

# The Impact of Understanding the Behavior of Workers on the Success of Management (A Case Study of Five Star Hotels in Aqaba)

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## **Abstract**

This study aimed to demonstrate the impact of the use of traditional managers to manage the behavior of workers in the five-star hotels in Aqaba, and by reference to the study, data analysis and test hypotheses and we can infer the most important findings of the researcher during the study, we found there is a statistically significant effect at the level of significance ( $0.05 > \alpha$ ) traditional management to create the concept of frustration among employees

within the organization where this variable obtained a total rank medium (3.4306), suggesting that a negative finding on the traditional management the concept of frustration among employees within the organization.

**Keywords:** Self-motivation, Creativity among employees, Teamwork, Ability, Behavior of staff

## 1. Introduction

It is noted in these days a lot of developments and changes on many levels of management and administrative bodies because of the fast changes in societies, structure and economic growth and massive privatization, globalization and many other factors that directly influenced the manpower in all fields of human trained and qualified efficient element of the most important factors of production in all organizations, including the organizations are a mini-communities, which are based on collective effort and team work and to achieve common goals for all must be out of the era of traditional management and literal comply with the instructions, laws and regulations at all times and access to personal understanding and analysis and the behavior of employees within those organizations in order to reach the skill required of the effectiveness, efficiency (Ibrahim, 2003).

for achieving common goals in a clear and valid for all it studies and experiments in advanced societies has shown that the human element or manpower qualified and trained and the way of their behavior in the work environment is the main creative tool and is one of the tools and resources assist in the processes of change and development, optimization and support positive competition strategy in the internal environment of business organizations, which created a growing interest in studying human behavior and the behavior of employees within the organization and this need has given special attention to the psychology of the door and turn the perspective of organizations towards our individual and his relationship with the group and the regulatory environment internal and external social environment (Al slum, 2002).

As for the organization of work, coordination and participation is one of the mechanisms used in modern management and these mechanisms rely effectiveness on the success of individual conduct and behavior and multiple common elements between scientific psychology and management, including the behavior element is a link between psychology and management therefore became Administration modern concept of using the principles of psychology in most of its operations and activities are used in decision-making and the formulation and implementation, monitoring and evaluation plans and selecting and hiring the right employees in subsidiaries and divisions operations as well as in the allocation of work and responsibilities to these workers and guiding them when carrying out their work and raise their morale and increase their participation in the work and contribute to the decision-making for the development of a sense of responsibility to have and raise the level of creativity and self-motivation they have and increase their productivity and training while carrying out their job duties for the development of intellectual and artistic skills at all levels of management and improve their performance and their opinions and perspectives about work.

The Study of (Sarah Smith, and her colleagues, 1986) entitled "Factors affecting job satisfaction." The study found that there are five key aspects define job satisfaction, namely: the nature of work, salary, supervision, career advancement, and coworkers.

From this point of focus we should be using the administrative modern styles and reducing the use of traditional management that negatively affect all business organizations around the

world.

## **2. Study problem**

A large gap between traditional management and the application of directives and regulations within the Organization and between the success of the Administration, so it was to be a new mechanism to deal with human resources in the organizations from the perspective of self analysis and behavior, and the methods of the strongest and best ways of successful management and modern management schools, called evolution and needs more depth in administrative policies and modern transformation of traditional management and commitment to help bridge the gap between three levels of management through understanding Behaviors and personality and analysis through a successful management competencies qualified and trained to deal with the human element in the operating levels, so called for the need to study in more depth and detail in order to narrow the gap as much as possible and get to what is required of this study.

## **3. The importance of study**

The importance of the study in bringing or reduce the gap between decision-makers and implementers resolution without resorting always to the regulations and laws and regulations committed to insist on the application of the detail, from philosophical and psychological point of view through a study and understand the behavior of workers and personal (implementing resolution) and doomed On the success of the administration. It is well known that the wishes of the people and their needs and desires and behavior cannot be measured The two censuses and digitized, so we have tried in this study as much as possible to narrow the gap through The Art of Making skills in understanding those behaviors and analysis to take the appropriate decision in timing timely and correct, taking into account that the administration and understanding the behavior of workers themselves are perfectly art, Art and countless.

## **4. Study objectives**

To clarify the reasons of management inability to full success during the literal execution of instructions within the Organization.

Focus on the concept of the behavior in decision-making more than literal applying of the instructions and the impact on the successful management.

To clarify the importance of reward policy and momentary procedures compared with the policy of punishment and legal procedures at the appropriate moment.

Activating the concept of self-motivation to work within the organization and raising levels of creativity.

Remove barriers and the deadlock between decision makers and implementers and increasing the level of interaction and communication, among them.

Promoting the principle of the right man in the right place.

Strengthening of the concept of collective action and spirit of the teamwork.

Increasing of a sense of belonging and loyalty to working toward the organization and strengthen their sense of responsibility.

### **5. The study questions**

Does traditional management affect the activation concept of self-motivation among workers within the organization?

Does the traditional management affect the creativity of employees within the organization?

Does the traditional management affect the enhancement of the teamwork concept between employees and its implement within the organization?

Does traditional management affect the increasing ability of workers to bear work pressure?

Does traditional management affect finding the concept of frustration among workers within the Organization?

Does Understand the behavior of workers affect in increasing the level of communication between different administrative levels within the organization?

Dose understands the employ behavior affects on the management's success?

### **6. Previous studies**

Study (Khalid Abbas Metwally qutob,2012 ):" initialed The impact of work on job satisfaction pressure An Empirical Study on the National Postal Authority in Egypt"The overall objective of the research is to identify ways to cope with the pressures of work and their relationship to job satisfaction in light of some demographic variables (such as gender - age - marital status - educational level - the length of service -noa Position) among a sample of managers, National Authority for mail and the ramifications of which the following objectives: -- Recognize the reality of job satisfaction among managers, National Authority for mail- To identify the types of pressures faced by the National Authority for e-mail managers

- Study the impact of these pressures on the job satisfaction of managers, National Authority for mail

- Identify the highest contribution to the skills to deal with the pressures of work among managers, National Authority for mail.

- Understand the relationship between the skills to deal with the pressures of work job satisfaction among managers, National Authority for mail

- To identify the differences in the use of dealing with the pressures of working in different skills (Gender - Age - Marital Status - educational level - the length of service among managers, National Authority for mail.

- To identify the differences in job satisfaction according to (Gender - Age - Marital Status -

educational level - for experience - Position Type) among managers, National Authority for mail

- The extent of the ability to predict job satisfaction through the face of the pressures of work among managers, National Authority for mail.

(Ibrahim's study 2002 ) Researcher prepared this research titled (incentive systems and their impact on job satisfaction) the case of non-academic staff working Study Faculty of Commerce, University of Niles. This research aims to clarify the effect of incentive systems on the degree of job satisfaction for employees, and come up with proposals and recommendations contribute to the development of a system of incentives for the reasonable satisfaction of the staff at the university. The main question for this search and crossing all the research problem: what is the effect of the applicable at the college system of incentives on the degree of job satisfaction among employees at the University of Niles, and this spring the question of Note researcher dissatisfaction employees applied for the college system.

(Dianne H. B. Welsh, Fred L., Steven M., 1993) The new internationalization of the field of management has produced growing concern as to whether theories and techniques largely developed in the United States apply to other cultures. A within-subjects experimental design was used to analyze the impacts that three popular and successful techniques used in U.S. studies had on the performance of workers in the largest textile factory in the Russian republic of the former Soviet Union. Two techniques, providing extrinsic rewards and behavioral management, had significant, positive effects, but a participative technique led to a decrease in performance.

(Christopher J. Collins, Ken G. Smith, 2006). In this study, we developed and tested a theory of how human resource practices affect the organizational social climate conditions that facilitate knowledge exchange and combination and resultant firm performance. A field study of 136 technology companies showed that commitment-based human resource practices were positively related to the organizational social climates of trust, cooperation, and shared codes and language. In turn, these measures of a firm's social climate were related to the firm's capability to exchange and combine knowledge, a relationship that predicted firm revenue from new products and services and firm sales growth.

(Jone L. Pearce, 1993). This study investigated differences in the psychological involvement and task assignments of labor-contractor and employee engineers and the effects of the contractors on the attitudes of their employee co-workers. Findings partly supported the hypothesis that supervisors shift interdependent tasks to employees when contractors are present in their work groups. However, employees were not found to have greater quasi-moral involvement than contractors. In addition, the presence of contractor co-workers was associated with employee reports of lower organizational trustworthiness, as expected.

(jawabreh, 2014), Managerial Accounting and its relationship to strategic administrative decisions in Jordanian tourism companies in the city of Amman, This study aimed to describe the relationship between the effectiveness of strategic decisions and managerial accounting in Jordanian tourism companies in the capital of Jordan, Amman. The main findings of the study

that the companies adopt effectively managerial accounting, except there is no full-time people to use and keep up with methods of Managerial Accounting, and Managerial Accounting do not take into account external factors and current and expected influences that affect the work of the corporation. Also it was found that corporations make rational strategic decisions. Furthermore there is a positive relationship between the effectiveness of managerial accounting and rational strategic decisions.

The most important recommendation of study is to free the staff working on managerial accounting to give them more time and professionalism to keep abreast of modern methods of managerial accounting and developing it. It is also recommended that it is necessary to take into consideration factors and external influences current and expected that affect the work of the corporation.

(Dr Musa.kh.aldeen , Dr.MH. Alnjar 2010 ) study entitled :The Impact of Internal Environment on the Organizational Commitment of Social Security Corporation in the Hashemite Kingdom of Jordan :-This study aimed to verify the effect of the internal components of the environment (organizational structure and organizational culture) on the organizational commitment of employees in the Public Institution for Social Security in the Hashemite Kingdom of Jordan level, has a fork for this main goal, the following objectives:

1. The reality of the organizational structure of the Foundation for the Study and how this actually affects positively or negatively on the organizational commitment of employees in the Public Institution for Social Security in the Hashemite Kingdom of Jordan level.
2. to identify the prevailing organizational culture, and how this culture affect the organizational commitment of employees in the Public Institution for Social Security in the Hashemite Kingdom of Jordan level.
3. Study the impact of personal variables on organizational commitment of employees in the public institution of social security in the Hashemite Kingdom of Jordan level.

## **7. Methodology**

In this research, the Statistical Package for the Social Sciences (SPSS) was used for data entry as well as for examining the data later. Data preparation was the initial step, which aimed to convert raw data into a more structured format that is more appropriate for analysis. Tasks in this stage included data editing, data coding and data entry. Descriptive statistics were used to summarize respondent's characteristics, including demographic information, such as age, gender; also, questions about the participating company's profile, such as the numbers of Customer were included. Furthermore, inferential statistics were used to test hypotheses to determine the relationship between variables. In particular, Pearson Correlation was used to verify the association of interval level to the construct, whilst Chi-square was used to validate the association between nominal variables and the construct. Moreover, the Cronbach coefficient alpha was used for reliability tests. Lastly, the variable analysis tool, analysis of variance (ANOVA), was used to determine the impact of understanding the behavior of workers on the success of management (A case study five star hotels in Aqaba)

### 7.1. Stability of the tool

The stability of the tool has been tested by Cronbach's alpha coefficient test, and by considering of the table (1) it's clear that all values greater than 0.60 then there is stability in the study tool.

Table 1. Cronbach's alpha test results:

Fields	Alpha value
traditional management and activation of the concept of self-motivation among workers	0.89
traditional management and creativity among employees	0.83
traditional management and promote the concept of teamwork among workers	0.78
traditional management and increase workers' ability to work under pressure	0.81
between traditional management and frustration among workers	0.83
understanding of the behavior of employees and increase the level of communication between the administrative levels	0.80
understanding of the behavior of staff and the administration's success	0.77
Total	



Table 2. the frequencies and percentages for personal and functional variables of respondents

Percentage	Number	Variable Level	Study Levels
Gender	%80.6	58	Male
	%19.4	14	Female
Profession	%94.4	68	Public Sector
	%5.6	4	Private Sector
age	%47.2	34	20 years or less
	%38.9	28	21-30
	%13.9	10	31-40
	0%	0	41 or more
Education Level	% 83.3	60	Secondary
	%13.9	10	Bachelor
	%2.8	2	Master
Income Level	%75	54	300 JD or less
	%22.2	16	301 - 400
	%2.8	2	401 or more

Table 3. Mean standard deviations and the level of significance for self-motivation

No	Paragraph	mean	S.d	level of significance
1	Traditional management affect negatively on gestating new ideas	4.0556	0.88634	0.00
2	Low wages reduce motivations	3.4167	1.21898	0.16
3	Traditional management affect negatively on morale	3.3056	1.02968	0.01
4	Traditional management reduce the chance of self improvement	3.3889	1.16951	0.00
5	Traditional management affect negatively on Encouraging yourself to do the work	3.2700	1.19565	0.00
Total		3.682	0.591	0.00

As shown in table 3 that all paragraphs got mean values greater than 3.00 and significance levels less than 0.05 which means that, they are statistically significant, paragraph (1) traditional management negatively affect the production of new ideas have achieved the first rank and a mean of 3.84, Paragraph (5) traditional management affect negative to encourage yourself to work Where this paragraph got a lower with mean 3.2700.

The paragraphs have got together 3.683 as mean value and level of significance less than 0.05, meaning it is statistically significant, therefore the first hypothesis is accepted where relationship between traditional management and activation of the concept of self-motivation among workers in five-star hotels in Aqaba.

Table 4. Mean standard deviations and the level of significance for creativity

No	Paragraph	mean	S.d	level of significance
1	Traditional management increases the fear of falling into error	3.3333	1.11330	0.00
2	Traditional management reduces the entrepreneurial spirit	3.5278	1.12553	0.00
3	Traditional management affect negatively on Developing the skills and talents of workers	3.7222	1.17751	0.00
4	Traditional management affect negatively on Training and qualification of working groups	3.5000	1.10058	0.00
5	Traditional management reduces the possibility of adapting variables	3.3056	1.31769	0.75
Total		3.3194	0.8733	0.00

Table 4 shows that the arithmetic mean of paragraph (3) traditional management negatively affects the development of the skills and talents of employees. Has achieved the highest center of my account of (3.7222) and a standard deviation of (1.17751). We have achieved a paragraph (5) of traditional management reduces the possibility of adapting to changes. On the lowest average arithmetic where was (3.3056) and a higher standard deviation of (1.31769).

Table 5. Mean standard deviations and the level of significance for promote the concept of teamwork

No	Paragraph	mean	S.d	level of significance
1	Traditional management limit the presence of personal leadership	3.5278	1.10022	0.00
2	Traditional management affect negatively on Proper work environment for teamwork teams	3.5556	1.04664	0.00
3	Traditional management increase the difference between the viewpoints of employees	3.4444	1.07322	0.00
4	Traditional management affect negatively on The possibility of participating in ideas between workers	3.8333	1.12588	0.00
5	Traditional management increasing the concept of individual work	3.3889	1.01476	0.75
Total		3.4583	0.6752	0.0.0

Table 5 shows that paragraph (4) traditional management negatively affects the possibility of participation between workers. The highest arithmetic average (3.8333) and a standard deviation of (1.12588). And achieved paragraph (5) than traditional management of the concept of individual work. At least the middle of my account (4.3750) and a standard deviation of (1.01476).

Table 6. Mean standard deviations and the level of significance for increase workers' ability to work under pressure

No	Paragraph	mean	S.d	level of significance
1	Traditional management have a negative impact on the distribution of the functional roles properly by specialty	3.3611	1.25939	0.00
2	Traditional management have a negative impact on the principle of the division of labor on the basis of the time available	3.6389	1.14210	0.00
3	Traditional management have a negative impact on the Fit the amount of work on the capacity of staff	3.0833	1.19565	0.00
4	Traditional management reduces the spirit of cooperation between workers	3.5278	1.24439	0.50
5	Traditional management have a negative impact on The work required and the means available to accomplish this work	3.6667	1.23334	0.75
6	Traditional management have a negative impact on The productive efficiency of workers	3.3611	1.25939	0.00
Total		3.4028	0.7298	0.00

We note table 6 that paragraph (5) of traditional management negatively affects the desired action and the means available to accomplish this work. with mean (3.6667) and a standard deviation value (1.23334). Also achieved paragraph (3) traditional management is a negative affect on the amount of work fit with the capabilities of the employee, at the lowest arithmetic average (3.0833) and standard deviation (1.19565).

Table 7. Mean standard deviations and the level of significance for frustration

No	Paragraph	mean	S.d	level of significance
1	Traditional management increases the feeling of tension	3.6944	1.00195	0.00
2	Traditional management increases the feeling of A feeling of helplessness and a desire to convergence	3.5000	1.10058	0.00
3	Traditional management have a negative impact on The brain storming	3.6944	1.29614	0.00
4	Traditional management increases the feeling of stress	3.9722	0.90339	0.00
5	Traditional management have a negative impact on Self-confidence	3.4722	93405.	0.75
6	Traditional management increases the feeling of tension	3.1667	1.10058	0.00
Total		3.4306	0.8320	0.00

Table No. (18) Shows that our paragraph (4) traditional management increases the feeling of stress has achieved the highest center of my account as it reached (3.9722) with a standard deviation of (3.9722).

Paragraph has been achieved (6) than traditional management of the close supervision and nitpick. Where this paragraph got a lower center of my account as it reached (3.1667) and a standard deviation of (1.10058)

Table 8. Mean standard deviations and the level of significance for level of communication

No	Paragraph	mean	S.d	0.00
1	Traditional management increases the inherent control and nitpick	3.3333	1.13832	0.00
2	Understand the behavior of workers has a positive impact on the interaction between workers	3.3611	1.34589	0.33
3	Understand the behavior of workers increases the level of understanding between workers	3.4722	1.17452	0.00
4	Understand the behavior of workers has a positive impact on interpret and analyze situations properly	3.6944	1.08302	0.00
5	Understand the behavior of workers has a positive impact on Skills to talk and expression among workers	3.3056	1.18249	0.00
Total		3.3194	0.8320	0.00

We note table 8 that the arithmetic mean of paragraph (4) understand the behavior of workers positively affect its talk and expression skills of workers. Has achieved the highest center of my account of (3.6944) and a standard deviation of (1.08302). We have achieved a paragraph (5) understand the behavior of employees in a positive impact on the delivery of information in the easiest ways to lower arithmetic mean where was (3.3056) and a higher standard deviation of (1.18249).

Table 9. Mean standard deviations and the level of significance for the administration's success

No	Paragraph	mean	S.d	level of significance
1	Understand the behavior of workers has a positive impact on The delivery of information in the easiest way	3.3333	1.06149	0.00
2	Understand the behavior of workers has a positive impact on innovation	3.4722	1.26683	0.00
3	Understand the behavior of workers has a positive impact on Increase the level of communication between workers	3.0278	1.10022	0.00
4	Understand the behavior of workers Reduces the concept of frustration	3.2222	1.18942	0.50
5	Understand the behavior of workers has a positive impact on self motivations	3.1667	1.28917	0.00
6	Understand the behavior of workers has a positive impact on Promote the concept of loyalty and belonging by employees towards the organization	3.6111	1.19336	0.00
Total		3.4722	0.7406	0.00

Table 9 shows that paragraph (6) understand the behavior of employees in a positive impact on the promotion of the concept of loyalty and belonging by working towards the institution. On top arithmetic average (3.6111) and a standard deviation of (1.1933). And achieved paragraph (3) to understand the behavior of workers reduces the concept of frustration. At least the middle of my account (3.0278) and a standard deviation of (.1.10022).



## 8. Results of the study

This study aimed to demonstrate the impact of the use of traditional managers to manage the behavior of workers in the five-star hotels in Aqaba, and by reference to the study, data analysis and test hypotheses, and we can infer the most important findings of the researcher during the study, namely: -

1- First result: no effect is statistically significant at the level of significance ( $0.05 > \alpha$ ) traditional management to operational the concept of self-motivation among workers within the organization where this variable earned a total rank high (3.6828), which refers to the traditional management adversely affect to operational the concept of self-motivation among workers within the organization. The greater use of traditional management style whenever led to the activation of non-self-motivation among workers, and vice versa

2- Second Result: no effect is statistically significant at the level of significance ( $0.05 > \alpha$ ) traditional management on creativity among employees within the organization, where this variable earned a total rank medium (3.3194), suggesting that the traditional management negatively affect the creativity of employees within the organization. The greater use of traditional management style, the less creativity among employees, and vice versa

3- The third hypothesis: - no effect is statistically significant at the level of significance ( $0.05 > \alpha$ ) traditional management to promote the concept of teamwork between employees and their application within the organization where this variable earned a total rank high (3.458), suggesting that the traditional management adversely affect to promote the concept of teamwork between employees and their application within the organization to use the more traditional management style whenever led to a lack of promotion of teamwork among employees, and vice versa

4 - Fourth hypothesis: There is a statistically significant effect at the level of significance ( $0.05 > \alpha$ ) traditional management to increase the ability of workers to work under pressure, where this variable earned a total rank medium (3.402), suggesting that traditional management adversely affect the ability to increase workers to work under pressure to use the more traditional management style, the less staff's ability to carry keystrokes work and vice versa.

5 - The fifth hypothesis: There is a statistically significant effect at the level of significance ( $0.05 > \alpha$ ) traditional management to create the concept of frustration among employees within the organization where this variable obtained a total rank medium (3.4306), suggesting that a negative finding on the traditional management the concept of frustration among employees within the organization. The greater use of traditional management style, the less I understand the frustration among workers, and vice versa

6 - Sixth hypothesis: There is a statistically significant effect at the level of significance ( $0.05 > \alpha$ ) understand the behavior of employees to increase the level of communication between the various levels of management within the organization, where this variable earned a total rank medium (3.3194), suggesting that the understanding of the behavior of workers have a positive impact on increasing the level of communication between the various levels

of management within the organization

7 - Seventh hypothesis: There is a statistically significant effect at the level of significance ( $0.05 > \alpha$ ) understand the behavior of the two works on the administration's success in terms of this variable earned a total rank high (3.4722), suggesting that the understanding of the behavior of the two works have a positive impact on the administration's success

## **9. Recommendations**

This study recommended

1-Taking action to cancel or mitigate the traditional management in order to activation the concept of self-motivation, and creativity among employees within the organization, and reduce the degree of frustration among workers within the organization.

.2- Encourage workers to produce new ideas, and raise morale, and increase self-development opportunities, and improve wages.

3- Making workers feel safe and not fear of falling error and they are partners in the success of the work, and increase the entrepreneurial spirit, and develop the skills and talents of employees and work on training and rehabilitation that they may have to adapt to changing business requirements constantly ability.

4- Promote the concept of teamwork and team spirit among employees within the organization, and to encourage the personal leadership of the workers, and encourage proper work environment for teams teamwork, and the convergence of views between the workers, and increase the possibility of participating in ideas between workers.

5-Distribution of functional roles properly according to specialization and provide the means available, and the division of labor based on the time available and the productivity of workers, and to fit the amount of work with the employee capabilities, and increase the spirit of cooperation between workers.

6-Alleviation of tension and a sense of helplessness and a desire to Introversion and psychological pressure, and a sense of control inherent and nitpick, and encourage employees to hold brainstorming workshops, and work to increase trust between employees and management, and self-confidence.

7- Work to understand the behavior of employees and their personalities as this has a role in increasing the level of communication and interaction on between different administrative levels within the organization and the success of the administration.

8- To encourage and increase the studies in the field of traditional management Influence on other areas such as the quality of services provided to the reviewers.

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