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Research Paper

Employing Human Resources Training To Support Continuous Improvement Programs

Ahmed A. M. Aldulaimi
Ministry of Higher Education and Scientific Research, Iraq.

Corresponding author: Ahmed A. M. Aldulaimi**,** Ministry of Higher Education and Scientific Research, Iraq.

Ahmedmahmood2027@gmail.com

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Abstract

The purpose of research is to identify the degree to which human resources training contributes to supporting continuous improvement programs, as employees constitute the basis for the successes achieved by contemporary organizations, so it is necessary to train important resources. As for supporting continuous improvement programs, they constitute one of the indicators of success in their ability to invest Their resources in the best possible way and adapt to changes that, in its environment variables, so the importance of research is highlighted in trying to provide a set of solutions the problems under investigation in this field. The research problem is also that there is a clear deficiency in the importance of employing this practice in enhancing support for the organization's continuous improvement programs. The descriptive-analytical method in the applied aspect of the research, as the questionnaire was adopted as the main tool for collecting research data, which was prepared based on the ideas of several previous standards, and it was distributed to a sample whose lists included (189) individuals working in the General Company for Iraqi Vegetable Oils. The moral programs (SPSS-V23) were used to enter and analyze the research data. The moral tools used in the analysis resulted in a set of results that confirmed the existence of a significant correlation and influence between the investigated variables, based on which the main and subsidiary hypotheses from which the research began were accepted, and accordingly, it was concluded. The researcher stated that the researched organization pays clear attention to how to benefit from human resources training in strengthening support for its continuous improvement programs, and therefore recommended the necessity of examining the experiences of developed countries in the field under study and trying to employ results of experiences in researched organizations.

Keywords:
Human Resources Training, Continuous Improvement, Top Management, Organization.

مجلة

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(TANRA): **مجلة علمية، فصلية، دولية، مفتوحة الوصول، محكمة.**

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توظيف تدريب الموارد البشرية لدعم برامج التحسين المستمر

احمد عبد محمود الدليمي

وزارة التعليم العالي والبحث العلمي

المؤلف المراسل: احمد عبد محمود الدليمي، وزارة التعليم العالي والبحث العلمي،
Ahmedmahmood2027@gmail.com

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المستخلص

يهدف البحث إلى التعرف على مدى مساهمة تدريب الموارد البشرية في دعم برامج التحسين المستمر، حيث يشكل العاملون الأساس للنجاحات التي تحققها المنظمات المعاصرة، لذا من الضروري تدريب الموارد المهمة، أما دعم برامج التحسين المستمر، فهو يشكل أحد مؤشرات النجاح في قدرتها على استثمار مواردها بأفضل طريقة ممكنة والتكيف مع التغيرات التي تطرأ على متغيرات بيئتها، لذا تبرز أهمية البحث في محاولة تقديم مجموعة من الحلول للمشاكل قيد البحث في هذا المجال. كما تتمثل مشكلة البحث في وجود قصور واضح في أهمية توظيف هذه الممارسة في تعزيز دعم برامج التحسين المستمر للمنظمة. وقد تم اعتماد المنهج الوصفي التحليلي في الجانب التطبيقي للبحث، حيث تم اعتماد الاستبانة كأداة رئيسية لجمع بيانات البحث، والتي تم إعدادها بناءً على أفكار عدد من المعايير السابقة، وتم توزيعها على عينة ضمت قوائمها (١٨٩) فردًا يعملون في الشركة العامة للزيوت النباتية العراقية، وتم استخدام برنامج (SPSS-V23) لإدخال بيانات البحث وتحليلها. وقد أسفرت الأدوات المعنوية المستخدمة في التحليل عن مجموعة من النتائج التي أكدت وجود علاقة ارتباط وتأثير معنوية بين المتغيرات المبحوثة، وعلى أساسها تم قبول الفرضيات الرئيسية والفرعية التي انطلق منها البحث، وبناءً عليه تم التوصل إلى النتائج التالية: ١- أن المنظمة المبحوثة تولي اهتماماً واضحاً لكيفية الاستفادة من تدريب الموارد البشرية في تعزيز الدعم لبرامج التحسين المستمر لديها، ولذلك أوصى بضرورة دراسة تجارب الدول المتقدمة في المجال محل الدراسة ومحاولة توظيف نتائج التجارب في المنظمة المبحوثة.

الكلمات المفتاحية: تدريب الموارد البشرية، التحسين المستمر، الإدارة العليا، المنظمة.

Introduction

Human resources training constitutes one of the contemporary administrative trends, as organizations currently seek to share all the information, knowledge and returns they obtain with their employees to ensure their loyalty to them and to ensure that they are provided with all the information they obtain about the severe changes taking place in their internal and external environment. Supporting continuous improvement programs is also one of the approaches adopted by the administration in order to create the appropriate organizational climate for its employees, given that a large portion of individuals' time is spent in the organization, so it is necessary for the environment in which they work to be safe and healthy at the same time, and from here it stands out. The importance of supporting the organization's continuous improvement programs. Hence, the idea of research emerged that attempts to clarify the degree to which human resources training contributes to enhancing support for continuous improvement programmers. Accordingly, this research included four parts. The first was clarifying the scientific methodology of research and discussing some previous intellectual efforts that constitute a starting point for the current research. The second section was devoted to For the theoretical aspect, there are two paragraphs, the first focused on training human resources, while the second paragraph tried to clarify the concept of supporting continuous improvement programs, and the third section came to discuss and interpret the results of the analysis to identify reality and importance of variables investigated, as well as attempt to test the research hypothesis based on the relationships between variables investigated. Finally, the fourth section was devoted to presenting the important conclusions by the researcher and the most important recommendations that would enhance knowledge as far as the matter related to the field under study.

Section First: Research Methodology

First: The Research Problem

Despite the extremely important role that human resources training plays in achieving the organization's goals and helping it to survive and continue working, there are a group of factors that hinder the organization from investing in this training and employing it in the exercise of its various tasks and functions, so it is necessary to The organization identifies the most prominent problems facing employees and restricts their freedom to develop their skills and knowledge. Continuous improvement programs have also become necessary in light of the intense competition in which organizations operate as a result of the comprehensive quality management surrounding them, which requires them to find modern ways of working to improve this management. Here the problem of research arises in presence of a deficiency in interest in training human resources as an option to ensure the construction of continuous improvement programs in the organization under investigation.

Second: The Research Importance

The importance of research is evident through its theoretical and applied importance, which can be determined as follows:

1. Theoretical importance: Human resources training constitutes one of the resources that the organization relies on in carrying out its functions and achieving its goals due to the rare characteristics that it possesses and distinguishes it from other competing organizations. Continuous improvement programs also constitute one of the challenges that the organization faces in the field of comprehensive quality management, which It operates within it on the one hand, and the modern trends in work as a result of the multiple developments that the world is witnessing at the present time on the other hand.
2. Practical importance: The researcher's attempt to identify the nature of the relationship between human resources training and continuous improvement programs through Answers of the surveyed sample members to the questionnaire items that were prepared based on this ideas of a number of ready-made standards, and an attempt to provide solutions to a number of problems faced by the researched organization in The researched field.

Third: Research Objectives

The research seeks to achieve the following objectives:

1. An attempt to provide a modest theoretical addition to the Iraqi library on one of the important topics in the field of business administration in general and human resources and knowledge management in particular by reviewing a number of foreign studies.
2. In light of the answers of the surveyed sample members, An attempt to diagnose the importance of human resources training and its reality
3. Trying to identify the importance of continuous improvement programs and their reality through Answers of the surveyed sample members.
4. Determine the role of human resources training and the degree of its contribution to building continuous improvement programs.
5. In the field of research, a set of conclusions and recommendations that would enhance knowledge were Coming up.

Fourth: The Hypothetical Diagram For The Research

The hypothetical diagram shows an explanation of the basic idea of the research, as well as the correlation and influence relationships is clarificated of between the independent variable "human resources training" and the dependent variable "continuous improvement programs." The expected result of this is the strengthening of the dependent variable, as shown in Figure (1):

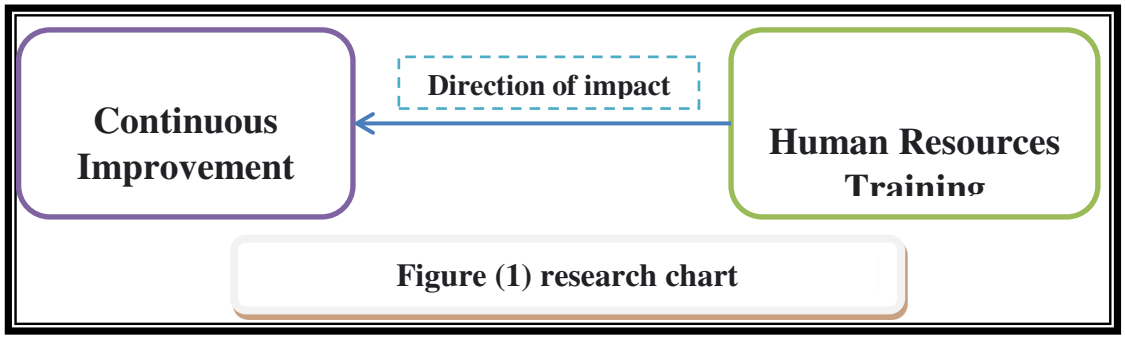


Figure (1) research chart

Fifth: Research Hypothesis

The current research sets out to test a main hypothesis that states: Human resources training has a statistically significant effect on the continuous improvement programs of the organization under investigation.

Sixth: Data Collection Tool

The questionnaire as adopted the main tool to collecting research's data, and is defined as: "a document prepared for the purpose of establishing and obtaining data and information that the research needs to identify the phenomenon being researched" based on a number of ready-made standards after being adapted to suit the purposes of the current research. . The questionnaire, with its approved standards, was subjected to tests of validity and reliability. It was presented to a number of arbitrators specialized in the fields of business administration, measurement and evaluation, numbering (8). In light of the observations and opinions of the arbitrators, the questionnaire paragraphs were modified and some were deleted. Most of the questionnaire paragraphs obtained a percentage. Agreement reached (91%), and to ensure the stability of the research tool, the researchers applied it to an exploratory sample consisting of (20) individuals from the research community, and after (21) days the questionnaire was redistributed again to the same group, and the value of the reliability coefficient for the questionnaire as a whole was according to the coefficient Cronbach–Alpha (89%) is acceptable and statistically significant at the same time.

Seventh: The Research Community And Its Sample

The industrial sector was chosen as a community for the practical aspect. The General Company for Vegetable Oils was chosen as the field of application because it is one of the Iraqi companies that possesses a group of human resources with high capabilities and experience in the field of training and continuous improvement programs. The research sample was chosen using a random sampling method. The sample size was (189) individuals, which is equivalent to (26%) of the research population, which is among the acceptable percentages in studies of the Central Bureau of Statistics.

Section Second: Theoretical And Cognitive Propositions

Human Resources Training

There are different definitions of training, as training is defined as the planned effort by organization to facilitate employees' learning the job-related capabilities, which include skills, knowledge and behavior to the successful performance's of the job (Kim & Lee, 2023). It is defined as the programs designed by experts and consultants to provide formal training programs designed to prepare the individuals that the organization wishes to appoint to specific jobs (Veerasamy el at, 2023). It is also known as a practice used by the organization for the purpose of raising the efficiency of individuals, their knowledge, skills, and attitudes towards certain activities. The organization must determine the needs of subordinates for training, use appropriate methods and methods, and evaluate the effectiveness of this training (Islam el at, 2023). It is also known as the process through which individuals acquire the knowledge, skills, experiences, and attitudes they need to perform their jobs well and achieve the goals of their organization (López-Gamero el at, 2023). Another definition focuses on skill and behavior, as it is defined as the activity used to teach individuals the practical skills and behavior required in any job (Han el at, 2023). After reviewing these definitions, it can be said that training is a philosophy that the organization can adopt to develop the capabilities and skills of its employees in a way that helps them adapt to job changes and thus achieve the organization's goals efficiently and effectively (Azam, 2023). It also highlights the importance of training in its role in increasing production and improving qualitative performance at organizational level, since skills by training contribute effectively to the improving individual performance. An effective training program also contributes to increasing the morale of working individuals, increasing their competencies and improving their performance, which is reflected in the moral dimensions. They have, and therefore training is positive means for preparing & qualifying human resources capable of the occupying new positions within the organization (Ammirato el at, 2023 & Kenar & Yeşiltaş, 2023). The most important steps that the training process goes through can be identified in the following paragraphs: Identifying training needs This consists of identifying job skills to improve productivity performance and identifying individuals who need training to ensure that the program is appropriate for their level of education, experience, skills and orientations. Determining the readiness of employees for training: that is, knowing the extent of the employees' desire and ability to successfully learn the content of the training program. Designing training samples: collecting indicative objectives, methods, media, description and sequence of content, examples, exercises and systems in a curriculum that supports adult education theory. Selecting and testing the validity of the training program: introducing and correcting the program before and in front of the audience and designing final reviews based on specific results to ensure the effectiveness of the program (Naqshbandi el at, 2023 & Ngo el at, 2023).

Continuous Improvement

Continuous improvement is also characterized as establishing an organization whose members place education at the top of the list of goals that must be achieved, taking into account the importance of making today's innovations and skills obsolete tomorrow, and searching for good approaches to thinking about products, problems, and processes in order to develop new models of work that prevail throughout the world (Pérez el at, 2023). (McDermott el at, 2023) defined continuous improvement as continuous improvement in individuals' lives, home life, and work life, and when it is applied in the field of work, it means continuous improvement that includes everyone, managers and workers in a similar way (Lameijer el at, 2023). (Tezel at, 2023) defined it as the process of coordinated research that addresses the best ways to accomplish things, and that the goal of the continuous improvement process is to outperform current industry standards and skillfully identify and solve problems to create a new competitive advantage (Steidl el at, 2023). Therefore, continuous improvement is an expression of endless practices of improvement in various aspects of the organization's work, and its goal is to achieve perfection, which is not achieved, so the pursuit continues and continues. There are four basic steps that represent the applied stages in the process of continuous improvement in any service or production organization (Farias el at, 2023), which are Planning: The goal at this stage is to plan what must be done, meaning defining the goals and processes necessary to achieve the product or service according to specifications. Implementation: In this stage, what has been planned is implemented. Evaluation: At this stage, we evaluate and study the results obtained from the process by comparing them with the goals and specifications. Improvement: Based on the evaluation results, we make improvements and modifications to the process, product, or service and return to the first stage to modify the planning, and then the cycle continues (Clancy el at, 2023). There are a group of types that can be used in studying continuous improvement, but in this research we will focus on two dimensions (Saihi el at, 2023): Engineering improvements: Involve rearranging, modifying, redesigning, or replacing tools, equipment, workstations, packaging, parts, or products. These improvements are very effective because they reduce or eliminate the underlying causes of contributing factors. The best time to choose engineering improvements is when new facilities, processes, or work procedures are planned. (Bhat el at, 2023).

The Third Section: Data analysis And Discussion

In this section, we will diagnose the reality and importance of the main research variables and their sub-dimensions in light of the answers of the members of the researched sample, as well as analyze the impact between them so that we can test the main and sub-hypotheses from which the research began, as Table (1) summarizes the most important results of the descriptive analysis of the researched variables:

Table (1) Results Of The Descriptive Analysis

Variables	Agreement rate	Arithmetic mean	standard deviation	Coefficient of variation
Human Resources Training	78%	3.6	1.02	0.29
Continuous Improvement	75%	3.7	1.1	0.33

Human Resources Training: Human resources training was measured through (10) items, and to determine the overall importance of human resources training, the percentage of agreement was determined through the paragraphs related to it, and as shown in Table (1), the percentage of agreement about it was (78). %), which is higher than the standard percentage of agreement amounting to (66.7%), and this percentage clearly indicates that the management in the organization under study possesses the technical and administrative expertise necessary to complete the work, as well as an attempt to continually develop it through interest in the field of research and development, and thus adapting to all surrounding environmental variables. In the organization, these results have enhanced the value of the arithmetic mean for the total human resources training, which amounted to (3.6), which is higher than the value of the hypothesized mean of (3) and with a standard deviation of (1.02). This percentage indicates the presence of acceptable harmony between the answers of the members of the sample studied, and the value of the coefficient of variation reached (29.0).

Continuous Improvement Programs: It is clear from Table (1) that continuous improvement programs were measured through (10) items, and the percentage of agreement on this dimension reached (75%), which is also higher than the standard percentage of agreement, and these results indicate that It is clear that most members of the surveyed sample confirmed that the management in the organization under study has the ability to support its continuous improvement programs, whether inside or outside the organization, to manage its resources in the best possible way. These results have enhanced the value of the arithmetic mean for the total continuous improvement programs, which reached (3.7), which is higher than the value The hypothesized mean, with a standard deviation of (1.1), and this result confirms the consistency of the answers of the individuals in the researched sample, with a coefficient of variation value of (0.33).

Table (2) also shows the results of analyzing the impact of human resources training (the explanatory variable) on continuous improvement programs (the response variable) using the simple linear regression method. The results were as follows:

Table (2) Results Of Hypothecs Testing

Evaluation	Moral	f	R^2	B	a	explanatory variable
Positive effect	0.01	19.6	0.18	0.79	0.37	Human Resources Training

We note from Table (7) that the calculated (f) reached a value of (19.6), which is greater than its tabulated value (7.31) at a level of significance (0.01), with confidence limits (99%), and this confirms the presence of an effect of human resources training on the responsive variable. Continuous improvement programmes. It can also be noted from the same table that the value of the constant is (a = 0.37), which means that there are continuous improvement programs of (0.37) even if human resources training is equal to zero. The value of (B=0.79) indicates that a change of one unit in human resources training will lead to a change in continuous improvement programs of (0.79). The value of the coefficient of determination (R2) was (0.18), which means that human resources training explains (18%) of the variance occurring in the continuous improvement programs that entered the model, and that (82%) is variance explained by factors that were not The intervention model, and based on these results, the main hypothesis of the research can be accepted, which states: "Human resources training has a statistically significant effect on the continuous improvement programs of the organization under investigation." After testing the main hypothesis of the research, the researcher can rewrite the hypothetical outline of the research as follows:



Figure (2) research Model

Section Four: Conclusions And recommendations

First: Conclusions

1. Most of the answers of the surveyed sample members confirmed that the management in the organization under study enjoys training human resources that stand out with skills, experience, and intellectual capabilities and seek to transfer them to its human resources in order to help them perform the tasks and duties entrusted to them in the best possible way.
2. Most of the answers of the sample members underlined the interest of management in the organization under study in building continuous improvement programs and supporting their applications.
3. It is clear from the results of the analysis that human resources training plays an important role in raising the level of performance of continuous improvement

programs in the organization under study, as all its dimensions achieved a positive and statistically significant correlation with the variable of continuous improvement programs.

4. The results of the analysis showed that human resources training has a significant impact on building continuous improvement programs for the organization under investigation.

Second: Recommendations

1. The need for the researched organization to pay attention to improving the human resources training of its human resources in a way that ensures the exchange of experiences and skills between them and at various organizational levels and in a way that helps them carry out its tasks and functions in the best possible way.
2. The researched organization should apply ways and methods to build continuous improvement programs because of their great importance in improving their competitive reputation in the sector in which they operate, in addition to their role in raising the level of their employees' satisfaction with work and their willingness to exert the maximum effort and performance possible in achieving the goals of their organization.
3. Trying to establish communication links with academic institutions, whether they are "universities or research centers," Iraqi, Arab, or foreign, to learn everything new in the field of investing in human resources training in building continuous improvement programs.
4. Re-conduct the current research in other sectors: "industrial, health, and commercial," and study the possibility of generalizing its findings to the Iraqi environment in general.

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