

# The Moderating Role of Organizational Innovation on the Relationship between Transformational Training Programs and Quality Orientation of Employees

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**Abstract:** *Organizational innovation (OI) has turned into an interested topic of research in the business literature; hence, prior research has examined the moderating effect of OI on the relationship between Transformational Training Programs (TTP) and Quality Orientation of Employees (QOE). Thus, the current study aims at examining the moderating role of OI in the relationship between TTP and QOE in private universities in Jordan. The proposed model was examined on data obtained by means of survey conducted with participation of 212 of deans, departments' heads and the members of faculty. In order to examine the hypotheses of the current research the statistical set for social was applied with the use of Simple Regressions and hierarchical Multiple Regression. The findings indicated a positive effect of TTP on QOE. Additionally, the OI (process innovation, product innovation and capability innovation) moderates the relationship between TTP and QOE. This research work has several limitations, particularly the study sample and inability to generalize the current results for other sectors.*

**Keywords:** Organizational innovation (OI), Quality Orientation of Employees (QOE), Transformational Training Programs (TTP)

## 1. Introduction

Undoubtedly, when having a highly competitive and globalized learning environment, improving of quality orientation (QO) becomes an important task for marketers. Therefore, building QO is seen to be an interesting research issue that many researchers/studies have continually elaborated and examined. QO is deemed to be a combination of behaviors as well as attitudes that influences on the interrelation quality between the organization' employees and their customers, as well as aspiration to proceed to improve the quality perceived by consumers and ultimately, in accomplishment of consumer satisfactions [1]. Chiang and other scholars confirm that the QO has a fundamental role to be seen in service delivery, and high QO level engendering behaviors that can foster the excellence in services as well as the satisfactions of customers [2]. In the same context, Wang and Wei assert that the QO are essential strategic issues for managers of the services companies that can develop organizational performance [3]. Chiang and others emphasized that the QO has a crucial meaning in service delivery while high degree of QO leads behaviors that contributes to excellence of service and consumer satisfaction [2]. In a similar manner, Wang and Wei claim that the QO is a crucial strategic question for managers of service-based organizations to develop organizational efficiency [3]. Alrubaiee, et al. confirmed having a high QO to those who conduct regular planning and control the improving of results can achieve the desirable productivity. Furthermore, competition among universities is increasing and creates difficulties for universities to remain [4]. Thus, QO has become a significant matter for managers, both in service and the manufacturing sector. Consequently, QO is considered as a novel philosophy of business, elaborated as firms have attempted to obtain competitive advantages by

means of creating consumer satisfaction through superior value and quality [3]. Despite scholars have declared the significance of, and necessity for QO as an important concern of competition in many service-based spheres and its influence on competence of organizational performance for the entity' staff; it is being one of the least understood themes in the management of service and literature on innovations, more specifically, its antecedents [5]. A literature review, on other hand, indicates that the skills and knowledge of the organization's staff are becoming increasingly essential to its advancement, productivity and competitiveness. Among the intrinsic resources which can be ascertained as sources of competitive advantage is the human factor, mainly due to its immaterial aspects: attitudes, skills, knowledge and organizational knowledge are being considered increasingly important. Firms can increase and develop the quality of the present staff through conducting comprehensive training [6]. Thus, the current work aimed at examining the moderating OI role in the relationships of TTP and QOE.

### 1.1. The Objectives of this Research

The key current study objective is to reveal the moderating role of OI in the relationship between TTP and QOE, by means of investigating of the effect of TTP on QOE.

### 1.2. The Significance of this Research

The significance of this work is seen to be found in examining TTP in an Arabic context. Despite the fact that a large number of psychometric tools are being used in management research, until now there has been a lack of scales for measurement of these programs in Arab countries.

### 1.3. Research questions

Based on the research intellectual basis and its objectives, the following sub-questions are in need to be answered:

- 1) Do the TTP have any effect on QOE?
- 2) Does the OI moderate the relationship between TTP and QOE?

## 2. Literature Review

### 2.1. Transformational Training Programs

The TTP goal is not to exchange behaviors, but to exchange the manners the learner thinks approximately, accepting particular behaviors for short-term durations with the instructors. McFarlane concentrated at the effects of packages of training by means of elucidating the trainees' concerning purposes of training, instructors, material, content, conditions and process of training; reactions trainees obtained information, skills, capabilities and attitudes due to their participation in training and learner's perceived helpfulness concerning their task of the training packages adopted [7]. Dullien notes that training packages give the instructor a certain knowledge level or skills designed to form the proposed action and/or behavior within the processes. [4] In this regard, Alawneh outlined the significance of transferring the training by means of clarification of the motivation theories, the ability for transferring, and the attitudes of the trainer. He revealed that the participant is not the most efficient factor affecting the transfer, whether the effect of transfer was positive or negative, still it is being stimulated with assistance of various significant aspects [8].

Kirkpatrick identifies the four standards to evaluation the transformational training program (reaction standards, learning standards, behavioral standards and results standards) [9].

### 2.2. Organizational Innovation

OI reflects the successful vision for new ideas [10]. Gumusluoglu and Ilsev describe OI as the tendency of the entity to elaborate novel or enhanced services/products and their achievements in introducing those service/products to the market. As well, it can be considered as the ability to generate techniques, ideas and methods for work which contribute to improving circumstances of work field, motivation of the staff, rising capabilities of the staff and their talents in order to attain best production goals and productivity [11] [12]. In other words, Steiher indicated that OI symbolizes the contemporary organizational methods practiced by organizations [13].

According to Singh perspective, the OI is important for two reasons; first, it is an important source for understanding the various factors that drive organizations for innovation and greater access to knowledge. Second, it enables organizations to gain competitive advantage [14]. Many researchers classified OI in different types according to different criteria.

Yazhou and Jian in their study classified OI in accordance with the double core model, in two kinds: technical and administrative innovations [15]. Administrative innovations relate to novel policies, procedures and organizational design. While, technical innovations are being related to elaboration and implementation of novel or ameliorated services and/or products that lead to success in the market. Kessler, et al. concerning on the development of organizational innovativeness in their study, which categorizes four approaches: firstly, structurally-oriented approach retrieves innovativeness from the structural circumstances of the entity, and secondly, personality-oriented approach that is being founded on the theory that innovation sources are foremost creative abilities and persistence of individual employees of organizations; thirdly, process-oriented approach focuses on organizational process of innovation to describe innovation; fourthly, culturally oriented approach suggests that the development of an organizational culture and climate that supports innovation increases the capabilities for innovation of the entity [16].

### 2.3. Quality Orientation of Employees

QOE is changing with the time, that means that firms, which are oriented on quality, control and manage inner processes in order to provide quality to customers while having efficient connection with the systems of monitoring and customer surveys [3]. Therefore, QO is becoming a new philosophy of business, evolved as organizations have attempted to find competitive advantages with creating satisfaction of customers by means of superior value and quality. Thought, QO as a philosophy of business considers not only focus of the customers on quality offer [17].

Dahlgaard and Dahlgaard state that the aim of QO philosophy is to convert the organizational culture from a defensive and passive culture into an open and dynamic culture, and everybody is able to participate [18]. Another definition of the QO is a directorial practice focused on accomplishing a high level of quality of service as well as customer satisfaction due to their importance for any organization on service [5]. Mehra, et al., noted that the QO is a philosophical commitment for evolving and retaining a stable competitive advantage based on quality that leads to enhanced performance of business [19]. Organization's QO is related to a prevalent comprehension among organization's members of the significance of quality, acknowledged quality policy, and also systems and practices that are focused on achievement of the main policy goals [20]. QO of organizations is linked to a widespread understanding among members of the organizations about the quality significance, a well-established quality policy, as well as systems and practices that are oriented to accomplish the fundamental policy tenants [20]. Based on the views of other researchers, QO has a crucial meaning in service delivery, while a high level of QO leads to behaviors that stimulate the excellence of service and customer satisfaction. Ultimately, it is indicated that QO describes quality responsibility, customer orientation, process orientation and prevention [4].

## 2.4. Relationship among Study Variables

Duygul and Kublay evaluated of the influence of a leaderships' TTP on leadership practices of Unit Charge Nurses [21]. Findings showed that the leadership practices grew statistically remarkably with the realization of the program. The self-rating of Inventory Leadership Practices of Unit Charge Nurses was considerably higher than that of the observer. The study of Owoyemi et al. examined the relationship between training and commitment of staff to their firm. According of a survey among 250 employees and management financial firms' personnel situated in the southwestern Nigerian part. The findings indicated that a positive statistical considerable relationship is found between the various training levels and the commitment of employee to firms [22]. Additionally, the study found that a positive statistical significance is found between the various training levels and the commitments of employees to the organizations.

Czyż and others investigate and demonstrate the relationship between the maturity level of business process orientation and the level of realization of the QO in chosen entities coming from the Ukraine, Serbia and Poland [23]. The results showed a strong relationship between variables. The correlation indicated a direct dependency. Consequently, the higher the degree of maturity of business process orientation in observed firms, the higher the level of realization of QO. Ultimately, the OI is considered as the competitive advantage that can be derived from the skilled human resources which enable businesses to compete on the basis of innovation and quality [24] [25].

## 3. Conceptual framework and hypotheses development

### 3.1 Conceptual Study Framework

After reviewing the literature regarding the study's variables in previous section, it is now possible to elaborate a model of the study uniting the hypotheses and reflecting a causal sequence. The suggested study model is introduced in Figure 1. It is being built on basic relationship between variables of the study: TTP, OI and QOE. As shown in the figure, the OI is proposed as a moderator. The hypotheses of the current study are presented in Figure 1. TTP is considered to have a positive effect on QOE (H1). OI plays a moderating role in the relationship between TTP and QOE (H2). The hypothesized model leading the study is demonstrated in Figure 1.

### 3.2 Research Hypotheses

Thus, to identify these relationships the following hypotheses are formulated:

H1: TTP is Positive effect on QOE.

H2: OI plays a moderating role in the relationship between TTP and QOE.

Derived the following sub-hypotheses:

H2-1: Process innovation plays a moderating role in the relationship between TTP and QOE.

H2-2: Product innovation plays a moderating role in the relationship between TTP and QOE.

H2-3: Capability innovation plays a moderating role in the relationship between TTP and QOE.

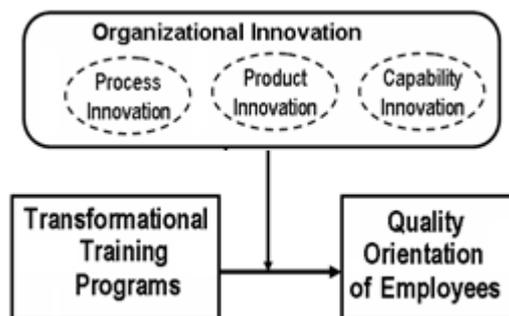


Figure 1: The conceptual Model

## 4. Research methodology

### 4.1. Study approach

This is an exploratory quantitative study aiming at the development of a better comprehension of the relationship between TTP, OI and QOE. The main goal of the current work is to realize how TTP can increase the effectiveness of QOE. More particular, the study attempts to empirically identify the moderating OI role in the relationship between TTP and QOE in Jordanian private universities in the capital, Amman.

### 4.2. Population and Sample Size

The research population consisted of members working in Jordanian private universities in Amman. The study sample included 225 deans and departments' heads from above-mentioned universities. All participants completed the questionnaires, 13 from total were excluded due to incomplete information. Thereby, a total of 212 valid questionnaires were included into the research analysis.

### 4.3. Measurement of the Constructs

The conceptualizations as well as elements to evaluate the structure of the suggested models had been derived from previous literature. The structure elements were elaborated with applying multi-item scales adapted from previous studies validated earlier in other contexts in order to ensure the validity of content. Nevertheless, the elements were somewhat modified to be appropriate for the context of this research. The participants were asked to specify their agreement/disagreement with the statements provided. All the elements of the current work were evaluated with the use of a 5-point Likert-type scale ranged by 5 (strongly agree) and 1 (completely disagree). The elements applied to assess TTP were adapted from Al-Qudah, et al., which explained that the total reliability for TTP was (0.947) [26]. However; OI was evaluated with the use of the scale developed by Alrubaiee and others. The reliability for process innovation was (0.817), the reliability for product innovation was (0.798) and the reliability for capability innovation was (0.901) [25]. Also, QOE has been measured using the scale developed by Alrubaiee, et al., explained that the reliability was (0.799) [4].

4.4. Data analysis

The statistical package SPSS (version 23) was used for data analysis. The consistency of each measure was examined using Cronbach's alpha. Simple Regressions analyses were used to test the first hypothesis as well as, hierarchical Multiple Regression were used to test the second hypothesis.

4.5. Measuring Reliability

In this study, the reliability test is conducted one more time to identify whether the TTP, OI and QOE constructs are reliable. The results of this test as presented in table 1 explain that all constructs were higher than the level of the acceptance [27].

Table 1: Reliability analysis Results for measurement items

Construct (or factor)	Cronbach's alpha	
	No of items	Value
Transformational Training Programs	13	0.925
Process Innovation		0.853
Product Innovation		0.863
Capability Innovation		0.892
Organizational Innovation		0.943
Quality Orientation of Employees	10	0.899

5. Hypotheses tests

H1: TTP is positively effect on QOE.

In order to test H1, this study utilizes the simple regression analysis to confirm the TTP effect towards QOE among private universities in Amman. As shown in Table (2).

Table 2: The simple regression analysis

Dependent Variable	Model Summary			ANOVA			Coefficients		
	R	R2	Adjusted R2	F Calculate	DF	Sig*	$\beta$	T Calculate	Sig*
Quality Orientation of Employees	0.429	0.184	0.180	47.379	1	0.000	0.429	6.883	0.000
					210				
					211				

Table 2 shows that the regression model achieves a high fit degree, presented by "R" as well as "R2" having the value of (0.429) and (0.184) asserting that (0.184) explains variations in QOE to be accounted for TTP. Table (2), on the other hand, for the executive data set indicated the slope value of (0.429) for the regression line suggesting that when TTP can significantly predict a (0.429) increase in QOE. Table (2) also displays that the variance analysis of the fitted regression equation is seen to be significant with having F value to be (47.379) indicating that this model is better suiting this kind of study. In addition, as it is seen that the p-value is being less than (0.05), this indicates to a significant relationship between the study's variables at confidence level (0.95). Besides, the findings indicated that TTP has an effect on QOE with having a coefficient of (0.184). Accordingly, TTP actually affected QOE supporting that H1 TTP positively affect QOE.

H2: OI plays a moderating role on the relationship between TTP and QOE.

For testing H2, this study employs the Hierarchical Multiple Regression analysis in order to confirm the moderating role of OI on the relationship between TTP and QOE. As shown in Table (3).

As shown in table (3) s the moderating effect of OI on the relationship between TTP and QOE. The first model presents the correlation coefficient value having (R = 0.420) and indicates that a positive correlation is found between TTP and QOE. Also, the findings demonstrate that there is a significant effect of TTP on QOE, with having F value rating (47.379) also the p-value is seen to be less than (0.05). As the coefficient value of R2 is(0.184), this indicates that the TTP explains (18.4%) of the variance in QOE.

Table 3: Moderating role of OI on the relationship between TTP and QOE

Dependent Variable	Independent Variables	Model 1			Model 2		
		$\beta$	T Calculate	Sig*	$\beta$	T Calculate	Sig*
Quality Orientation of Employees	Transformational Training Programs	0.429	6.883	0.000	-		
	Transformational Training Programs X process innovation	-			0.406	3.177	0.002
	R	0.429			0.471		
	R <sup>2</sup>	0.184			0.222		
	$\Delta R^2$	0.184			0.038		
	$\Delta F$	47.379			10.095		
	$\Delta F$ Sig.	0.000			0.002		

The moderating variable (OI), in the second model, to regression model, increased correlation coefficient value as being (R = 0.547) and the coefficient value is (R2) increased (0.115), showing a statistically significance, where the value of  $\Delta F$  is = 34.382) and the Sig.  $\Delta F$  is (0.000) presenting a significance level being less than (0.05). As for the  $\beta$ , it is (0.827) at IO and the (t Calculate) value was (5.846) as the p-value is seen to be less than (0.05). This kind of rating ensures having s statistically significant moderating relationship of IO on the relationship between TTP and QOE

meaning that the IO moderates the relationship between TTP and QOE. .

H2-1: Process innovation plays a moderating role on the relationship between TTP and QOE.

In order test H2-1, this study utilizes the Hierarchical Multiple Regression analysis for ensuring the moderating role of process innovation on the relationship between TTP and QOE As shown in Table (4).

It is presented in table (4) that the moderator variable (process innovation) affects the relationship between TTP and QOE. The first model presents that the correlation coefficient value of R is (0.420) demonstrating that a positive correlation is being found between TTP and QOE.

Also, this result display a statistical significance e of TTP on QOE, with having F value of (47.379) as the p-value is being less than (0.05). For the coefficient value of R2 is (0.184) indicating that the TTP explains (18.4%) of the QOE variance.

**Table 4:** The moderating role of process innovation on the relationship between TTP and QOE

Dependent Variable	Independent Variables	Model 1			Model 2		
		$\beta$	T Calculate	Sig*	$\beta$	T Calculate	Sig*
Quality Orientation of Employees	Transformational Training Programs	0.429	6.883	0.000	-		
	Transformational Training Programs X process innovation	-			0.406	3.177	0.002
	R	0.429			0.471		
	R <sup>2</sup>	0.184			0.222		
	$\Delta R^2$	0.184			0.038		
	$\Delta F$	47.379			10.095		
	$\Delta F$ Sig.	0.000			0.002		

The moderating variable (process innovation), in the second model, to regression model, increased correlation coefficient value as being (R = 0.471) and the coefficient value is (R2) increased (0.038), showing a statistically significance, where the value of  $\Delta F$  is (10.095) and the Sig.  $\Delta F$  is (0.000) presenting a significance level being less than (0.05). As for the  $\beta$  is (0.406) at process innovation and the (t Calculate) value was (3.177) as the p-value is seen to be less than (0.05). This kind of rating ensures having s statistically significant moderating relationship of process innovation (moderating variable) on the relationship between TTP and QOE. This means that the process innovation moderates the relationship between TTP and QOE.

QOE. The first model presents the correlation coefficient value of R is (0.420) demonstrating that a positive correlation is found between TTP and QOE. Also, the findings illustrate that a statistical significance of TTP on QOE, with having F value of (47.379) as the p-value is seen to be less than (0.05). For the coefficient value of R2 is (0.184) indicating that the TTP explains (18.4%) of the variance in QOE.

H2-2: Product innovation plays a moderating role on the relationship between TTP and QOE.

The moderating variable (product innovation), in the second model, to regression model, increased correlation coefficient value as being (R = 0.459) and the coefficient value is (R2) increased (0.027), showing a statistically significance, where the value of  $\Delta F$  is (7.105) and the Sig.  $\Delta F$  is (0.000) presenting a significance level being less than (0.05). As for the  $\beta$  is (0.325) at process innovation and the (t Calculate) value was (2.666) as the p-value is seen to be less than (0.05). This kind of rating ensures having s statistically significant moderating relationship of process innovation (moderating variable) on the relationship between TTP and QOE. This means that the process innovation moderates the relationship between TTP and QOE.

To test H2-2, the study utilizes the Hierarchical Multiple Regression analysis to ensuring the moderating role of product innovation on the relationship between TTP and QOE. As shown in Table (5).

It is displayed in table (5) that the moderating effect of process innovation on the relationship between TTP and

**Table 5:** The moderating role of process innovation on the relationship between TTP and QOE

Dependent Variable	Independent Variables	Model 1			Model 2		
		$\beta$	T Calculate	Sig*	$\beta$	T Calculate	Sig*
Quality Orientation of Employees	Transformational Training Programs	0.429	6.883	0.000	-		
	Transformational Training Programs X product innovation	-			0.325	2.666	0.008
	R	0.429			0.459		
	R <sup>2</sup>	0.184			0.211		
	$\Delta R^2$	0.184			0.027		
	$\Delta F$	47.379			7.105		
	$\Delta F$ Sig.	0.000			0.008		

H2-3: Capability innovation plays a moderating role on the relationship between TTP and QOE.

QOE. The first model presents the correlation coefficient value of R is (0.420) demonstrating that a positive correlation is found between TTP and QOE. Also, the findings illustrate that a statistical significance of TTP on QOE, with having F value of (47.379) as the p-value is seen to be less than (0.05). For the coefficient value of R2 is (0.184) indicating that the TTP explains (18.4%) of the variance in QOE.

To test H2-3, the study utilizes the Hierarchical Multiple Regression analysis to ensuring the moderating role of capability innovation on the relationship between TTP and QOE As shown in Table (6).

It is displayed in table (6) that the moderating effect of capability innovation on the relationship between TTP and

**Table 6:** The moderating role of Capability innovation on the relationship between TTP and QOE

Dependent Variable	Independent Variables	Model 1			Model 2		
		$\beta$	T Calculate	Sig*	$\beta$	T Calculate	Sig*
Quality Orientation of Employees	Transformational Training Programs	0.429	6.883	0.000	-		
	Transformational Training Programs X Capability innovation	-			0.576	6.119	0.000
	R	0.429			0.555		
	R <sup>2</sup>	0.184			0.308		
	$\Delta R^2$	0.184			0.124		
	$\Delta F$	47.379			37.447		
	$\Delta F$ Sig.	0.000			0.000		

The moderating variable (capability innovation), in the second model, to regression model, increased correlation coefficient value as being ( $R = 0.555$ ) and the coefficient value is ( $R^2$ ) increased (0.124), showing a statistically significance, where the value of  $\Delta F$  is (37.447) and the Sig.  $\Delta F$  is (0.000) presenting a significance level being less than (0.05). As for the  $\beta$  is (0.576) at process innovation and the (t Calculate) value was (6.119) as the p-value is seen to be less than (0.05). This kind of rating ensures having a statistically significant moderating relationship of capability innovation on the relationship between TTP and QOE meaning that the capability innovation moderates the relationship between TTP and QOE.

## 6. Discussion and Conclusions

The purpose of the present investigation was to identify the moderating role of OI between TTP and QOE. Simple Regressions and hierarchical Multiple Regressions were carried out to testing the proposed hypotheses. The model shown in Figure 1 was examined and tested using SPSS programming.

The results of the study indicate that TTP through intended knowledge from TTP, using the new skills and knowledge, as well as, sharing the knowledge has a direct effect on QOE (H1). These results are in consistent with the findings of Barling, et al., (1996) and Owoyemi who explained that the results of training have significant effects on subordinates' perceptions and subordinates' own organizational commitment that reflects the present's philosophical commitment to developing and maintaining a sustainable quality-based training [28] [22].

Finally, the results indicate that OI including the following dimensions: process innovation, product innovation and capability innovation, moderates the relationship between TTP and QOE supporting the H2.

The finding is seen to be significance due to the fact that the present investigation was conducted in Jordan a setting significantly different from the US, China or European country. Therefore, it can be said that this research has a useful contribution to the debate about the TTP benefits for universities in business turbulence environment.

The moderating role's confirmation of OI has significant implications to management; it is more important for management to monitor changes in QOE, since TTP directly effects on QOE. Therefore, it is important for private Jordanian universities in Amman to track changes in TTP, because OI partially moderates the effect of TTP on QOE. It

appears that OI are mainly driven by TTP and their consequence in enhancing the QOE.

The results regarding the TTP and OI relationship enhances QOE. Furthermore, top management at private Jordanian universities can employ such framework to develop relevant and effective strategies and tactics. In addition, top management has to develop an organizational climate that can promote organizational citizenship behaviors as well as enhance a positive relationship towards QOE.

## 7. Limitations and future research

Although this study offers significance insights into the relationships between TTP, OI and QOE, participating was categorized into deans and departments' heads. Future researchers should investigate the relationship between TTP, OI, and QOE in other sectors at the Hashemite Kingdom of Jordan.

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### Author Profile



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