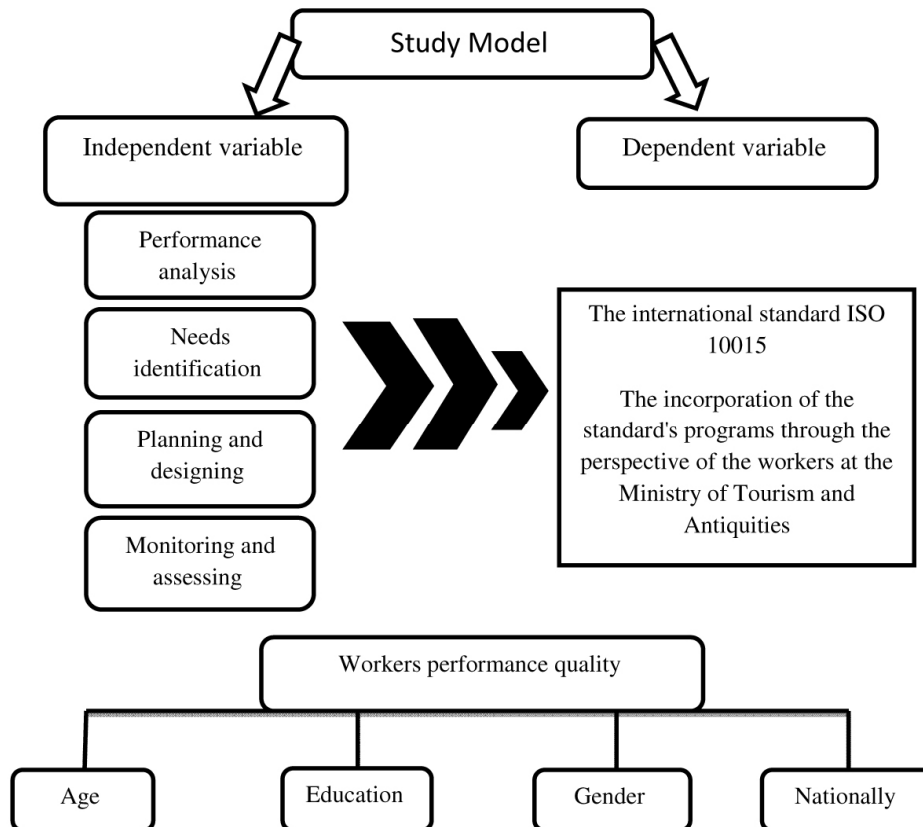
**The Study Hypotheses**

The study axis revolves around one main hypothesis which is:

There is no morally significant correlation between the application of ISO 10015 and its impact on the workers performance quality in the Ministry of Tourism and Antiquities at the moral significance level (0.05) through sub – hypotheses that include identifying training needs, planning and designing the training system and developing monitoring programs over the training systems.

**The Study Model**

**Figure (1): The Research Model**



**Theoretical Framework and Previous Studies**

The training process in the tourist and hotel sector is based on empowering the workers and raising the level of performance in order to affect their behavior and raise their functional abilities through giving knowledge and skill to the workers in the tourist and hotel sector in addition to granting them the behavior which is directly connected to their functional role, which will raise the level of their productivity. Training has become a main issue for many tourist establishments because of the changing performance standards at those facilities, which is no more restricted to mere presenting tourist services that are

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not connected to the quality standards which meet the needs and wishes of the tourist (Elbadri, 2001). Therefore, tourist training received great care from the researchers and specialists in the field of modern tourism industry. The strategic inlet of training management in tourism industry depends on chances and threat analysis in the external and touristic environment of the establishment and the identification of the strength and weakness points in the internal environment whether the human, material or information factors. Successful tourist organizations continuously amend their current resources in order to maintain their competitive privileges (Birdi, 2008; Chow, 2008). This increasing significance granted to the training strategies based on ISO 10015 appears in the development of the workers performance at tourist facilities and their acquirement to skills, knowledge, efficiency and ability.

ISO 10015 standards in tourist training is based on several axes:

1. Recognizing the importance of the external environment impact and attempting chance investment and lessening threats.
2. Recognizing the importance of competition and kinetic nature of the human resources market in the tourist sector.
3. Giving focus on achieving the establishment's tourist message on the long run depending on the unique characteristics that distinguishes the establishment from other competitive establishments.
4. Achieving complementarily with the general strategy of tourist establishment and the training and development strategy based on the principle of integration.

The researcher believes in the importance of the Ministry of Tourism and Antiquities to care for strategic planning and to place a clear tourist strategy of human resources that produces clear strategies for different activities like training to preserve its competitive privilege in a better situation, and to realize high quality levels. Therefore, the Ministry of Tourism and Antiquities must pay attention to human resources and developing and training them, follow the ideal functional strategies and apply the best methods in this domain to be able to encounter the challenges, instant changes and technological development under globalization.

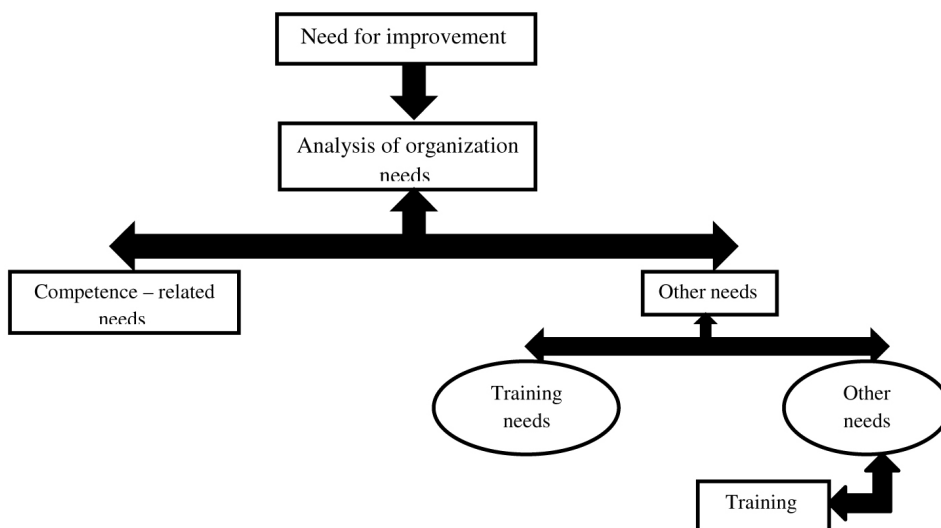
The training strategy constructed according to ISO 10015 contributes in refining and developing the skills of the workers who have high creative abilities and helping to raise the level of the workers who have average creative abilities to an acceptable level of creativity, especially when escorting modern technological data, and increasing productivity and organizational performance through goal clarity, work methods, acquainting the workers with their assignments and developing their skills to achieve the required organizational goals. It also contributes in connecting the goals of the individuals with the objectives of the tourist establishment which creates positive internal and external attitudes toward the tourist establishment. It participates in the openness of the establishment to the external community in order to develop its programs and capabilities, renew the required information to coin its objectives and execute its policies, develop leadership methods, rationalize the managerial decisions and establish an effective base for internal communication.

### **The Concept of ISO**

The term ISO is the acronym of International Standardization Organization which is an organization that aims at raising the standard levels; placing the related criteria, foundations and tests and encouraging the trade of commodities and services on global level. This organization adjoins representatives from most countries of the world and issues a series of international standards to verify the product's compliance to a cluster of

agreed standards in the field of quality (Goetsch, 2016). Those specifications are called ISO 9000 from which stems the standard ISO 10015 which appeared because of the increasing importance to develop international standards in training. In the mid – nineties of the last century, the increasing need for a specific guide to ensure training quality was recognized. The international standardization organization ISO established a guide draft about training quality standards, and those standards were ratified and officially declared by ISO – The Swiss Company – on September 1<sup>st</sup>, 2001, Figure (2) explains the requirements of improving the training process in accordance with ISO 10015.

**Figure (2): Needs of Improving Quality by Qualitative Training (ISO 10015)**



**Previous Studies**

The previous studies which handled the impact of adopting ISO 10015 in training programs and evaluating their quality are known to be rare on the international level and not being tackled on the local level, at least in the tourist domain. Most of the studies that dealt with this subject focused on the quality standards ISO concerning the social, economic and natural aspects and the extent of their effect on raising the level of the establishment performance without any clear reference to the aspects related to the training based on ISO 10015 and the elevation of workers' performance. Of those studies is the study of Yiu (2015) that treated the subject of the international standard ISO 10015. In this study, the researchers presented the different concepts of quality management related to ISO 10015 and some methods of application in the economic establishments by applying on insurance companies which can be utilized in the theoretical and conceptual framework. Appleby and Marvin (2000), Abdelgadir and Abdelhafiz (2001), Brannick et al. (2002), and Abdul Aziz (2011) discussed the effectiveness of the training programs based on ISO 10015 in the economic establishments depending on analyzing the reality of those programs in addition to identifying the methods and levels of assessing the followed training program to specify their negative and positive aspects and recognizing the effect of training programs on the workers' performance. Some researchers (e.g. Abdul Aziz, 2011; Yiu, 2015) indicated that the training based on ISO 10015 standards largely

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contributed in improving time exploitation among managers, increasing the effective participation of trainees, improving the efficiency assessment systems of training programs and improving the dimension of those programs' quality which can be utilized in the applied part of special research models.

Some studies touched upon several details of the subject matter of the study in handling the subject of ISO 10015 in the training programs in the health, industrial and banking fields without directly referring to the tourist sector. An example of those studies is the study of (Naji and Kiro, 2016) with the title "Implications of identification of training needs in accordance with ISO 10015 on human resource performance: a case study", where the study aimed at measuring the application of ISO 10015 at the Iraqi organizations which adopted expanded training programs and included a large amount of their human resources in addition to measuring its effect on the human resources performance which actually shared in training. The study depended on two independent variables: First, identifying training needs, and second, providing training programs in organizations; and a dependent variable which is the trainees' performance after finishing the training within six months. The study recommended adopting an annual plan for training needs based on previous studies to locate the efficiency gaps in the organization. The study suggested that the state ministries are to adopt ISO 10015 in training human resources.

The study of (Hakumeh, 2009) with the title: "ISO 10015 in training programs and its effect on managers' performance at Amman Municipality, a case study." The study aimed at revealing the requirements of merging the ISO 10015 standards in the training programs of Amman municipality in order to raise the performance, spotting the points of defect and weakness and working on treating them to realize the best performance. The study recommended the necessity of utilizing the allocation of training needs due to the distinctive efforts exerted by the Great Amman Municipality in this area to elevate performance through continuous control and competition of the expected employees' needs to develop performance to raise efficiency to accomplish the work.

The former discussion of the study's literature points out that adopting ISO 10015 standards in the preparation of training programs has great impact in achieving high rates of performance and excellence. Said literature referred to some scientific curricula related to processing scientific data. This study comes to complement the previous studies in attempting to show the possibility of adopting this international standard in the training programs in the Ministry of Tourism and Antiquities in Jordan through the holistic input of all the elements of the said subject.

### The Study Methodology

#### The Study Population and Sample

This study includes the workers at the Ministry of Tourism and Antiquities and all its directorates in the governorates of the Kingdom. A Convenient Sample of (50) workers was taken exceeding the minimum required limit according to the statistical equation that determines the size of the sample.

At a confidence degree of %95,  $Z^2 = 1.76$

Where N = sample size

$Z^2$  = standard value against the confidence level 1.76

(P) = the ratio of the sample to the total %50

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$$n = \frac{Z^2 \cdot (p[1-p])}{e^2}$$

$$n = \frac{(1.96)^2 \cdot .05 (0.05)}{(0.05)^2} = 384$$

**Collecting Data**

The methodology used by the researcher depends on identifying each of the study design, the study pop

**The Study Design**

The design process of the study depends on the nature of the problem and the objectives expected to be realized when accomplishing the treatment of the problem under research. The researcher adopted the descriptive analytical method and the field study method being the most harmonious in achieving the current study. The researcher depended on the available references and resources to prepare the theoretical framework of the study. In the field aspect, the researcher used a questionnaire as a basic means to collect data and analyze it statistically to reach at analyzing the hypothesis of the study. The construction process of the questionnaire took place through reviewing the specifications and standards of ISO 10015. In addition, the previous studies and researches were reviewed and the tool was subjected to validity and reliabilities tests.

Likert scale quintet was adopted for the closed questions (from 5 to 1) which expressed the agreement degree of the respondent where (5) was given to strongly agree, (4) to agree, (3) for the neutral, (2) for disagree and (1) for totally disagree. By redistributing the scale according to the category length by applying the equation of category length: (Larger limit – Smaller limit) divided by number of categories (5-1) / 5 = 4/5 = 0.8. Table No. (1) shows the degrees of the scale according to the category length of the respondent's agreement.

**Table No. (1): Statistical Analysis and Data Creditability Test**

Value in the scale	Category length	Agreement degree	Performance assessment
1	1 – 1.8	Totally disagree	Very low performance level
2	2.6 – 1.81	Disagree	Low performance
3	3.4 – 2.61	Neutral	Medium performance level
4	4.2 – 3.41	Agree	High performance level
5	5 – 4.21	Strongly agree	Very high performance level

The statistical analysis was arranged by using (SPSS) program where the descriptive statistics tools were used which were represented in tendency central measures like the arithmetic means and standard deviations where frequency tables were also used in addition to:

1. One – way (ANOVA).
2. Pearson's Correlation Coefficient the value of which ranges between (-1 -1) to measure the strength and direction of the relationship among variables.
3. Scheffe test to identify the differences in independent variables and in favor at which samples.
4. Regression analysis.



5. Cronbach's Alpha coefficient to measure the validity and reliability of the measuring tool.

**The General Characteristics of the Study Sample**

Analyzing the results of the study, we notice that the largest ratio of the sample members are within age group between 40 and less than 49 years at the rate of (%40), followed by the age group from 40 to less than 39 years at the rate of (%28), the age group from 50 to less than 59 years were at the rate of %15 from the total sample while the least ratio was for those of less than 29 years of age at the rate of (%8) of the sample. This shows that the average age of the sample's members is relatively high.

The majority of the sample members have university degrees at (%77.5) followed by those who have Master degree at (%9) then those who have a diploma at (%6.5). As for the individuals who have general secondary certificate, they represented (%5) and the least ratio was for those who have Ph. D at the rate of (%2). This means that the sample members have relatively high academic qualifications. As for the years of experience, it was clear that the relative distribution of the sample members according to years of experience as the highest rate was for 10 – 19 years of experience at (%69.5) followed by 20 and over years of experience at (%20.5), while those of less than 5 years experience formed (%6) of the sample. The least representation was for less than 10 years experience at (%4) of the total sample and this indicates that the sample members have long practical experiences.

**Results of Testing the Study Hypothesis**

To test the study hypothesis, the method of one way analysis of variance and t – test were used as follows:

**Main Hypothesis:** There is no morally significant correlation between applying ISO 10015 and its effect on the performance quality of the workers at the Ministry of Tourism and Antiquities at the moral significance level (0.05) through the factors of (identifying needs, planning and designing the training system, developing the control programs over training systems). The one sample t – test results point out, as shown in table No. (2), the rejection of the hypothesis at the significance level (0.05) and a degree of freedom 133. This means that the relative significance given to each element of ISO 10015 by the study population members differs in its ability to perform the interpretation operations as shown in table (2).

**Table No. (2): One Sample t – test Results**

ISO 10015 elements	T – value	Sig.	Arithmetic mean
Performance analysis	79.25	000.	2.2454
Identifying needs	98.24	000.	1.2547
Programs design	88.35	000.	3.4587
Training control	36.547	000.	2.3245

The results of F – test by using one – way ANOVA reveal the absence of statistically significant differences in the relative significance given to the elements of ISO 10015 at a significance level which is less than or equal to 0.05 due to the training program choice factor as shown in table (3).

**Table No. (3): One – way ANOVA According to Nationality**

Variance	df	Sum of variance square	Mean of variance square	F – value
Among groups	3	1.568	1.3654	*0.54
	130	54.36	0.3544	
Within groups	154	56.24		
Total				

- Sig. less than or equal to %5

The statistical t – test results showed the rejection of the main hypothesis for the non – existence of a moral correlation between applying ISO 10015 and its effect on the performance quality of the workers at the Ministry of Tourism at the moral significance level 0.05 as clearly revealed by the arithmetic mean of the sample members answers at (2.25) which is higher than the arithmetic man of Likert scale at (3.0). Therefore, there is an effect of identifying the training needs within ISO 10015, where the analyses indicated the presence of positive correlation between the variable of needs identification and achieving the results from the training process which reached at (R = 0.639) which means the presence of a strong correlation between needs identification and the continuous improvement in performance, behavior and skills. In addition, the needs identification process has an impact ratio at %32 on the workers performance at the Ministry of Tourism and Antiquities which agrees with the views of many researchers previously referred to in the theoretical framework of the study.

The statistical results indicate the presence of an effect for implementing the training program based on ISO 10015 in the training process as there appeared to be a direct positive correlation (R = 0.79) between executing the training program and the performance level according to the relevant standard.

The regression test and F – test were used to check the presence of significant differences between the means of the sample members assessments to the relationship between the application of ISO 10015 by the Ministry of Tourism and Antiquities through a strategic perspective and the workers' performance level at the statistical significance level (a = 0.05). Table No. (4) shows the results related to the analysis of this relation.

**Table No (4): The Results of the Regression Test and its Subsequent F-test**

R	Adjusted R <sup>2</sup>	F	Sig.	Result of the null hypothesis
0.056	0.458	125.879	0.0000	Rejection

The F – test value was equal to (125.879) with a potential value of (0.000) which is less than (0.05) and this shows the existence of a statistically significant relationship between the application of ISO 10015 by the Ministry of Tourism and Antiquities through a strategic perspective and the workers performance level, and this is supported by the adjusted value of R<sup>2</sup> which reached at (0.458).

**Results**

The study handled the effect of adopting the international standard ISO 10015 in training programs by applying it on the Ministry of Tourism and Antiquities in Jordan. Based on the results of the studies conducted about this subject which were formerly referred to and

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the application process at the Ministry of Tourism and Antiquities, the subject of the study, the following results may be produced:

- The lack of performance by the Ministry of Tourism and Antiquities to improve and develop through using the quality management methods and tools related to the training standards within ISO 10015 or otherwise. This is clear as the ministry has not applied any initiatives to improve its products in the field of human resources management.
- Some of the studies discussed by the researcher in the theoretical part of the study point out that the rise in the cost of obtaining ISO 10015 certificate is of the most prominent factors that make the Ministry of Tourism and Antiquities unwilling to apply this system.
- The commitment of the top management is of the governing factors to the success of the improvement efforts in the domain of adopting quality concepts in training according to ISO 10015; as the administrative leaderships at the top level of the Ministry of Tourism and Antiquities have an effective role in its attitudes and views toward the quality issue, and their attempt to resume the efforts of improvement and development in this field.
- The applied study revealed that the exerted efforts to improve the quality in the training operations based on ISO 10015 at the Ministry of Tourism and Antiquities encounter many difficulties which lessen the expected outcome. Of those difficulties are: The inflation of labor size which causes big pressure on the ministry's budget as the financial burden of the workers' salaries depletes the largest part of the budget which affects the outcome achieved by the ministry from applying the quality systems of ISO 10015.
- The degree to which the Ministry of Tourism and Antiquities applies all the activities related to ISO 10015 specifications in the training operations stages from a strategic perspective (represented in identifying training needs, designing training programs and assessing and evaluating training programs) was very weak which means the absence of a clear strategy for training in the ministry.
- The Ministry of Tourism and Antiquities concentrates on the traditional methods of training like: The method of lectures to a great extent in the training process and secondly, it concentrates on job circulation, while the other methods based on the quality standards of ISO 10015 in training are absent.
- The presence of a statistically significant positive correlation between the application of the Ministry of Tourism and Antiquity to the stages of the training process from a strategic perspective and the performance level of its workers, and the presence of such correlation between the diversity degree of the training programs presented in those companies and the performance of their workers.
- The presence of a statistically significant positive correlation between the extent of adoption by the top management at the Ministry of Tourism and Antiquities to the training strategy and the performance level of its workers, and the presence of this positive relation between ISO 10015 as a basis for applying the training strategy programs in the ministry and the performance level of its workers.

### Recommendations

According to the realized results through the theoretical framework of the study and the results achieved from the statistical analysis of data, in addition to doing many interviews based on applying the requirements of ISO 10015, the study recommends the following:

1. The necessity for the Ministry of Tourism and Antiquities to provide more attention and support from the top management to adopt clear training strategies that stem from the international quality standards based on ISO 10015.
2. The necessity of caring for providing the financial and material potentials needed for the training process and considering the training according to ISO 10015 standards of the strategic priorities of the human resources management at the Ministry of Tourism and Antiquities.
3. The Ministry of Tourism and Antiquities is to limit the obstacles it faces when adopting an effective training strategy, through spreading the organizational culture that supports the training strategy based on the foundations and specifications of ISO 10015 and providing highly qualified trainers as well as changing its regulations and laws that contradict the adoption of a clear and effective training strategy (see Obeidat et al., 2012; Alshawagfih et al., 2015; Bazazo et al., 2016; Vratskikh et al., 2016).
4. The adoption of the new standard ISO 10015 is a big step in realizing excellence and sublimity in the performance of the Ministry of Tourism and Antiquities workers which positively reflects upon the whole tourist sector through concentrating on certain concepts to guarantee the efficiency and effectiveness of the quality system applied at the Ministry of Tourism and Antiquities which is one of the dimensions that was absent for the past decades.
5. The study recommends to start merging all the international standards and specifications related to ISO 10015 system in all the public and private tourist and hotel institutions and facilities in the Hashemite Kingdom of Jordan which requires the preparation of high leveled training cadre who have the ability to deal with the international specifications standards and obtain the international accreditation certificates (TOT).
6. Several researchers consider the information systems and in particular the Information Technology (IT) and Knowledge Management (KM) systems as an enabler to achieve the desired competitive advantages, and as a crucial support to operational and strategic business decisions (Shannak et al., 2010; Alshurideh and Alkurdi, 2012; Altamony et al., 2012; Hajir et al., 2015; Masa'deh et al., 2012-2017; Obeidat et al., 2016); consequently, further research is required to examine the presence of special awareness programs regarding such training needs and their obstacles.

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