

THE IMPORTANCE OF HUMAN RESOURCE (HR) TRAINING IN MEDICAL FACULTIES AT DUHOK UNIVERSITY: AN ADMINISTRATIVE STAFF PERSPECTIVE

WASAN GAZI ABDAL and AWAZ MAJEED RASHEED

Dept. of Basic Science, College of Pharmacy, University of Duhok, Kurdistan Region-Iraq

(Received: September 9, 2023; Accepted for Publication: October 18, 2023)

ABSTRACT

This study investigated the significance of the training provided to the human resources (HR) in the medical faculties of Duhok University from the perspective of the administrative staff in those faculties. By adopting quantitative and descriptive-analytical approaches, the researcher could meet the intended objective. The population is represented in all the human resources working at the medical faculties of Duhok University. As for the sample, it was chosen randomly from the administrative staff working in the medical faculties at the targeted university. Those faculties include faculty of medicine, faculty of dentistry, faculty of veterinary medicine, faculty of nursing, faculty of medical sciences, and faculty of pharmacy. To be specific, after the researcher designed the questionnaire based on the relevant studies, she used Google form and created a link to allow the sample to access the questionnaire. Then, she uploaded the link to Facebook pages. The questionnaire forms were filled out by 84 employees from the administrative staff. Thus, 84 forms were analysed. After administering the collected data to SPSS software and analyzing it, it was found that the training provided to the human resources in the medical faculties of Duhok University is deemed significant and effective from the perspective of the administrative staff at those faculties. In addition, training HR leads to expanding the HR knowledge and improving their problem-solving skills. It also reduces the costs incurred by Duhok University and the duration needed for doing tasks by HR. In addition, it supports the process of meeting the goals of Duhok University and implementing its policies and strategies.

KEYWORDS: Training, human resources (HR), the medical faculties, administrative staff, human resources development (HRD)

1. INTRODUCTION

Resources in organizations include physical, financial and human resources (HR). All those resources play a major and significant role in enabling organizations in all sectors to achieve success. HR can be defined as all the members of the staff working and doing tasks in the organization. Although researchers offered much attention to all the organizational resources, HR are the ones that received the greatest attention by researchers amongst the organizational resources. That is because HR affect numerous things in organizations. For instance, HR affect the quality of the services delivered to the customers. That's because having much expertise and advanced skills by the HR shall lead to raising the latter quality.

Many developments have been witnessed during the twenty first (21st) century in the field of technology (Al-Derbash and Abed, 2017; Al-Derbashi, 2017). Such developments include:

social media, ipad, laptop and etc.. (Aldbashi, and Khadragy, 2018). To allow the HR to keep up with such developments and due to the significance of HR, HR must be provided with effective and sufficient training in an ongoing manner. Training human resources (HR) is considered the most important activity carried out by organizations. That's because training HR enables organizations to achieve success and sustainable development. That's because training HR shall allow the HR to carry out the operations effectively, solve problems effectively and make effective decisions (Elrshaidy, 2018).

Training is one of the important functions of human resources development (HRD). HRD can be defined as the activities and functions carried out by the HR department, such as: rewarding, recruitment, appraisal, training and development (Piwowar-Sulej, 2021). Training HR serves as a long-term investment from the perspective of the owners and managers of organizations. That is

because training HR contributes to raising the amount of knowledge possessed by HR and developing their skills. That shall positively affect the overall performance of organizations (Yas, 2013). The process of training HR consists from several elements. Those elements are: (the trainer, trainee, academic material, and training method). The academic material may address certain pieces of information (including facts, theories, and concepts) (Hamad and Jabloob, 2020).

In addition, training has several goals. The main goals sought from training are represented mainly in enhancing the trainees' capabilities, behaviours and attitudes, providing them with new skills, and expanding their knowledge. The goals sought from each training course must be identified and set clearly to achieve positive outcomes (Hamad and Jaloob, 2020). In addition, it's necessary to identify the training needs of the targeted staff to achieve the intended positive outcomes (Mousa, 2019). Identifying the training needs before training HR was emphasized by many researchers, such as: Aljbour (2021).

Training HR is very significant due to its numerous positive effects. For instance, it contributes to enhancing the HR skills in observation. Developing the observation skills of HR is needed because there are several performance measures that must be observed regularly by HR. To add more, training HR contributes to raising the HR motivation level towards learning and acquiring new skills and knowledge. That's because training usually aim at simplifying the delivered knowledge or skill and making the learning process more enjoyable for the trainees. Thus, trainees shall perceive the acquisition of knowledge (or the development of skills) as something enjoyable and easy (Hamad and Jaloob, 2020).

To add more, training HR also raises the extent of retraining the acquired information due to the trainees' positive interaction with the trainers and the other trainees. In addition, it maximizes the trainees' understanding for the targeted information through the use of effective training strategies. Such strategies usually aim at simplifying information and make it comprehensible (Hamad and Jaloob, 2020). Training HR positively affects the satisfaction of the targeted customers in organizations. That's because having expert HR shall make the customers satisfied with the quality of the

services and the way of delivering the services to them (Kabene et al., 2006).

Training HR contributes to expanding the knowledge of human resources. Expanding their knowledge shall improve their ability to work, do tasks, and raise their performance level. It's necessary to expand the knowledge of HR through training because knowledge is always updated and increasing in all the fields of knowledge due to the emergence of the modern technologies (Yas, 2013). In addition, training HR enables managers to identify the creative potentials and talents of the subordinates, because training managers allows managers to identify the strategies that can be used for talent detection.

Training HR also contributes to improving the decision-making skills of HR. Thus, it enables HR to make wise and effective decisions that lead to achieving positive organizational outcomes. In addition, it improves the problem-solving skills of HR, because training allows the HR to analyse potential problems and identify the way of addressing them effectively. It also contributes to providing HR with leadership skills. The latter skills are needed for managing teams, and having positive interaction between managers and subordinates. Furthermore, training HR raises their level of productivity, because it allows HR to do the tasks effectively through using advanced strategies and methods that consume less amount of time (Elrshaidy, 2018). It also enables organizations to achieve a competitive advantage, because training allows HR to create knowledge and come up with new products that differ from others' products in the market (Altaher, M. and Abed Al-Jaleel, 2021)

There are various methods for training HR. Such methods include: the lecturing method. Through the lecturing method, a presentation shall be held before the trainees to provide them with knowledge, including factual knowledge. The second method is represented in conducting a case study. It is represented in presenting a certain model activity in front of the trainees and then, asking them to carry out this model activity by themselves. It is based on observation and learning. It aims to identify the weaknesses of each employee and eliminate such weaknesses.

The third method is represented in role playing. It is represented in presenting a certain imaginary scenario and then, asking the trainees to act to show the way they would handle the presented scenario. After that, a discussion shall take place to discuss the mistakes that were

committed by the trainees. The latter method is based on observation. The fourth method is represented in holding conferences, and symposiums. Through holding a conference or a symposium, an organized meeting shall be held based on a specific agenda in order to discuss a specific topic and present information (Hamad and Jaloob, 2020).

The researcher of the present study believes that training HR plays a key role in developing the performance, efficiency and production of HR and organizations (including universities). She also believes that there must be training courses that aims to encourage HR to comply with ethics as added by Aljbour (2020). According to the researcher, offering much attention to training the HR working in universities shall lead to fostering the economic growth of countries and offering educational and administrative services of distinguished quality. That shall lead to providing the labour markets with graduates who received education of distinguished quality.

In this regard, the researcher believes that conducting studies for examining the attitudes of HR staff in universities towards training is essential to meet the goals intended from training and improve the quality of university education. Conducting such studies is highly needed, especially in developing countries, like: Iraq. Refraining from conducting those studies shall hinder the administrations of universities from identifying the gaps and weaknesses in the offered training. Therefore, the problem of this study lies in the following question:

(What is the significance of the training provided to the human resources in the medical faculties of Duhok University from the perspective of the administrative staff at those faculties?)

2. OBJECTIVE

This study investigated the significance of training human resources in the medical faculties of Duhok University from the perspective of the administrative staff at those faculties

3. QUESTION

This study offered an answer to the question below

What is the significance of training human resources in the medical faculties of Duhok

University from the perspective of the administrative staff at those faculties?

4. SIGNIFICANCE OF THE STUDY

The significance of this study can be attributed to the reasons below

- This study promotes awareness among the managers and owners or institutions - including higher educational institutions – about the significance of training employees and the methods that can be used for training them. Such methods include: lecturing, conferences, workshops, symposiums and etc..
- This study provides researchers in various fields of business with an instrument that can be used to assess the effectiveness of the provided training in any sector, or institution
- This study fills a gap in the literature related to training HR in Iraqi universities and organizations.
- This study provides recommendations that lead to improving the quality of HR training. It also provides suggestions for researchers

5. LIMITS AND LIMITATIONS

- Spatial limits: The investigation in this study targets the medical faculties of Duhok University
- Temporal limits: The data was acquired from the sampled administrative staff during the period (December, 2022 – January, 2023).
- Human limits: The investigation in this study targets the human resources in the medical faculties of Duhok University.
- Limitations: The researcher believes that results in this study shouldn't be generalized. That's because the results may differ in case the instrument type, or sample size or type changed.

6. DEFINITION OF TERMS

6.1. Theoretical definitions:

- Human resources: This term refers to all the members of the staff working in the organization (Kabene et al., 2006)
- Training: This term refers to '*the knowledge, experience, or condition acquired by one who trains*' (Meriam Webster Dictionary, 2023)

6.2. Operational definitions:

- Human resources: They are all the members of the staff working in the medical faculties in Duhok University in Iraq

-Training: It refers to the knowledge, experience, or condition acquired by one who trains the human resources at the medical faculties in Duhok University in Iraq. The attitudes towards the effectiveness of this training is measured through the questionnaire in this study.

7. THEORETICAL FRAMEWORK

Training is considered very important in organizations. For instance, it contributes to promoting a better understanding for theoretical knowledge. That's because training provides the staff with examples that illustrate the theoretical knowledge they acquired. In addition, training motivates employees to learn more, because it presents knowledge in a simple manner (Katajavuori et al., 2006). In addition, it leads to improving attitudes, and skills and expanding knowledge. It leads to making positive changes to performance due to improving their skills. It enhances the employees' morale. It enables the employees to comply with standards. It positively affects the satisfaction of employees with their jobs. That's because training offers self-development opportunities (Karim et al., 2012)

Training HR contributes to raising the level of organizational loyalty, because it contributes to promoting positive attitudes towards the organization (Ekhmali, 2014). It promotes creativity and a sense of innovation in organizations, because it introduces new ideas that allow the HR to develop in order to offer new ideas, suggestions, and services. It provides HR with practical and theoretical knowledge. It leads to raising the productivity level of HR, because it introduces new strategies and techniques for doing the tasks with dedicating less time and effort. It improves the decision-making skills of HR, because it provides HR with knowledge about the strategies of making effective decisions. Furthermore, it leads to improving the problem-solving skills of HR, because it allows HR to get acquainted with various types of potential problems and examine the way of addressing them (Elrshaidy, 2018).

In addition, training HR plays an important role in raising the organizational loyalty and sense of belonging. That's because training HR aims to create psychological bonds, between the subordinates and their managers. In addition, training positively adjusts the trainees' behaviours through allowing them to find the

shortcomings in their behaviours and address them (Elrshaidy, 2018).

Islam (2016) adds that training HR enables the organization to acquire a competitive advantage. Abdelhamied (2019) adds that training HR contributes to raising the satisfaction level of customers. It also leads to improving the quality of the services offered by organization. That is because providing employees with new skills and knowledge shall enable them to provide the services in a better manner that meets the expectations and needs of the customers. In addition, training HR positively affects the behavioural intentions of customers. Such intentions include: the intention to re-purchase the service or product (Abdelhamied, 2019).

Training HR leads to raising the ability of HR to adapt with the workplace environment, because it contributes to strengthening the bonds between employees. It leads to developing HR and addressing the weaknesses they have. It allows HR to identify the mistakes they commit when doing tasks and avoid them. It aims to support the aspects of strengths of the trainees. It aims at raising the sense of loyalty felt by the HR towards the organization they work at. It aims at positively changing the behaviour of the employee towards himself/herself and when dealing with others (e.g. colleagues and managers). That's because training presents model behaviours that employees should imitate and learn (Hamad and Jaloob, 2020)

Training HR allows organizations to utilize financial and human resources efficiently and optimally. That's because it teaches HR the most effective strategies to utilize resources to reduce the costs incurred by the organization. Training HR allows organizational managements to avoid recruiting additional employees. It allows organizations to avoid purchasing additional technologies for doing tasks. Avoiding such recruitment and purchasing process shall lead to incurring less cost by organizations. Training HR allows employees to become familiar with the challenges faced by the organization due to the latest changes and technological developments (Hamad and Jaloob, 2020).

Training HR allows each employee to identify his role at the organization and the significance of this role. That shall allow each employee to realize how significant and valuable he is for the organization. Due to the interaction between employees in the training sessions, training HR shall lead to promoting more

respect, love and harmony between employees. Thus, it contributes to strengthening their relationships and bonds between employees leading to create a better and healthy workplace environment (Hamad and Jaloob, 2020).

Training HR leads to providing the employee with the skill of influencing others. Having the latter skill contributes to enabling the manager to motivate the subordinates to work more, dedicate more time and exert more effort. Training HR allows the HR to get familiar with the latest methods and technologies used in other organizations locally and internationally. It allows HR to develop the programs and strategies of the organization through making them consistent with the customer demands and needs (Hamad and Jaloob, 2020). It shall encourage the HR to take risks, because it teaches them the way of examining the risks before taking a decision associated with high risks (Ali and Ahmad, 2020)

Training HR aims at raising the level of retraining the acquired information by the employee due to the use of effective and systematic strategies for information retention (Hamad and Jaloob, 2020). It leads to raising the performance efficiency and productivity of HR. It also contributes to improving the morale of the HR (Al-Zahrani, 2021).

Training HR enables organizations to meet their goals. That's because training allows employees to gain more knowledge about the plans and the way of implementing them. Training HR enables organizations to raise the organizational productivity level, because it allows employees to carry out tasks efficiently and effectively in shorter duration. Thus, it leads to reducing the machine downtime to the least possible level. It enables organizations to improve the quality of the delivered services or products, because the trained employees shall gain more knowledge about quality standards. It allows organizations to avoid wasting resources and reduce the manufacturing cost as much as possible. That's because training allows employees to gain knowledge about the techniques that cut down costs (Yaqoot et al., 2021). Training HR plays a crucial role in improving the overall organizational performance level as added by Nafari, & Rezaei (2022). However, the training needs must be identified in advance (i.e. before holding the training sessions) in order to meet the intended goals (Aljbour, 2022).

8. EMPIRICAL STUDIES

Several studies were reviewed by the researcher about training and its effects and effectiveness. Some of those studies are shown below:

Ayodeji et al. (2011) explored the impact of training on the commitment level of employees at the workplace in Nigeria. They employed a survey. Through using a survey, the needed data was acquired from 250 employees and administrators who were working at a financial firm located in the South Western area of Nigeria (120 males and 130 females). The stratified purposive sampling technique was used. It was processed through using SPSS software and carrying out regression analysis. It was found that training employees shall significantly raise their level of commitment at the workplace.

Al-A'mar (2012) investigated the impacts that training and development (T&D) have on the performance of trainees in Orange Telecommunication Company in Jordan. Data was gathered through the utilizing the descriptive analytical approach and using a seventy-seven item survey. A stratified random sample was chosen. It consists from 400 employees. After passing the survey to the latter employees, 334 valid forms were retrieved. After making an analysis for the collected data, it was found that T&D and its associated plans and methods affect the trainees' performance. In addition, identifying the training needs and assessing the effectiveness of T&D affect the trainees' performance significantly.

Yas (2013) explored the importance of training and its role in increasing the performance efficiency level of employees at workplace at the scientific and advisory services office that is affiliated with the Technical College of management in Baghdad, Iraq. She used a survey. She obtained data from 40 individuals who received training courses from the latter office in Baghdad. After having the data analysed, it was found that the offered training positively affects the employees' attitudes towards their jobs. Other results were concluded. For instance, training improves the skills of the employees in solving the problems they face at workplace. It enables employees to acquire information that improves their ability in doing tasks at workplace. It enables employees to show a distinguished performance. It promotes a sense of innovation among

employees. It improves the competitiveness of the targeted college. It also serves as a long-term investment. It also provides the trainees with new applicable knowledge that benefit them on the practical level.

Tahir et al. (2014) explored the effect that training and development (T&D) has on the performance and productivity of employees in Pakistan. They employed a survey. They passed the forms of the designed survey to 80 employees in United Bank Limited (UBL) in Peshawar, Pakistan. 76 valid forms got retrieved. Descriptive statistic tools and SPSS software was used. It was found T&D enhance the attitudes of employees and increase their amount of knowledge. Other results were concluded. For instance, T&D improve the skills of employees and reduces their levels of stress. It raises the levels of productivity and performance at the workplace. It reduces the costs incurred by organizations and the duration needed by the employees for doing tasks at the workplace.

Hanaysha and Tahir (2016) aimed at examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. They used a survey. 242 employees of public universities in northern Malaysia were surveyed. AMOS software was used. It was found that employee empowerment, teamwork, and employee training positively affect job satisfaction.

Jain and Khurana (2017) explored the effect that training and development (T&D) have on employee engagement in India. They employed a survey. The needed data was used for collecting data from 450 administrators from several organizations that are located in New Delhi (i.e. the Capital of India). A set of results were identified. For instance, T&D positively affect the organizational commitment level, job satisfaction level, intention to stay in the organization and employee engagement. However, T&D don't improve the emotional wellbeing of employees.

Sendawula et al. (2018) aimed to explore the impact of training, and employee engagement on employee performance in Uganda's health sector. They used a survey. They surveyed 150 employees chosen from hospitals in Uganda. They found that employee engagement and training can significantly predict employee performance by 44.7%. They also found that training, and employee engagement have a positive significant impact on employee performance in this sector in Uganda.

Hamed and Ahmed (2019) explored the effectiveness of the modern training strategies in improving the employee performance level in the Sudanese industrial joint stock companies through targeting Sukar Kenaneh Company. They used a survey. The relevant data was gained from 73 individuals who were working in Sukar Kenaneh Company in Sudan. A set of findings were reached. For instance, the offered training leads to raising the probabilities of getting a promotion. The training goals are deemed consistent with the company's goals. The training policies affect the performance level and production efficiency. There is consistency between the training plans and the training needs at the targeted company.

Mousa (2019) explored the impact that training has on the quality level of the medical services offered by the hospitals located in Saudi Arabia. He used a survey that was designed by him. He passed the forms of the survey to 70 individuals who were working at King Abedallah Hospital in Bisha, KSA. Sixty-five (65) forms were retrieved. Thus, the final sample consists from 65 individuals. Those individuals include: doctors, head of departments, and others from the medical staff. Regression analysis, standard deviations, Pearson correlation coefficient and means were used for analysing the gathered data. Through the use of the latter statistical tools, it was found that training in the hospitals located in KSA positively affect the quality level of the medical services delivered by those hospitals to the patients. In addition, the training activities and methods require further development.

Ali and Ahmad (2020) investigated the effect that training has on the administrative creativity of the employees working in the commercial banks in Sudan during (2020 – 2010). Through the use of the descriptive analytical approach and a survey, they collected data from 25 employees. Those employees were working at the Bank of Khartoum in Khartoum. After analysing data, the researchers found that training positively affects the administrative creativity of those employees in various areas. Those areas are: (the risk-taking spirit, flexibility, and problem solving and thinking skills).

9. METHODOLOGY

9.1. Approach

The descriptive analytical approach was adopted. According to Kaliyadan, & Kulkarni (2019), it is used by researchers for offering a description for a single variable or several variables. It is also used for offering a summary about the relationships between variables. In the present research, it is used for offering a description for the extent of significance of the training provided to the human resources in the medical faculties of Duhok University from the perspective of the administrative staff in those faculties

The researcher also adopted a quantitative approach. This approach aims at providing a deep understanding for a specific phenomenon in local context (Wright et al., 2016).

9.2. Population and sample

The population is represented in all the human resources working at the medical faculties of Duhok University. As for the sample, it was chosen in a random manner from the administrative staff working in the medical faculties at the targeted university. Those faculties include: faculty of medicine, faculty of dentistry, faculty of veterinary medicine, faculty of nursing, faculty of medical sciences, and faculty of pharmacy. Specifically, after the researcher designed the questionnaire based on the relevant studies, she used Google Forms and created a link to allow the sample to access the questionnaire. Then, she uploaded the link to Facebook pages. The questionnaire forms were filled by 84 employees from the administrative staff. Thus, 84 forms were analyzed. Data about the respondents' characteristics is analyzed and listed below in the form of statistical data:

Table (1): Data about the sampled administrative staff

Variable	Category	Frequency	Percentage (%)
Gender	Male	39	46.42
	Female	45	53.57
	BA degree	39	46.42
	MA degree	12	14.28
	PhD degree	28	33.33
Experience	Higher diploma	5	5.95
	Less than 5 years	9	10.71
	Between 5-10 years	16	19.04
	More than 10 years	59	70.23
	Deputy dean	1	1.19
	Head of a department	14	16.66
	Deputy head of department:	15	17.85
	Secretary	26	30.95
I work in another administrative job	28	33.33	

N= 84

9.3. Instrument

The researcher created a questionnaire which is based on the five-point Likert scale. She divided this questionnaire into two main parts. Through part one of this questionnaire, data of a demographic nature was collected about the sample. Through part two of this questionnaire, data about the significance of the training provided to the human resources in the medical faculties of Duhok University was also collected. It was developed based on the works published by: Tahir et al. (2014), Yas (2013), Hamed and Ahmed (2019), Al-A'mar (2012), Abdelhamied (2019), Mousa (2019), Islam (2016), Ayodeji et al. (2011), Hamad and Jaloob (2020) and Khurana (2017).

9.4. Validity

The researcher passed the questionnaire in its initial version to two instructors. Those instructors have much knowledge about the field of business administration and HR training. They were asked to evaluate the instrument (in its initial version) in a careful manner in order to make sure that the instrument is capable of identifying the significance of the training provided to the human resources working in the medical faculties of Duhok University. The researcher informed the chosen instructors that their assessment must be objective and based on criteria related to language, and content. She told them that deletions, changes and additions can be made to the instrument. The instructors read the instrument and informed the researcher that the instrument was free from mistakes

related to language. They informed the researcher that the instrument strongly relates to the sought goal. Despite that, one of the instructors suggested adding an item about creativity. Thus, the latter item was added and the final version was drafted.

9.5. Reliability

The researcher calculated the Cronbach alpha value. Calculating this value was necessary to identify the instrument's reliability level. This value is 0.805. It is classified as a high value, because it exceeds the required value (0.70) mentioned in the reference of Salehi & Farhang (2019).

9.6. Statistical analysis of data

Data got administered through SPSS software to have it analysed and processed. Analysing such data statistically is necessary and required to present the findings and reach the results. The statistical descriptive tools shown below were employed in this study:

- Means and standard deviations
- Frequencies and percentages
- The value of the Cronbach alpha coefficient.

For classifying the means calculated through the statistical analysis program, the criteria shown in the second table were used (Alderbashi, 2021)

Table (2): The criteria employed for having means classified into three main categories

Range	Level	Attitude
2.33 or less	Low	Negative
2.34-3.66	Moderate	Neutral
3.67 or more	High	Positive

*Source: Alderbashi (2021)

The five-point Likert scale was used in the survey. Through using the latter scale, the researcher was capable of having the answers of

respondents classified into five rating categories which are shown in the third table (Al-Derbashi and Moussa, 2022)

Table (3): The categories and scores of the Likert scale used in this research

Category	Score
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

*Source: Al-Derbashi and Moussa (2022)

10. DISCUSSION AND RESULTS

To present the findings in this study, the required means and their levels were shown in

the fourth table below. The relevant standard deviations were calculated.

Table (4): The respondents' attitudes towards the significance of the training provided to the human resources in the medical faculties of Duhok University

No.	Statement	Mean	Std.	Level	Rank	Attitude
	The training I am provided with by the university I work at					
1	raises the amount of knowledge I possess	4.94	0.66	High	3	Positive
2	reduces the cost incurred by the university I work at	4.97	0.44	High	1	Positive
3	reduces the duration I need for carrying out tasks at workplace	4.93	0.72	High	4	Positive
4	increases my engagement in the tasks and activities carried out at the workplace	4.40	0.53	High	17	Positive
5	supports the implementation of the strategies and policies of the university I work at	4.95	0.64	High	2	Positive
6	contributes to meeting the goals of the university I work at	4.80	0.59	High	7	Positive
7	contributes to raising the satisfaction of the ones who benefit from the services of the university I work at	4.65	0.17	High	12	Positive
8	allows me to meet my training needs	4.39	0.38	High	18	Positive
9	raises my commitment at the workplace	2.14	0.26	Low	20	Negative
10	raises my efficiency at the workplace	4.66	0.30	High	11	Positive
11	increases my probabilities in getting a promotion	4.73	0.15	High	9	Positive
12	positively affects my attitudes towards my job	2.07	0.49	Low	21	Negative
13	develops my ability to solve problems	4.84	0.23	High	6	Positive
14	raises the quality of the services provided by the university I work at	4.61	0.14	High	13	Positive
15	raises my own performance at my workplace	4.72	0.78	High	10	Positive
16	raises the performance level of the university I work at	4.75	0.33	High	8	Positive
17	promotes a sense of innovation within me	4.87	0.29	High	5	Positive
18	raises my creativity at the workplace	4.56	0.46	High	14	Positive
19	enables the university I work at to achieve a competitive advantage	4.52	0.50	High	15	Positive
20	improves the competitiveness of the university I work at	4.49	0.83	High	16	Positive
21	raises my level of productivity at the workplace	4.32	0.74	High	19	Positive
22	raises my loyalty to the university I work at	1.96	0.57	Low	22	Negative
	Overall	4.33	0.46	High		Positive

Based on the presented table, it was found that the training provided to the human resources in the medical faculties of Duhok University is deemed significant and practical from the perspective of the administrative staff in those faculties. That's because the overall mean is 4.33. This result can be attributed to the setting of effective training plans and strategies by the management of the targeted university. It can be attributed to examining the training needs of the targeted HR before giving the training courses to the specialized trainers.

It was found that training HR reduces the cost incurred by the management of the targeted

university, because the mean of the second item is 4.97 and holds the first rank. That's in agreement with the findings of Tahir et al. (2014). That's because training allows the management to avoid recruiting additional employees to do tasks. Training allows employees to avoid making bad decisions associated with additional costs. It was found that training HR supports the implementation of the strategies and policies of the targeted university, because the mean of the fifth item is 4.95. That's attributed to the fact that many training courses promote knowledge among HR

about the university strategies and policies and the methods of implementing them.

It was found that training HR expands the knowledge of the HR, because the mean of item No. 1 is 4.94. That's in agreement with the findings of Yas (2013). This result indicates that the targeted training includes much knowledge. It was found that training HR reduces the duration needed by HR for carrying out tasks at workplace, because the mean of item 3 is 4.93. That is in agreement with the finding of Tahir et al. (2014). This result could be attributed to providing HR with knowledge about the methods of doing tasks fast and effectively through the training courses.

It was found that training HR develops the HR ability in solving problems, because the mean of item 13 is 4.84. That's in agreement with the finding of Yas (2013). This result may be attributed to the role of the training courses in getting the employees acquainted with various types of potential problems and asking the HR to offer solutions to those potential problems. It was found that training HR contributes to meeting the goals of the university, because the mean of item 6 is 4.80. That's in agreement with the finding of Hamed and Ahmed (2019). This result may be attributed to setting effective training plans to make sure that the goals of the offered training contribute to meeting the university goals.

It was found that training HR raises the performance level of the targeted university, because the mean of item 16 is 4.75. That's in agreement with the findings of Yas (2013). This result may be attributed to the fact that training contributes to improving the expertise of HR, and developing their skills and abilities in general. That shall lead to delivering services and doing tasks effectively. It was found that training HR increases the probability of the employee getting a promotion because the mean of item 11 is 4.73. That's in agreement with the findings of Hamed and Ahmed (2019). This result may be attributed to providing the targeted HR with various skills and enriching their knowledge through the training courses. It was found that training HR raises HR performance at workplace, because the mean of item 15 is 4.72. That's in agreement with the finding of Al-A'mar (2012). This result may be attributed to providing HR with knowledge about the latest developments in their field and the field of technology through the provided training.

It was found that training HR increases the satisfaction of the ones who benefit from the services of the university, because the mean of item 7 is 4.65. That's in agreement with the finding of Abdelhamied (2019). This result may be attributed to providing the targeted HR with new information and skills that enable them to meet the needs, demands and expectations of the ones who benefit from the university services.

It was found that training HR increases the quality of the services provided by the targeted university, because the mean of item 14 is 4.61. That's in agreement with the finding of Mousa (2019). This result may be attributed to the fact that training allows HR to identify the way in which they can improve the services. It was found that training HR enables the university to achieve a competitive advantage, because the mean of item 19 is 4.52. That's in agreement with the finding of Islam (2016). This result may be attributed to the provision of HR with awareness about the significance of achieving competitive advantage and knowledge about the ways of achieving this advantage.

It was found that training HR increases their level of productivity, because the mean of item No. 21 is 4.32. The result in this regard is consistent with the one reached by Tahir et al. (2014). It can be attributed to the fact that training allows HR to do work through using the latest and most accessible methods, and dedicating less amount of time. That shall allow the HR to do more tasks during official working hours. It was found that training HR promotes a sense of innovation and creativity among the HR because the means of items No. 17 and No. 18 are 4.87 and 4.56, respectively. The result in this regard is consistent with the one reached by Elrshaidy (2018). It may be attributed to the fact that training provides HR with new ideas to develop. It may be attributed to the fact that training provides HR with expertise and skills which can be used to develop new ideas, or services.

However, it was found that training HR doesn't lead to raising the HR commitment at the workplace or loyalty because the mean of item 9 and item No. 22 are 2.14 and 1.96, respectively. The latter results don't agree with the finding of Ayodeji et al. (2011), who found that training HR improves HR commitment. They don't agree with the finding of Hamad and Jaloob (2020), who found that training HR improves HR loyalty. They may be attributed to the fact that commitment and loyalty to any

institution -including the targeted university- is not affected by one factor only. Several moral and financial factors affect employee commitment and loyalty, such as incentives, wages, promotions, appreciation, engagement, and respect.

It was found that training HR doesn't enhance the HR attitudes towards their jobs because the mean of item 12 is 2.07. That's not in agreement with the findings of Jain and Khurana (2017). This result indicates that the provided training courses don't promote awareness among the targeted HR about the significance of their roles, duties and tasks. That shall hinder HR from realizing the significance and value of their jobs and roles at the university.

11. CONCLUSION

It was found that the training provided to the human resources in the medical faculties of Duhok University is deemed significant and practical from the perspective of the administrative staff in those faculties. For instance, training HR expands HR knowledge and improves problem-solving skills. It also reduces the costs incurred by Duhok University and the duration needed for doing tasks by HR. It supports the process of meeting the goals of Duhok University and implementing its policies and strategies. It also contributes to meeting the training needs of HR and raising their performance, efficiency, and engagement.

However, training HR doesn't lead to raising HR commitment at the workplace or loyalty. In addition, it doesn't improve the HR attitudes towards their jobs. This result may be attributed to the fact that commitment and loyalty to the institution (university) is not affected by one factor. Commitment and loyalty are affected by several moral and financial factors, such as incentives, wages, promotions, appreciation, and respect.

12. RECOMMENDATION

The researcher recommends:

- Showing more attention to incentives, and moral rewards by the management of Duhok University and other Iraqi higher educational institutions. That should be done to raise HR commitment, and loyalty and promote positive attitudes among HR towards their jobs.

- Getting feedback from the HR at Duhok University about the adequacy and effectiveness of the provided training

REFERENCES

The References Published in English language

- Abdelhamied, H. (2019). The Impact of Training Activities on Quality of Service, Customer Satisfaction and Behavioral Intention. *Journal of Tourism and Hospitality Management*. 7(1). 135-148. DOI: 10.15640/jthm.v7n1a14
- Al-Derbash, K. and Abed, O. (2017). The level of utilizing blended learning in teaching science from the point of view of science teachers in private schools of Ajman Educational Zone. *Journal of Education and Practice*. 8(2). 193-205
- Al-Derbashi, K. and Moussa, M. (2022). Effectiveness of Employing the E-mind Mapping Strategy in Scientific Courses: Adopting the Blended Learning Approach at Emirati Private Preparatory Schools. *Journal of Curriculum and Teaching*. 11(4).159-170. DOI: <https://doi.org/10.5430/jct.v11n4p159>
- Alderbashi, K. (2021). Attitudes of Primary School Students in UAE towards Using Digital Story-Telling as a Learning Method in Classroom. *Research on Humanities and Social Sciences*. 11(10). 20-28, DOI: 10.7176/RHSS/11-10-03
- Al-Derbashi, K. (2017). The Effect of the Flipped Classroom Strategy on Eleventh Grade Students' Understanding of Physics and Their Attitudes Towards Physics in Tonnb Secondary School in the UAE. *Journal of Education and Practice*. 8(29). 102-105
- Alderbashi, K. and Khadragy, S. (2018). Exploring the level of utilizing online social networks as conventional learning settings in UAE from college instructors' perspectives. *New Media and Mass Communication*. 75, 30-38.
- Aljbour, H. (2021). The Training Needs of Educational Leaders in Jordanian Private Universities (An Empirical Study). *Journal of Arts, Literature, Humanities and Social Sciences*. Vol. 65.p. 415-436, <https://doi.org/10.33193/JALHSS.65.2021.449>
- Aljbour, H. (2020). The Extent of Practicing Ethical Leadership by Public Secondary School

- Principals in Amman. *Journal of Education and Practice*. 11(15).57-63, Doi: 10.7176/JEP/11-15-07
- Aljbour, H. (2022). The Degree to which the Private School Principals in Amman Empower Teachers in the Light of the Coronavirus Pandemic. *Journal of Educational and Human Sciences*. 13, p. 135-149, <https://doi.org/10.33193/JEAHS.13.2022.254>
- Ayodeji, O.; Michael, O.; Tunde, E.; and Mariam, G. (2011). Enhancing Employees' Commitment to Organisation through Training. *International Journal of Business and Management*. 6(7).280-286
- Hanaysha J., and Tahir, P. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia – Social and Behavioral Sciences* 219: 272–282.
- Islam, N. (2016). Impact of Effective Training and Development Programs on Competitive Advantage of E-Commerce Industry in Bangladesh. *The Proceedings of the Conference: Bangkok 20th International Conference on "Business, Economics, Social Science & Humanities- BESSH-2016"* held during 4-5 May, 2016 Bangkok, Thailand
- Jain, S.; and Khurana, N. (2017). Enhancing Employee Engagement through Training and Development. *Asian Journal of Management (AJM)*. 8(1). p. 1-6
- Kabene, S. M., Orchard, C., Howard, J. M., Soriano, M. A., & Leduc, R. (2006). The importance of human resources management in health care: a global context. *Human Resources for Health*, 4, 20. <https://doi.org/10.1186/1478-4491-4-20>
- Kaliyadan, F., & Kulkarni, V. (2019). Types of Variables, Descriptive Statistics, and Sample Size. *Indian dermatology Online Journal*, 10(1), 82–86. https://doi.org/10.4103/idoj.IDOJ_468_18
- Karim, M.; Huda, K.; and Khan, R. (2012). Significance of Training and Post Training Evaluation for Employee Effectiveness: An Empirical Study on Sainsbury's Supermarket Ltd, UK. *International Journal of Business and Management*; 7(18)
- Katajavuori, N., Lindblom-Ylänne, S. & Hirvonen, J. (2006) The Significance of Practical Training in Linking Theoretical Studies with Practice. *High Educ* 51, 439–464. <https://doi.org/10.1007/s10734-004-6391-8>
- Merriam-Webster. (n.d.). Training. In Merriam-Webster.com dictionary. Retrieved 1ST, January, 2023, from <https://www.merriam-webster.com/dictionary/training>
- Nafari, E., & Rezaei, B. (2022). Relationship between human resources strategies and organizational performance based on the balanced scorecard in a public hospital in Iran: a cross-sectional study. *BMC Health Services Research*, 22(1), 363. <https://doi.org/10.1186/s12913-022-07767-z>
- Piwowar-Sulej K. (2021). Human resources development as an element of sustainable HRM - with the focus on production engineers. *Journal of cleaner production*, 278, 124008. <https://doi.org/10.1016/j.jclepro.2020.124008>
- Salehi, M., & Farhang, A. (2019). On the adequacy of the experimental approach to construct validation: the case of advertising literacy. *Heliyon*, 5(5) <https://doi.org/10.1016/j.heliyon.2019.e01686>
- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: evidence from Uganda's health sector. *Cogent Bus. Manag.* 5(1), 1470891
- Tahir, N., Yousafzai, I. K., Jan, S., & Hashim, M. (2014). The impact of training and development on employees performance and productivity, a case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(4). doi:10.6007/IJARBS/v4-i4/756
- Wright, S., O'Brien, B. C., Nimmon, L., Law, M., & Mylopoulos, M. (2016). Research Design Considerations. *Journal of graduate medical education*, 8(1), 97–98. <https://doi.org/10.4300/JGME-D-15-00566.1>
- Yaqoot, E. S. I., Wan Mohd Noor, W. S. & Mohd Isa, M. F. (2021). The Predicted Trainer and Training Environment Influence toward Vocational Training Effectiveness in Bahrain. *Journal of Technical Education and Training*, 13(1), 1–14. Retrieved from

<https://penerbit.uthm.edu.my/ojs/index.php/JTET/article/view/7502>

The References Published in Arabic language:

- Al-A'mar, A. (2012). The Effect of Training and Development (T&D) in Trainees' Performance in Jordanian Communication Company (ORANGE): A Field Study. MA thesis. Middle East University. Amman, Jordan, <http://search.mandumah.com/Record/724935>
- Ali, A.; and Ahmad, N. (2020). The Impact of training on administrative creativity of employees in Sudanese commercial banks Case Study:(Bank of Khartoum) at (Khartoum State) in the period (2010-2020). *Journal of Modern Economics and Sustainable Development*. 2(2). 07-27, <https://www.asjp.cerist.dz/en/article/121593>
- Altaher, M. and Abed Al-Jaleel, E. (2021). The impact of training on achieving a competitive advantage in Bahyat Almuhandes Company in Sudan. *Journal of the Studies and Research Center of Civilization University and the countries bordering the red sea*. Issue 3, 65-68, <http://search.mandumah.com/Record/1123687>
- Al-Zahrani, S. (2021). The Effect of Training In Raising the Efficiency of Employee Performance: An Exploratory Study on Governmental and Private Organizations in Jeddah. *Journal of Economic, Administrative and Legal Sciences- Gaza National Research Center*. 5(16). 42-64, <https://search.mandumah.com/Record/1176589>
- Ekhmaili, F. (2014). Impact of organizational loyalty training: A case study of the Pharma complex of Permal branch in Annaba. *Human Sciences Journal. Larbi Ben M'hidi University - Oum El Bouaghi*, Issue. 2, 164-145, <https://www.asjp.cerist.dz/en/article/7510>
- Elrshaidy, N. (2018). Training and administrative creativity of employees: A field study targeting the administrative sector in the training sector in the General Authority for Applied Education and Training in Kuwait. *Scientific Journal of Research and Business Studies, Helwan University*. 32(2), 531-587, https://sjrbs.journals.ekb.eg/article_149500.html
- Hamed, A.; and Ahmed, S. (2019). Exploring the effectiveness of the modern training strategies on improving the employee performance in the Sudanese industrial joint stock companies through application in Sukar Kenaneh Company. *The Journal of Economic, Administrative and Legal Sciences*. 3(3), 121-132, <https://journals.ajsrp.com/index.php/jeals/article/view/702>
- Hamad, I.; and Jaloob, N. (2020). The Importance of Training in Human Resource Development: Methods and Means: Analytical Theory Study. *Journal of art / faculty of art-Baghdad University*. Issue. 134. p.415-428, <https://aladabj.uobaghdad.edu.iq/index.php/aladabjournal/article/view/1071>
- Mousa, A. (2019). The Effect of Training on Improving the Quality of Medical Services in Saudi Arabia's Hospitals: Practical Study on King Abedallah Hospital-Bisha Province. *Journal of Economic, Administrative and Legal Sciences- Gaza National Research Center*. 3(5).20-40, <http://search.mandumah.com/Record/1038457>
- Yas, A. (2013). The importance of the training and its role in increasing efficiency at work: A case study in the scientific and advisory services office. *Economics and Administration Studies Journal (EASJ)*, 1(4). 1-26, <https://www.iasj.net/iasj/article/94252>