

**TRAINING PLAN AND ITS IMPACT ON THE INTELLECTUAL SKILLS DEVELOPMENT
FOR EMPLOYEES IN JORDANIAN TELECOM COMPANIES: A CASE STUDY OF
(ORANGE) COMPANY**

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ABSTRACT: *This study aimed to explain the training plan and its impact on the intellectual skills development for employees in Jordanian Telecom companies. The study population consists of all Jordanian Telecom companies, and the researcher choose the Jordanian Telecom (Orange) company in Amman city as a case study, and the number of employees in the mentioned company is (702) employees, after that the final study sample is (104) employees. The study found a number of results most notably was: (a.) The assess of employees for the training plan dimensions which are the (training methods, identification of training needs, and appropriate training environment), were in degree (high) for all dimensions.(b.) There exist a statistically significant impact at a significant level ($\alpha = 0.05$), for two dimensions (training methods, and identification of training needs) on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).*

Keywords: Training plan, Intellectual skills, Training needs, Training environment, Jordanian Telecom companies.

INTRODUCTION

The intellectual skills is considered of the most important types of the necessary skills to empower the individuals working to accomplish the required tasks in the performance of the role ascribed to them in the framework of the career center occupied by the individual, the more important these skills in some organizations, including the Jordanian telecom company under study, the training represents an imperative necessity for the development of the abilities, and increase the skills, it is an essential way to cover the shortcomings and weaknesses in improving the employees performance in the Jordanian telecom companies to bear the burdens of the economic and social development, and kicks off this development of the interest in the development of human resources to it, understand the basis on which the comprehensive development of any society. So the training of telecom companies to improve their performance is considered a top priority that must underpin the human resources development plans in Jordan to ensure the success of the process of change and development has.

Since that the training is a continuous process consists of a number of stages interconnected serially, and the base upon which to build all phases of the training is the accurate identification of training needs, we can see that the training process will not succeed if there was an error in the process of identifying the training requirement, and that the training process the whole become useless and a waste of effort, time and money, so the identifying of the training requirement for the training process more akin to studying the economic feasibility of the projects.

Nevertheless, the continuity of training efforts require a stand on the impact of training in productivity and improved the performance continuously, and the researcher sees that training is not an end but as a means of success toward the development of the work and make the employees with efficiency and high skill in improving the performance of their business, so it is necessary to prepared the training process of all stages in accordance with scientific methods.

The Study Problem and its Questions

Through reconnaissance study on Jordanian Telecom (Orange) company, show that there is an urgent need to develop the intellectual skills of working individuals in the company in light of the rapid developments in the communications technology at the company's activities, the researcher believes that the preparation of intact training plan will contribute to meet this need, thus, the problem of the study can be embodied through the following questions:

- a. What degree of adoption by Jordanian Telecom (Orange) company for the training plan from the perspective of their employees?
- b. What the intellectual skills level of the employees in Jordanian Telecom (Orange) company?
- c. Is the training plan will contribute in the intellectual skills development of the employees in Jordanian Telecom (Orange) company?

The Study Importance

This study are gaining its importance through the importance of the training as an investment in the human capital, and a means of the most important administrative means to give employees the skills, knowledge and the required positive trends for the performance their business, and the importance of this study is determined in the following points:

- a. The importance of the subject matter of this study is to analyze the impact of the training plan on the intellectual skills development of the employees in Jordanian Telecom (Orange) company.
- b. This study is considered a reference for researchers and scholars in the field of the human resources management and various programs and the cognitive enrichments, which can add it in the field of training.
- c. The importance of this study is also determined by the objectives of seeking to achieve them and come up with results, conclusions and recommendations contribute to the development of the training process in Jordanian Telecom (Orange) company.

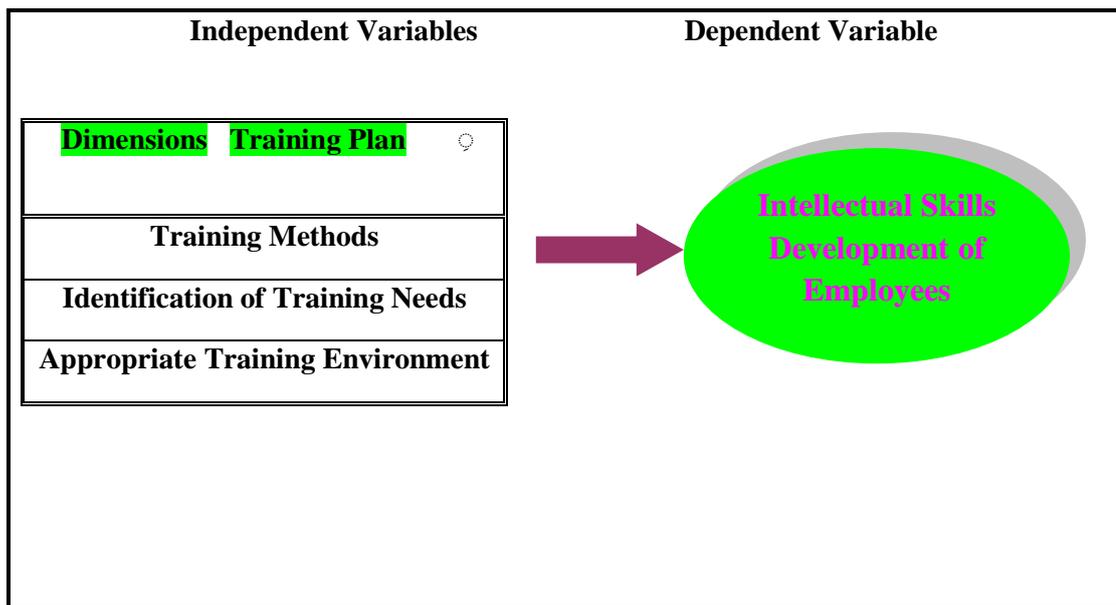
The Study Objectives

This study seeks to achieve the following objectives:

- a. Statement of the training plan concept and its elements, also the concept of intellectual skills and measurable indicators.
- b. To identify the trends of the individuals working towards training plan and their relationship to the intellectual skills development in Jordanian Telecom (Orange) company.
- c. Submitting the necessary recommendations to aspect suggestion procedure some future studies.

The Study Model

In light of the study problem was suggestion the following study model, in order to achieve the study objectives for purpose of analyzing the training plan and its impact on the intellectual skills development for employees in Jordanian Telecom companies (Orange). As shown in the following figure No. (1):



Source: Prepared by the researcher.

Figure 1: Study Model

The Study Hypothesis

To achieve the study objectives, the researcher develop the following hypothesis as a null form (H_0):

H_0 : There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for the training plan dimensions which are (training methods, identification of training needs, and appropriate training environment) on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

The study hypothesis is divided to the following sub hypotheses:

H_{01} : There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for the training methods on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

H_{02} : There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for the identification of training needs on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

H_{03} : There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$ for appropriate training environment on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

The Operational Definitions

- **Training Plan:** The planned training programs group a continuous basis, which aims to invest the human resource and giving occupants the middle and supervisory management positions in the Jordanian (Orange) company information, experience, skills, and sophisticated techniques to improve their performance and raise their efficiency and prepare them to undertake out their duties at the best methods.

- **Training Methods:** The methods and various scientific techniques which used by the trainers during the training to raise the skills, experience and the delivery of the objective of the training to improve the performance of the occupants of the middle positions and supervisory management in the Jordanian (Orange) company.

- **Training Needs:** All it takes and determined by occupants of the middle and supervisory management in the Jordanian (Orange) company of training provides them with the skills, expertise, and information that help them to improve their performance and doing what they have to work on the required face with Least Effort.

- **Training Environment:** The ocean was prepared in full training and methods in which the trainees are trained the employees in the middle and supervisory management in the Jordanian (Orange) company.

- **Intellectual Skills:** Is a group of fungal mental skills and acquired which enjoy the individual worker and that can be used to accomplish the required tasks.

FRAMEWORK & PREVIOUS STUDIES

The Theoretical Framework

The Training Concept

The views of the writers and interested are varied in the concept of training and so out of the fact that nature of the training process with changing dynamic nature by change their objectives and its tools and the surrounding of the environmental conditions. (Al-Waleed) refers to the training is a change in the individual behavior to fill the gaps (knowledge, skills, and directionality) between the current performance and the performance at the required level (Al-Waleed, 2009: 171). And (Abu Al-Nasr) confirms that the training is planned and a continuous process aimed to meet the current training needs and future of the individual, by increasing their knowledge and supporting its trends and improve its performance, as this will contribute to improved its performance in work and increase the productivity in the organization (Abu Al-Nasr, 2009: 20).

And (Refai) defined the training as: a structured process continuously earns the individual skill or ability or opinions, necessary to perform a certain action or reach a specific goal, and the training is to prepare the individual to the continued work and keep it on the level of required service is the kind of routing issued by a human and prompt to another human (Refai, 2009: 39). Also (Suheila & Ali) indicates to the training is a learning process for knowledge, methods and a new behaviors lead to changes in the capabilities of the individuals to perform their works, therefore, the understand the learning principles and adoption is one of the basic things and important in building the effective training experiences (Suhaila & Ali, 2007: 119).

And (Al-Shaer) (Shaer) see that the training is an activity that enables the individuals to gain experience, skills and the theoretical and practical attitudes (Al-Shaer, 2010: 14).

The Training Importance

The importance of the training came in that the individual in spite of having a group of skills, knowledge and attitudes when to joining in any work, so this knowledge, skills and attitudes are often not sufficient to perform his functions in the required form, but needs to develop, modify and always need to revitalize, renew and continuously addition so that they can carry out tasks of its function to the fullest, otherwise it will find himself rigid is unable to adapt with the rapid variables in the business environment, so it the training works on the completion the role of universities and schools, therefore the education provides a foundation from which moving off from it the individual to the work field, so the training comes to complete what was started by the education, the training importance explained through the funds invested in the training, and the organizations aiming from behind to achieve its superiority over other organizations, this appears the training importance to the old individual or modern in the organization, and provide the new entrance by required efficiency, and the training reflected with positive results for the old individual where he could through the training and keep abreast of developments in the work field and to identify the new skills and knowledge, and the benefits of the training extends at the level of the worker individual to include improving and developing behaviors which commensurate with nature of the

business that performed by, and the relationships which required by these works, and the training and development can increase the employees commitment and loyalty for the organization and enhances of their perception that the organization is a good place to work, and the benefits of the training in the standardization of the customs and values that can form the basic dimensions of the organization culture and by profiling way can be achieved alignment between the (individual and his work, individual and his group, individual and the organization), as for the organization, the importance represented to remove or address the underperformance points whether it's the current performance or the expected future performance, and from addressing underperformance points of the performance can be improved, which reflects with positive results on the total productivity of the organization and contribute to its development and continuity, and became a certainty that the training costs can not be higher than the returns, the training importance appears for the community in the fact that the qualified leaders do not appear suddenly or casually, so the administrative leaders are available as a result of the role and the significant contribution of the planned training and the organized efforts towards the administrative leadership development, so the training has become necessary to deepen the managers ability to the manage and effectively achieve the objectives and developing the strategies and analysis the problems and use the scientific method in decisions making (Al-Hiti, 2005: 225-227).

The Training objectives

(Abu Al-Nasr) indicates to the main objective of the training is an efficient way to increase the efficiency and effectiveness of the facility in the performance of the played roles and achieve their required objectives, and to achieve this main objective an facility must working hard to achieve the following sub-objectives (Abu Al-Nasr, 2009: 26):

a. Ordinary Training Objectives: This type of the training objectives related to the routine programs that do not require effort or creativity by the software designer, the ordinary objectives based on indicators and numbers from the organization history and reflect the actual size of the category of the individuals which required training, and the importance of these objectives in the pyramid base of the objectives that the training seeks to achieve it, since its importance confined to achieve continuity and survival of the organization within the limits of the prescribed performance patterns.

b. Training Objectives To Solve The Problems: Being under this type of the objectives prepare training programs seek to solve the problems which facing the individuals in the organization and trying to detect at the obstacles and deviations that hinder the performance and hence these programs aims to rid the organization from the problems that hinder the performance and cause the actual deviations and then this type of objectives override the routine objectives in the important.

c. Innovative Training Objectives: Whereby prepare programs seeks to add the types of the behavior and new methods to improve the quality of production which is different from objectives of solving problems that it seeks to transfer the organization to levels higher than of the efficiency and effectiveness. (Al-Sayrafi, 2009: 385-386).

The Knowledge & Skills Development Concept

This concept takes typically one or more of the following forms (Abu Sheikha, 2010: 263) and (Al-Atawi, 2007):

a. Knowledge and information Development: The training is should be cover what the trainee needs information help him in the performance of his function, the training does not achieve its usefulness if targeting provide the trainees with available information which they have or do not they require during their functions. So should choose a useful training materials for the trainees, so provides them with required information and necessary to do their functions properly.

b. Skills Development: The individual aims to do of the duties and responsibilities of its function in the best form, and with minimal effort, and it was the most important:

1. Technical Skills: For example, the skills related to writing the reports, financial analysis, and the skills job description systems, and so on.

2. Mental Skills: This type represented by the problems analysis, decisions making, strategic planning, and meetings management.

3. Human Skills: This skills relating to take into account the human touch in management.

c. Positive Trends Development at work: This type deals with endorse the organization's policy and defense of it, and collaborate with the colleagues and superiors, and develop the spirit of the teamwork and a sense of responsibility.

Previous Studies

- Study of **Al-Zahrani (2012)** entitled: Training strategy and its impact on the behavioral competencies for employees in Saudi commercial banks. The study aimed to identify the training strategy and its impact on the behavioral competencies for the employees in the Saudi commercial banks. To achieve this purpose, a questionnaire was designed as a tool for data collection, where it was distributed to (108) employees, have been adopted (92) questionnaire a valid for purposes of the statistical analysis. The study found a number of results most notably was:

a. The practice level of the managers in the Saudi commercial banks for the training activities and stages of the training process from a strategic entrance was relatively (median), and that these banks adopts use of the traditional technological means as the basis for the application of the training strategy.

b. There exist statistically significant positive relationship and strong at the significance level ($\alpha = 0.05$), between the practice degree of the managers for each of (activities and steps to build the training strategy, stages of the training process from a strategic entrance, and adopts use of the modern technology), with the behavioral competencies to its employees.

- Study of **Al-Jarbou (2010)** entitled: Role of the identification of training needs in quality of the employees development programs in passports of Al-Qassim region.

The study aimed to identify the role of the identification of training needs, and to identify the most important of scientific methods adopted in the identification of training needs, and diagnose extent contribution the training needs in quality of the employees development programs, and identify on the impediments that hinder the identification of training needs for the employees in passports of Al-Qassim region. The study reached to the following findings:

a. The Passports of Al-Qassim region not use the scientific methods in the identification of training needs, and the study sample disagree that there is scientific criteria's used in identification of training needs for the employees in passports of Al-Qassim region.

b. The study sample disagree on the contribution of the identification of training needs in quality of the employees development programs in passports of Al-Qassim region, and there are impediments to limit the identification of training needs of the employees in passports of Al-Qassim region.

- Study of **Al-Agha (2008)** entitled: The leadership skills of the officials in Palestinian cellular communications company (Jawwal) between reality and normative perspective.

The study aimed to identify the leadership skills (subjective, artistic, administrative, humanity, and intellectual) which available with the officials in Palestinian cellular communications company (Jawwal) from their perspective. The study found the most important results as follows:

a. The leadership skills development is weak available with the officials by holding courses or workshops going to the conferences or to provide more authorities and the job security or the allowing a democratic atmosphere, or in other ways.

b. Take advantage of the intellectual leadership skills available with the officials in the age group (40 to less than 50 years), as well as take advantage of the culture of the managerial leadership skills which existing with the managers and provide the possibilities for their application.

- Study of **Kock & Ellström (2011)** entitled: Formal and Integrated Strategies for Competence Development in SMEs.

The study aimed to identify the impact of the integrated strategies of the competencies development for employees in a number of small and medium-sized business organizations in Sweden. The study depended on a questionnaire as a tool to collect data from (14) small and medium business organization. The study found a set of results was the most important:

a. The training needs to be improved the learning environment in the organizational climate in order to get the desired results to improve the required competencies for completion the work distinctively.

b. There exist a statistically significant impact at the significance level ($\alpha = 0.05$), for the training programs on improve the employees competencies in the small and medium business organizations in Sweden.

- Study of **Fadal (2004)** entitled: Authorization of staff as a tool for homosexuality at work: to emphasize the importance of training and continuous development, and human participants, and decision-making power.

This study aimed to discover the impact of the authorization programs which included training and a development continuously, the rights of the participants and decision-making power on the final outcome for (500) institution. The study reached to most important of the following results:

a. The employees delegating is the main key to the business strategy on most major institutions, especially the five hundred participating institution.

b. Most of the participating institutions exercised training and continuously developing of its employees for different degrees, while exercised some sort of rights of the participants, also grants some sort of the functional decision-making authority for their employees. Also, the study refers to the importance of the employees delegating as a strategy to work within the major institutions in particular.

- Study of **Politi (2003)** entitled: The impact of leadership skills in the work environment.

The study aimed to check the impact of leadership skills dimensions as (administrative leadership, personal observation, setting objectives, cementing, expectation, willingness to work, and self-criticism) on the work environment that supports creativity which are (supervision & independence, teamwork, adequacy of resources, challenges of work, organizational obstacles, and work pressure). The study reached to most important of the following findings:

a. The work environment elements that hinder the creativity is the organizational obstacles and the work pressures which are not linked to a relationship with the leadership, these results confirm the leadership value in creativity.

b. The need to leadership strategies proposal contribute to encourage the employees in their behavior management, giving them more freedom, independence, self- motivate, These are all emitters on creativity.

METHODS AND PROCEDURES

The Study Approach

The study used the descriptive and analytical approaches for the completion of this study, it was used descriptive approach to describe assess of the employees responses on each dimension of the training plan and the intellectual skills level, also the study was use the analytical approach to measure the impact of the training plan on the intellectual skills development for the employees in Jordanian (Orange) company.

The Study Population and its Sample

The study population consists of all Jordanian Telecom companies, and the researcher choose the Jordanian Telecom (Orange) company in Amman city as a case study, and the number of employees in the mentioned company is (702) employees. It was selected as a stratified random sample by sampling percentage of (20%). The researcher distributed (140) questionnaires were retrieved (115) questionnaire, with reaching retrieval percentage of (82%), and thus the number of valid questionnaires for the statistical analysis is (104) questionnaire, and the proportion of the valid questionnaires number for analysis from the distributor number is (74.3%).

The Study Tool

To achieve the study objectives, and after returning to the administrative literature, the tool is designed to analysis the training plan and its impact on the intellectual skills development for employees in Jordanian Telecom companies. The tool consisted of three parts, the first part of which dealt with the personal and functional information, and the second part dealt with the training plan dimensions, while the third part included the variable (intellectual skills). And was used (Likert Scale) to measure the assess degree of the training plan dimensions, and the intellectual skills. It was the adoption of a scale to measure the training plan dimensions, and the intellectual skills is divided into three levels, where the calculated cut-off grade by dividing the difference between the highest value of the scale (5) and the lowest value in it (1) on three levels, namely that the cut-off grade is $\{(5-1) / 3 = 1.33\}$. And thus the three levels as follows:

Low assess degree	Medium assess degree	High assess degree
1-2.33	2.34-3.67	3.68-5

After that was measured the tool sincerity and its reliability, as follows:

a. Tool Sincerity

Has been verified the (Face Validity) of the study tool, and through the presentation to a group of arbitrators with expertise and knowledge of administrative literature at Zarqa university in Jordan, in disciplines of management science, applied statistics and methodology of scientific research with a view to benefit from their experience and their stocks of knowledge, making the tool more accurate in measurement. And was the aim of the arbitration verify the extent of items belonging to the study variables, an appropriate degree of drafting items Linguistically, Has been taking into account the comments of the arbitrators, where been modification reworded drafting some of items, so that the questionnaire is designed in its final form which consists (24) items.

b. Tool Reliability

To check the questionnaire reliability, the stability coefficient was calculated for the tool (internal consistency of the questionnaire items) using (Cronbch's Alpha) coefficient, and the reliability coefficient for the overall tool is (0.84). As shown in Table (1) the following:

Table 1. Results of Reliability (Internal Consistency of the Questionnaire items) (N = 104)

The Variables	No. of items	Cronbach Alpha	Stability Ratio
Training Methods	6	0.744	%74.4
Identification of Training Needs	6	0.745	%74.5
Appropriate Training Environment	6	0.692	%69.2
Intellectual Skills Development for Employees	6	0.767	%76.7
Overall Tool	24	0.840	%84.0

The coefficients values of (Cronbach's alpha) which calculated for the study variables, are very good according to the administrative and humanitarian researches when the value of the (Cronbach's alpha) coefficient is greater than or equal to (60%) (Cronbach & Shavelson, 2004: 391-418).

The Statistical Methods

After that was finished of the emptying the data in the computer, were used some statistical descriptive and analytical methods, which its available in the Statistical Package for Social Sciences (SPSS), in order to answer the study questions and test the hypotheses, so the statistical methods that were used for the purposes of the statistical analysis of data are the following:

- a. Means & Standard Deviations.
- b. Cronbch's Alpha Coefficient.
- c. Variance Inflation Factor (VIF) test.
- d. One-sample T-test.
- e. Kaiser-Meyer-Olkin (KMO) test
- f. Simple & Multiple linear regression.

RESULT OF STATISTICAL ANALYSIS AND ITS DISCUSSING

The purpose of this section to present the results of statistical analysis of data subjects' responses of the study sample study, which was reached through the use of Statistical Package for Social Sciences (SPSS)

Results of the 1st question

What the adoption degree of Jordanian Telecom (Orange) for the training plan from the perspective of their employees?

To answer the 1st question, it has been calculated the means and standard deviations to assess the employees responses on each dimension of the training plan.

Table (2), indicates to the results of the employees responses Jordanian Telecom (Orange), about the assess degree of the (training methods, identification of training needs, and appropriate training environment):

Table 2. Means and Standard Deviations for the Study Variables (N = 104)

No.	Training plan dimensions	Mean	Std. Dev.	Rank	Assess Degree
1	Training Methods	4.17	0.36	2	High
2	Identification of Training Needs	4.29	0.43	1	High
3	Appropriate Training Environment	4.15	0.47	3	High

The results in Table (2), refers to the means of the training plan dimensions which are (training methods, identification of training needs, and appropriate training environment) (4.17, 4.29, and 4.15) respectively, and all the means greater than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the employees in Jordanian Telecom (Orange), a clear vision about the importance of these dimensions, which indicates that the assess degree was (high).

Results of the 2nd question

What the level of intellectual skills of employees in Jordanian Telecom (Orange)?

To answer the 2nd question, it has been calculated the means and standard deviations to assess of the intellectual skills level of the employees in Jordanian Telecom (Orange).

Table (3), indicates to the results of assess of the intellectual skills level of employees in Jordanian Telecom (Orange):

Table 3. Means and Standard Deviations for the intellectual skills (N = 104)

No.	Items	Mean	Std. Dev.	Rank	Assess Degree
1	Training contributes to upgrading of intellectual skills for the heads in dealing with their subordinates.	4.40	0.63	2	High
2	Training helps to reduce the work pressures as a result of high intellectual skills of employees.	4.42	0.60	1	High
3	Training contributes to raise the knowledge and skills level of the employees.	4.11	0.54	5	High
4	Training leads to reduce the daily work routine of the employees due to their intellectual skills.	4.06	0.67	6	High
5	Training enhances of the employees information and their skills in a way that supports their participation in decision-making.	4.13	0.60	4	High
6	Training leads to innovation the employees a new methods of work in accordance with their intellectual skills.	4.14	0.67	3	High
-	Intellectual Skills	4.21	0.41	-	High

The results in Table (3), indicates to the means of the intellectual skills items which are between (4.06 - 4.42), and all the means greater than the test criteria (3) of (5) on (Likert Scale). These results indicate to possession of the employees in Jordanian Telecom (Orange), a clear vision about the importance of these items, which indicates that the assess degree was (higt).

Also, the item (2) which states that (Training helps to reduce the work pressures as a result of high intellectual skills of employees) got on ranked (first) in terms of its importance for the employees in Jordanian Telecom (Orange), with mean was (4.42) and standard deviation of (0.60), and the item (4) which states that (Training leads to reduce the daily work routine of the employees due to their intellectual skills) came at ranked (six) and the last, with mean (4.06) and standard deviation of (0.67), on the ladder of priorities estimates of the employees in Jordanian Telecom (Orange).

Results of testing the hypothesis

The researcher will test the study hypothesis as follows:

H₀: There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for the training plan dimensions which are (training methods, identification of training needs, and appropriate training environment) on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

In order to test the validity of the study hypothesis was used the multiple linear regression analysis. As shown in table (4) and (5) below:

Table 4. Summary of Multiple Linear Regression Model

R	R ²	Adjusted R ²	F Ratio	Sig.	df.
0.459	0.210	0.187	8.879	0.000	(3, 100)

[Tabulated (F) with df. (3, 100) at the significance level ($\alpha = 0.05$)] = 2.67

The results in table (4) show that:

a. Validity of multiple linear regression is proven, this is asserted by the calculated value (F) (8.879) which is greater than (2.67), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The value of the adjusted (R²) is (0.187), explained that the training plan dimensions which are (training methods, identification of training needs, and appropriate training environment), interprets the percentage (18.7%) of the changes in the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

Table 5. Results of the Multiple Linear Regression Analysis

Training plan Dimensions	Coefficients (β)	(t) value	P-value (Sig.)	Standardized Coefficients (Beta)
Constant (β_0)	1.623	3.200	0.002	-
Training Methods	0.363	3.070	0.003	0.315
Identification of Training Needs	0.164	1.798	0.025	0.169
Appropriate Training Environment	0.089	1.014	0.313	0.104

Seen from the results in the table (5), the following:

a. The statistical significant of regression coefficients (β) for two dimensions (training methods, and identification of training needs) is proven, therefore, there is a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimensions on the intellectual skills development for the employees in Jordanian Telecom companies (Orange). Depend on the statistical significant values (0.003 and 0.025) respectively, and the values less than the significant level ($\alpha = 0.05$), this means that the null hypothesis (H_0) is rejected. While the dimension (appropriate training environment) is not proven, so there is no a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimension on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

b. The values of the standardized coefficients (Beta) calculated for the dimensions (training methods, and identification of training needs) which are (0.315 and 0.169) respectively, show that increase of the mentioned dimensions by a unity standard deviation will lead to the intellectual skills development for the employees in Jordanian Telecom companies (Orange) with proportions (31.5% and 16.9%).

Results of testing 1st sub-hypothesis

H₀₁: There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for the **training methods** on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

In order to test the validity of the study hypothesis was used the simple linear regression analysis. As shown in table (6) and (7) below:

Table 6. Summary of Simple Linear Regression Model

R	R²	F Ratio	Sig.	df.
0.413	0.171	20.982	0.000	(1, 102)

[Tabulated (F) with df. (1, 102) at the significance level ($\alpha = 0.05$)] = 3.94

The results in table (6) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (20.982) which is greater than (3.94), and that the significance value (0.000) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R^2) is (0.171), explained that the (training methods) dimension, interprets the percentage (17.1%) of the changes in the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

Table 7. Results of the simple Linear Regression Analysis

Independent Variable	Coefficients (β)	(t) value	P-value (Sig.)	Standardized Coefficient (Beta)
Constant (β_0)	2.226	5.120	0.000	-
Training Methods	0.475	4.581	0.000	0.413

Seen from the results in the table (7), the following:

a. The statistical significant of regression coefficient (β) for the (training methods) dimension is proven, therefore, there is a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimension on the intellectual skills development for the employees in Jordanian Telecom companies (Orange). Depend on the statistical significant value, which is less than the significant level ($\alpha = 0.05$), this means that the null hypothesis (H_{01}) is rejected.

b. The value of the standardized coefficient (Beta) calculated for the (training methods) dimension is (0.413), show that increase of the mentioned dimension by a unity standard deviation will lead to the intellectual skills development for the employees in Jordanian Telecom companies (Orange) with proportion (41.3%).

Results of testing 2nd sub-hypothesis

H₀₂: There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$), for the **identification of training needs** on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

In order to test the validity of the 2nd sub-hypothesis was used the simple linear regression analysis. As shown in table (8) and (9) below:

Table 8. Summary of Simple Linear Regression Model

R	R ²	F Ratio	Sig.	df.
0.289	0.084	9.321	0.003	(1, 102)

[Tabulated (F) with df. (1, 102) at the significance level ($\alpha = 0.05$)] = 3.94

The results in table (8) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (9.321) which is greater than (3.94), and that the significance value (0.003) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R^2) is (0.084), explained that the (identification of training needs) dimension, interprets the percentage (8.4%) of the changes in the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

Table 9. Results of the Simple Linear Regression Analysis

Independent Variable	Coefficients (β)	(t) value	P-value (Sig.)	Standardized Coefficient (Beta)
Constant (β_0)	3.012	7.637	0.000	-
Identification of Training Needs	0.280	3.053	0.003	0.289

Seen from the results in the table (9), the following:

a. The statistical significant of regression coefficient (β) for the (identification of training needs) dimension is proven, therefore, there is a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimension on the intellectual skills development for the employees in Jordanian

Telecom companies (Orange). Depend on the statistical significant value (0.003, which is less than the significant level ($\alpha = 0.05$), this means that the null hypothesis (H_{02}) is rejected.

b. The value of the standardized coefficient (Beta) calculated for the (identification of training needs) dimension is (0.289), show that increase of the mentioned dimension by a unity standard deviation will lead to the intellectual skills development for the employees in Jordanian Telecom companies (Orange) with proportion (28.9).

5.3.3. Results of testing 3rd sub-hypothesis

H₀₃: There is no a statistically significant impact at the significant level ($\alpha \leq 0.05$ for **appropriate training environment** on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

In order to test the validity of the 3rd sub-hypothesis was used the simple linear regression analysis. As shown in table (10) and (11) below:

Table 10. Summary of Simple Linear Regression Model

R	R²	F Ratio	Sig.	df.
0.301	0.090	10.132	0.002	(1, 102)

[Tabulated (F) with df. (1, 102) at the significance level ($\alpha = 0.05$)] = 3.94

The results in table (10) show that:

a. Validity of simple linear regression is proven, this is asserted by the calculated value (F) (10.132) which is greater than (3.94), and that the significance value (0.002) is less than the significance level ($\alpha = 0.05$).

b. The value of the (R^2) is (0.09), explained that the (appropriate training environment) dimension, interprets the percentage (9%) of the changes in the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

Table 11. Results of the Simple Linear Regression Analysis

Independent Variable	Coefficients (β)	(t) value	P-value (Sig.)	Standardized Coefficient (Beta)
Constant (β_0)	3.131	9.179	0.000	-
Appropriate Training Environment	0.260	3.183	0.002	0.301

Seen from the results in the table (11), the following:

a. The statistical significant of regression coefficient (β) for the (appropriate training environment) dimension is proven, therefore, there is a statistically significance impact at the significant level ($\alpha = 0.05$) for the above dimension on the intellectual skills development for the employees in Jordanian Telecom companies (Orange). Depend on the statistical significant value (0.002), which is less than the significant level ($\alpha = 0.05$), this means that the null hypothesis (H_{03}) is rejected.

b. The value of the standardized coefficient (Beta) calculated for the (appropriate training environment) dimension is (0.301), show that increase of the mentioned dimension by a unity standard deviation will lead to the intellectual skills development for the employees in Jordanian Telecom companies (Orange) with proportions (30.1%).

CONCLUSIONS & RECOMMENDATIONS

This section deals with the most important conclusions of the study, also included on the most important recommendations of the study in light the results, which are as follows:

Conclusions

The study reached to a number of conclusions, among them the following:

a. The assess of the employees responses for the training plan dimensions which are (training methods, identification of training needs, and appropriate training environment) was (high) degree from the perspective of the employees in Jordanian Telecom (Orange).

b. The results showed that the (appropriate training environment) dimension got at the (third) rank and the last, in the scale of priorities of the employees in Jordanian Telecom (Orange).

c. The results explain that the arithmetic means of the intellectual skills items which are between (4.06 - 4.42), and this means that the assess of the employees responses about the intellectual skills items was (high) degree from the perspective of the employees in Jordanian Telecom (Orange).

d. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for two dimensions (**training methods, and identification of training needs**) on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

e. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the **training methods** on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

f. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for the **identification of training needs** on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

g. There exist a statistically significant impact at the significant level ($\alpha = 0.05$), for **appropriate training environment** on the intellectual skills development for the employees in Jordanian Telecom companies (Orange).

6.2. Recommendations

In light of the results, the study recommended the following:

a. Necessity attention of the Jordanian Telecom companies (Orange) administration in the dimension (appropriate training environment) for having a last rank at the scale of priorities of the employees in the mentioned Telecom companies.

b. Necessity attention the administration of the Jordanian Telecom companies (Orange) in the item (4) which states that (Training leads to reduce the daily work routine of the employees due to their intellectual skills), because its obtaining on the (six) rank and the last

c. The researcher suggests to conduct studies in the future for other Jordanian Telecom companies which uses variables differ from the variables of this study, and to use other statistical ways, and work an action in order to a comparison of their results.

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