Journal Of the Iraqia University (72-1) April (2025)

ISSN(Print): 1813-4521 OnIine ISSN:2663-7502
Journal Of the Iraqia University
available online at
https://iasj.rdd.edu.iq/journals/journal/view/247

Adopting the diversification of training programs and their impact on enhancing organizational innovations – an analytical study in first-class and premium hotels in Baghdad / Iraq

Dr. Dunya Tariq Ahmed 1 College of Tourism Sciences
Al-Mustansiriyah University
Dr.Imad Hussein Ssud 2 College of Tourism Sciences
Al-Mustansiriyah University
Dr. Bilal Wael Mohammed 3 College of Basic Education
University of Wasit

اعتماد تنويع البرامج التدريبية وتأثيرها في تعزيز الابتكارات التنظيمية دراسة تحليلية في فنادق الدرجة الاولى والممتازة في مدينة بغداد / العراق

أ.م.د. دنيا طارق أحمد [1]
كلية العلوم السياحية
الجامعة المستنصرية
dunyam2011@uomustansiriyah.edu.iq

أ.م.د. عماد حسين سعود [2]
كلية العلوم السياحية
الجامعة المستنصرية
emad.h.s@uomustansiriyah.edu.iq

م.د. بلال وائل محمد [3]
كلية التربية الأساسية
جامعة واسط
bilalaldurrah@yahoo.com

ABSTRACT

The practical reality of training in business organizations imposed itself as one of the important foundations in raising the performance levels of employees and an effective means to achieve the goals, and based on the importance of training programs for the individual, the organization and society and its transformation into a cognitive identity, the need to determine the level of relationship and influence and the intensity of each in directing and changing multiple organizational features, including Organizational innovations that have the final word in tipping the balance of many organizations that are on the verge of collapse and saving their position, and achieving all this through a careful analysis of the reality of adopting training programs to present the outcome of a distinguished knowledge accumulation and in a way that enhances the state of innovation in the organization. The theoretical side of this research has been reinforced with an applied case To enrich his intellectual concepts according to the opinions of a carefully selected sample of first-class and excellent hotels in the city of Baghdad with (52) respondents, to detect and identify practical cases that business organizations remain in dire need of identifying and distinguishing them in creative situations and in a way that achieves their goals, as well as cases of growth and competition that suits creative thought and the effectiveness of the adoption of training programs, and the research ended its scientific path by presenting a number of conclusions, perhaps the most prominent of them The importance of adopting effective training programs that contribute to promoting organizational innovations**Keywords: training programs, organizational innovation.**

IntroductionThe world of business organizations is witnessing great environmental changes. The dynamic situation that dominates the general climate of organizations did not give them the freedom to choose whether or not to adopt modern management methods. Rather, it forced them to adopt new methods of work, such as adopting smart training programs, quality management, reliability, entrepreneurship, organizational innovation, and other concepts. The administrative work that works on the survival and permanence of organizations in a world characterized by high competitiveness, accordingly, the research started from a problem that investigates the relationship and influence to adopt training programs in promoting organizational innovations and benefiting from those statistical results after testing them, and the practical applications were chosen to test intellectual concepts and research principles in first-class hotels And excellent for the city of Baghdad and

identifying an intentional sample of (52) respondents, and collected the data obtained from a questionnaire prepared for this purpose and analyzed using the statistical program (SPSS.V25) that includes the required statistical tools consistent with the objectives, importance and hypotheses of the research, and the research included sub-questions specialized in the statement of intellectual foundations Practical applications, conclusions with a presentation of the sources that reinforced the content of the research.

The Theoretical Side Of The Research

First: High Containment Department

1-The concept and importance of training programs: According to (Robson, et al., 2010:4), it is a set of efforts or activities aimed at developing the knowledge, experiences and attitudes of the trainees and helping them to acquire the knowledge, skills and behaviors necessary for success and improving performance. (Salas, et al., 2012;74) referred to them as systematic activities designed to enhance and acquire knowledge, skills and attitudes While (Dessler, 2014:209) stated that it is a process that helps workers to perform their tasks well and works to develop their capabilities and prepare them to bear greater burdens and responsibilities in the future. Accordingly, the importance of training programs appears in many aspects, as follows (Shapiro, el al., 2013:49 A. Flexibility: In order for organizations to be able to adapt to their changing and turbulent environment, there is a need for employees in the organization to be adaptable as well. Therefore, there is a need to train workers and emerging skills alike, which will make them able to adapt and shift at work whenever necessary B. New technology: The emergence of advanced technology prompted many organizations to attract skilled individuals who are able to use this technology, as well as involving workers in intensive training programs to enable them to adapt technology for the benefit of their organizations C. Reducing employment in organizations: in order to control costs, it became necessary for the remaining employees to fill the vacancies of those laid off from service, which required their participation in training programs that would enable them to bear the additional burdens D. Increasing the quality of products: Organizations seek to have a competitive advantage, and to achieve this they face large and numerous training needs, including those related to the art of dealing with the customer, including modern technical programs to improve the quality of products, as well as training programs related to organizational values and culture of the organization in exchange for commitment to quality and continuous improvement E. Functional Commitment: The organization's willingness to train employees and invest in their development is a commitment that requires reciprocity, which enhances their organizational loyalty F. Diffusion effect: Managers take a decision to share a small number of workers in the training program to acquire new skills, so that they transfer the skills and information they have received to old co-workers, and this is called cascade training G. Required skills: It becomes necessary for the organization to rely on internal cadres to develop its performance by involving them in appropriate training programs, because organizations do not expect to find skilled labor among the unemployed, which is mainly suffering from a shortage of labor.

2- Characteristics of effective training programs: Effective training programs are characterized by a set of characteristics (Trainer, al et., 2016: 5 A- Strategic alignment: Training and development programs help to ensure that the organization benefits from an ideal combination of strategies to improve performance and enhance its ability to face challenges B - Leadership commitment: directs managers to the need for the organization to adopt clear and fair training policies to ensure effective improvement of individual and organizational performance C - Stakeholder involvement: by integrating stakeholder opinions in determining the required performance improvements, developing and implementing strategies effectively, and using a balanced measure that reflects the extent to which training contributes to improving performance and achieving goals D - Allocating the necessary resources: as the organization works to provide appropriate support for training programs (appropriate financial liquidity to finance the training program, qualified trainers with experience and skills necessary for the success of the training program). (E - Continuous performance improvement: Training is one of the organization's practices and policies to promote a culture of continuous improvement and optimal organizational performance.

3- The stages of preparing training programs: The preparation of training programs involves a series of activities that are carried out sequentially, as follows (Hernandez, 2014: 3 A- Determining training programs: It is the first step in the training process, which contributes to making the training activity beneficial to the organization and the trainees, as it helps to set priorities for training and to know the extent of the workers' need for training in a way that saves effort, time and cost for the organization B- Designing training programs: After identifying the training gap and individuals who need a training program, the process of designing training

programs begins in a professional manner and includes a series of procedures: (identifying topics related to the gap, choosing the appropriate training method, selecting experienced and skilled trainers). (C- Implementation of training programs: This step is the most important in the training program because it means the practical application of the previous steps and is the basis for the next step D - Evaluation of training programs: Evaluation of the training process provides a reliable and honest measure of the results of training for the organization. As a small part of the training process, this will be a factor in detecting the causes, that is, identifying weaknesses in order to avoid them in the future **Second: The concept and importance of organizational innovations:** Organizational innovation is a major means of organizational development and the basis for survival and innovative success in the market. .,2018:1). Organizational innovation is expressed as the production of ideas or actions that are reliably evaluated as original (Amabile, 1996:1154). (Derecskei, 2016:4) referred to it as the ability that leads to the creation of unique and independent results or a new idea or ideas to solve existing problems. Hence the importance of organizational innovation because it achieves the following for the organization (Fernades & Ogliari:2018:1):

A- Helps the organization to interact with environmental changes quickly to be able to discover new products and markets and protect from the unsuitable environment.

B - The organization that produces innovative products in a shorter time will increase sales and increase profits.

C - Innovative procedures contribute to managing routine tasks with the efficiency required to manufacture products and services with high efficiency

D - Innovation is often an important resource at all levels (individual, team, Organization).

E - Enables the organization to reach competition through developing new and innovative products, as well as maintaining or even increasing its market share while shortening the product development cycle.

G - Reducing costs, increasing production, improving performance, creating new products, creating new markets and creating new job opportunities

2- Dimensions of organizational innovations:

The dimensions of organizational innovation can be clarified according to the model (Leigh, 2011):

A - Encouragement and motivation: Most managers may be preoccupied with work pressure and miss encouraging successful innovative efforts. Here, self-motivation is required in order for the working individual to adopt the task and be keen and creative in it B - Mutualism: One of the indicators of the group's effectiveness in the organization is participation or reciprocity, which is represented in the group's participation in the work and meetings of the organization, and all members are listened to, and this allows their opinions and innovative ideas to be presented C - Adequacy of resources: time and money are the most important resources that affect innovation, as a fair distribution of them can contribute to sparking innovation among everyone, and vice versa, an unfair distribution can lead to discouragement and determination D - Freedom to work: It is represented in giving the individual worker an opportunity to decide for himself how to carry out the task assigned to him C - Work Challenges: It is represented by placing the working individual in a job that is commensurate with his experience and skills to contribute to igniting the flame of his innovation, and on the contrary, placing him in the wrong place generates frustration and a sense of threat D - Creativity: It is represented by developing ideas about products, practices, services and procedures that can be useful and new to the organization, as it contributes to organizational innovation, effectiveness, performance, survival and continued competition E- Workload requirements: It means burdening the working individual with burdens beyond his capacity, such as asking him to do more work than he can accomplish in the specified time, or burdening the working individual with less than what is necessary is also considered a source of work pressure because it means underestimating his capabilities and capabilities.

The Practical Side Of Research

First: exploratory constructive validity by exploratory factor analysis:

1- The exploratory structural validity of the adoption of training programs and organizational innovations:

The researchers benefits from applying the assertive constructive validity method to the paragraphs of the training programs to confirm that the twenty-seven paragraphs (27) of the independent variable represent the training programs best representation, while the researchers documents from the application of the affirmative constructive validity method to the paragraphs of organizational innovations that the twenty-two paragraphs (22) that are within The dependent variable in the questionnaire represents organizational innovations best. For the purpose of applying the confirmatory factor analysis method, the sample size should be suitable for applying this statistical method, and to prove this, the researchers uses the (KMO) scale, which will confirm that the

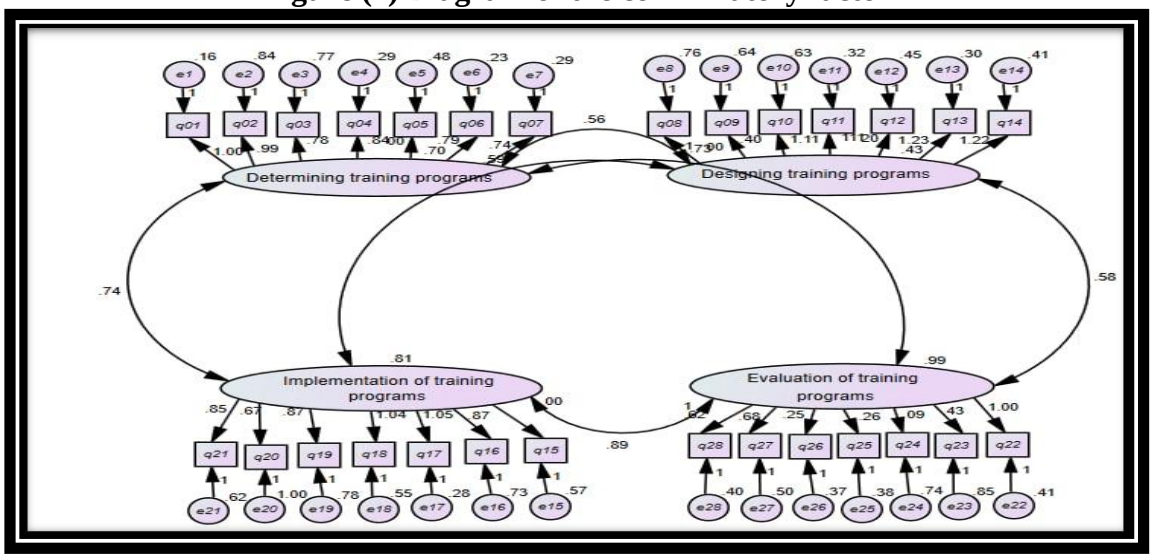
sample size is appropriate for the application of factor analysis if the value of the scale is more From (0.500), after applying the test, the results of the analysis showed that the size of the studied sample is compatible with the application of the confirmatory factor analysis method with high efficiency and as documented in Table (1), where it is inferred from Table (1) that the values of the (KMO) scale for the adoption of training programs amounted to (0.82).) which is higher than (0.500), which establishes the possibility of applying the confirmatory factor analysis method to the data obtained from the answers of the sample researched. After ensuring that the sample size is compatible with the application of factor analysis, it is necessary to verify the availability of the condition for applying the confirmatory factor analysis method related to the need for significant correlations between the independent dimensions in the training programs, through the application of the statistical test (Bartlett Test), as the result of the statistical test will prove the existence of Significant correlations between dimensions when the value of (Chi-Square) calculated for the test is significant, when the corresponding probability value is less than the significance level used in the research of (0.05) and vice versa, and by means of statistical analysis data it is inferred that there is a significant correlation between (determination of programs training programs, designing training programs, implementing training programs, evaluating training programs) within the independent variable (training programs), as well as the dependent variable (organizational innovations **Table (1) KMO and Bartlett test results**

The Exams		Training programs	Organizational Innovations
KMO Scale Value		٠,٨٢٠	0.887
Bartlett Test	Chi-Square Value	١٢٠٦,٠٧	884.91
	Probability Value Sig.	٠,٠٠	0.00
KMO { The Kaiser – Meyer – Olkin Measure }			

Source: Prepared by the researchers according to the results of the SPSS V25 program

As for proving that the questionnaire, with its forty-nine paragraphs, its independent dimensions, and its two variables, can be applied to the researched sample with high efficiency, the research employs some indicators of the quality of matching the model, which give a complete picture of the extent to which the model as a whole matches the research data. The results of applying the factorial analysis method on the research data and through the data of the Amos statistical analysis program, as documented in Table (2), Figure (1) and Figure (2), were all significant, documenting the fulfillment of the condition of validity in the paragraphs of the questionnaire and its independent dimensions and its variables (training programs) and (Organizational innovations). Thus, we concluded through statistical analysis and application data of the virtual validity method and the affirmative constructive validity method that the questionnaire represents the subject of the research (the adoption of training programs and their impact on promoting organizational innovations) Good representation

Figure (1) Diagram of the confirmatory factor



analysis of the training programsFigure (2) Confirmative factor analysis scheme for organizational innovations

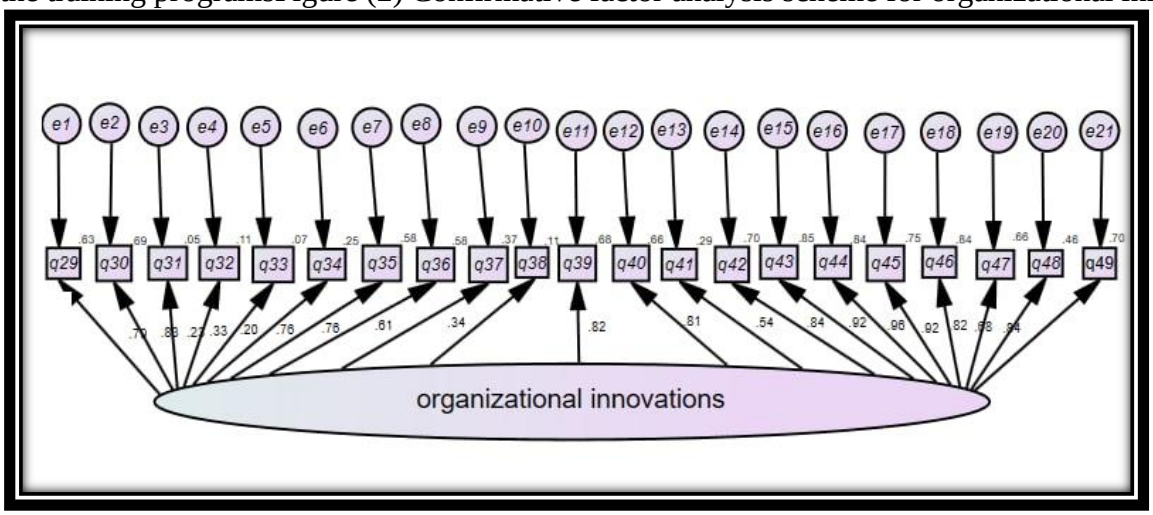


Table (2) data of the quality indicators of the model to measure the validity of the paragraphs of the training programs and organizational innovations

Match Indicators	Pointer Value		Acceptance Standard	Researchers Comment
	Training programs	Organizational Innovations		
The ratio between the chi-ا square value and the degree of freedom	١,٨٠٣	١,٤٨٦	The overall results of the confirmatory factor analysis were significant and thus document the validity of the representation of the paragraphs	**The overall results of the confirmatory factor analysis were significant and thus document the validity of the representation of the paragraphs**
Root Mean Square Error Of Approximation (RMSEA)	٠,٠٦٧	٠,٠٥٨	(49) A questionnaire for the research topic	

Normed Fit Index (NFI)	٠,٩٠١	٠,٩٠٣	(The adoption of training programs and their impact on promoting organizational innovations) is a good representation	**A (٤٩) questionnaire for the research topic The adoption of) training programs and their impact on promoting organizational innovations) is a good representation**
Comparative Fit Index (CFI)	٠,٩١٠	٠,٩٢٨		
Incremental Fit Index (IFI)	٠,٩١٥	٠,٩٣١		
Tucker-Lewis Index (TLI)	٠,٩٠٧	٠,٩٥١		

Source: prepared by the researchers according to the data of the confirmatory constructive validity test

2- Reliability: Reliability is a statistical method that confirms the reliability of the data that the researchers can obtain from the questionnaire data. The results of the reliability test for the forty-nine paragraphs of the questionnaire came as shown in Table (3). **Table (3) Stability test results**

Research Variables		Stability Coefficient Cronbach's Alpha	Stability Level	Researchers Comment
X1	**Define Training programs**	٠,٩٠٦	**High**	**The Presence Of High Stability In The Paragraphs Of The Dimensions Of The Training Programs**
X2	**Designing Training programs**	٠,٨٦٣	**High**	
X3	**Implementation Of Training programs**	٠,٨٨٠	**High**	
X4	**Evaluation Of Training programs**	٠,٧٨٤	**High**	
X	**Training programs**	٠,٩٠٨	**High**	
Y	**Organizational Innovations**	٠,٩١١	**High**	**The presence of high stability in the paragraphs of organizational innovations**
The entirety of the questionnaire		٠,٩٢٧	**High**	**The presence of high stability in the entire paragraphs of the questionnaire**

Source: Prepared by the researchers according to the results of the SPSS V25 program

The value of the stability coefficient for the total items of the training programs was (0.908), which indicates the presence of high stability in the items of the training programs because the value of the stability coefficient was more than (0.700). While the values of the stability coefficient for the independent dimensions (identifying training programs, designing training programs, implementing training programs, evaluating training programs) have recorded values that are all greater than (0.700), and for the total items of organizational innovations, the stability coefficient (Cronbach's Alpha) was recorded (0.911). It is more than (0.700), which confirms the presence of high stability in the paragraphs of organizational innovations, while the value of the stability coefficient for the entire paragraphs of the questionnaire was (0.927), which is more than (0.700), which proves that the paragraphs of the questionnaire successfully passed the stability test Second: Description and diagnosis

of research variables, analysis of sample answers and interpretation of results At this stage of the statistical analysis, the researchers focuses on an interpretation of the data of the descriptive analysis of the training programs and organizational innovations. The matrix of the strength of the answers will be used, which shows the level of respondents' response to the questionnaire items, as listed in detail in Table (3 **Table (3) Matrix of the strength of the answers to the questionnaire items**

Class	The Value Of The Weighted Arithmetic Mean Is Limited To The Period	The Strength Of The Answers To The Questionnaire Paragraphs	The Level Of Response By The Sample Members
The First	From 1 To Less Than 1.8	Totally Disagree	Very Low
The Second	From 1.8 To Less Than 2.6	Lack Of Agreement	Low
Third	From 2.6 To Less Than 3.4	Neutral	Moderate
Fourth	From 3.4 To Less Than 4.2	The Agreement	High
Fifth	From 4.2 To 5	Totally Agree	Very High
The length of the category in the matrix = {5-1 = 4} \ (the highest value taken by the scale = 5) = 0.80 {when adopting the five-point Liker scale in the research.			

Source: Karnilev Sergey Sergeyevg, (2012), "Multiple Regressions" Publishing House Statistical Science Library Moscow Russian Federation, First Edition: P56. The researchers relies on the weighted arithmetic mean, standard deviations, and relative importance in the process of descriptive analysis of the research sample's answers to the questionnaire paragraphs. As for diagnosing the trend of answering the paragraphs, the research relies on the hypothetical average of (3), which represents the boundary between disagreement and agreement within the five-point Likert scale adopted in The research, the results of the descriptive analysis of training programs and organizational innovations were as follows:

1-Descriptive analysis of training programs

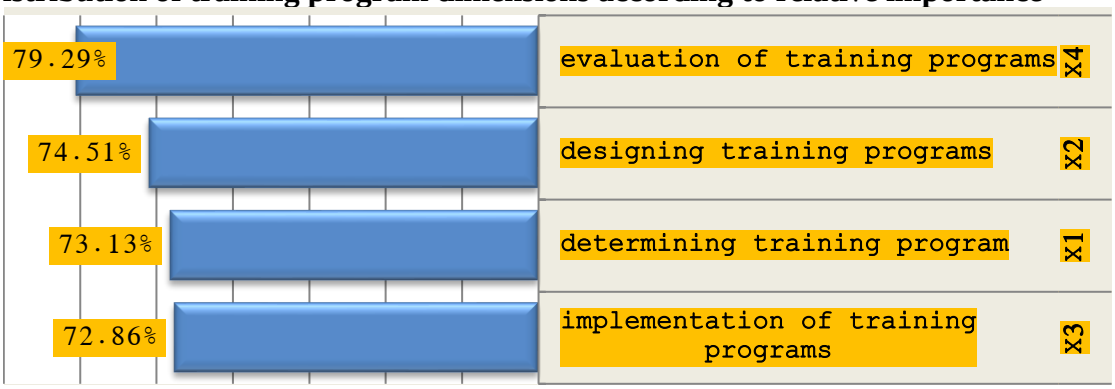
Table (3) the level of significance of the independent variable training programs

code	Variables	Arithmetic Mean	Standard Deviation	Relative importance	Sample Response Level	Arrangement
X1	Define training programs	3.657	0.672	73.13%	High	Third
X2	Designing training programs	3.725	0.674	74.51%	High	Second
X3	Implementation of training programs	3.643	0.817	72.86%	High	Fourth
X4	Evaluation of training programs	3.965	0.558	79.29%	High	First
X	Training programs	3.74٨	0.68٠	74.9٥%	High	Independent Variable

Source: Prepared by the researchers according to the results of the SPSS V25 program Table (3) and Figure (3) document that the value of the weighted arithmetic mean of the training programs as the independent variable was recorded (3.748), which is greater than the value of the hypothetical mean, and the value of the weighted arithmetic mean of the training programs within the category was between (from 3.4 to less than 4.2)

in a matrix The strength of the respondents' response, which confirms that the response tended towards agreement and with a high level of response, with a standard deviation of the training programs amounting to (0.680), which shows the homogeneity of the research sample's answers regarding the training program paragraphs, while the relative importance of the training programs was recorded (74.95%), including It shows the agreement of most of the research sample on the paragraphs of the training programs and its four dimensions, and from it we conclude that the surveyed hotels are significantly interested in adopting the training programs with their dimensions represented by (identifying training programs, designing training programs, implementing training programs, evaluating training programs), but the interest in diagnosing them was in close proportions Somewhat as shown in Table (3) and Figure (3 The levels of the research sample's responses to the dimensions of the training programs were distributed among the highest level of response by the sample members achieved by the independent dimension Evaluation of the training programs among all four dimensions with a weighted arithmetic mean of (3.965) and a standard deviation of (0.558), and its relative importance constituted (79.29%)) as indicated in Figure (3), which suggests that more than three-quarters of the research sample agree on the importance of evaluating the training programs of the surveyed hotels in their plans to adopt the training programs Figure (3) shows that the independent dimension of implementing training programs achieved the lowest level of response among the dimensions of training programs, as the value of the weighted arithmetic mean for this independent dimension was (3.643), and the standard deviation of implementing training programs was recorded (0.817), and the relative importance amounted to (72.86). %) to confirm that most of the research sample agreed that there is less interest on the part of the management in the surveyed hotels compared to the rest of the dimensions of the training programs for the surveyed hotels from the point of view of the research sample

Figure (3) Distribution of training program dimensions according to relative importance



Source: Prepared by the researchers

- Descriptive analysis of the dependent variable (organizational innovations٢

Table (4) and Figure (4) document that the value of the weighted arithmetic mean of organizational innovations as the dependent variable recorded (3.723), which is greater than the value of the hypothetical mean. The strength of the response of the sample, to indicate that the level of respondents' response to most of the paragraphs of organizational innovations tended towards agreement and at a high level, with a standard deviation of the dependent variable amounting to (0.697), which shows the extent of the homogeneity of the answers of the research sample, while the relative importance of organizational innovations was recorded (74.46). %), which shows the agreement of most of the research sample on the items of organizational innovations, and this indicates that the management in the surveyed hotels is significantly interested in organizational innovations. Thirty and as an indicator in Figure 4. The value of the weighted arithmetic mean for the total paragraphs was (4.192), with a standard deviation recorded (0.446), and a relative importance of (83.85%), to confirm that most of the research sample agreed that management in the hotels under research is inspired by more learning from organizational innovations, while documenting a form (4) The forty-fifth paragraph achieved the lowest level of response among the paragraphs of organizational innovations, with a weighted arithmetic mean of (3.327) and a standard deviation of (0.885), and a relative importance of (66.54%), according to the opinions of the sample).

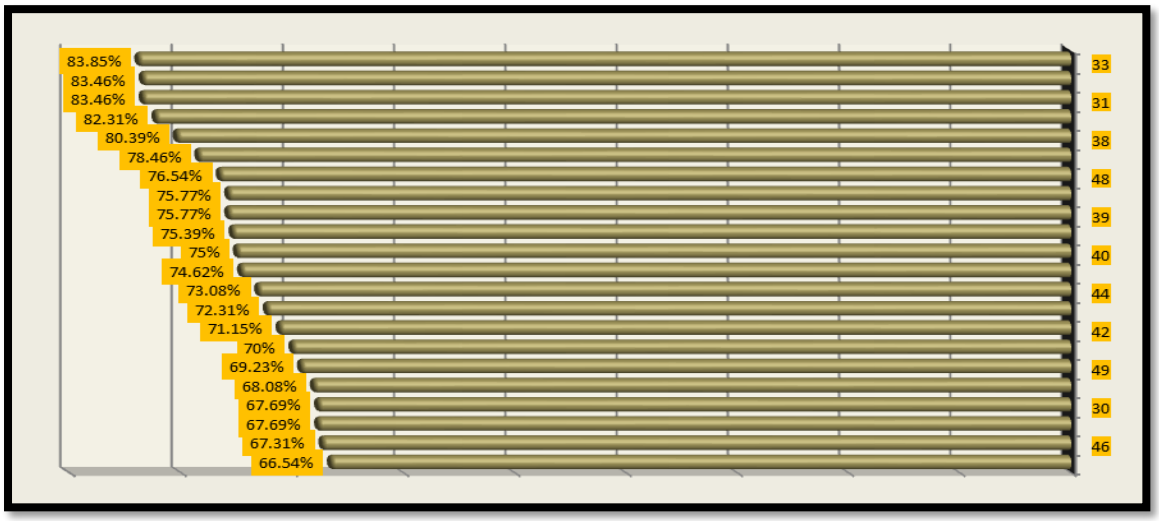
Table (4) the level of importance of the dependent variable organizational innovations

No.	The Scale					Arithmetic Mean	Standard Deviation	Relative Importance	Response Level
	٥	٤	٣	٢	١				

	Totally Agree	Agree	Neutral	I Do Not Agree	I Don't Quite Agree			%	
	Number	Number	Number	Number	Number				
٢٨	١١	١٣	٢٠	٢	٦	3.404	0.862	68.08%	high
٢٩	٩	١٩	١٦	٥	٣	3.500	0.729	70%	high
٣٠	١٥	٥	٢٤	١	٧	3.385	0.954	67.69%	high
٣١	١٧	٣٠	٢	٣	٠	4.173	0.413	83.46%	high
٣٢	١٣	٣٥	٤	٠	٠	4.173	0.203	83.46%	high
٣٣	١٨	٢٩	٣	١	١	4.192	0.446	83.85%	high
٣٤	٢١	١٨	١١	٢	٠	4.115	0.531	82.31%	high
٣٥	١٠	٢٨	٦	٦	٢	3.731	0.684	74.62%	high
٣٦	١٢	٢٥	٨	٦	١	3.789	0.568	75.77%	high
٣٧	١٧	١٣	١٨	١	٣	3.769	0.766	75.39%	high
٣٨	٨	٣٨	٥	١	٠	4.019	0.23	80.39%	high
٣٩	٩	٣١	٤	٨	٠	3.789	0.650	75.77%	high
٤٠	١٦	١٥	١٤	٦	١	3.750	0.735	75%	high
٤١	١٦	٢٥	٦	١	٤	3.923	0.753	78.46%	high
٤٢	١٧	٨	١٩	٣	٥	3.558	0.927	71.15%	high
٤٣	١٩	١٢	١٢	٠	٩	3.615	0.783	72.31%	high
٤٤	١٣	٢١	٩	٥	٤	3.654	0.839	73.08%	high
٤٥	٩	١٥	٢٠	٠	٨	3.327	0.885	66.54%	high
٤٦	١٣	١٠	٢٠	١	٨	3.365	0.967	67.31%	high
٤٧	١٤	٧	٢٢	٣	٦	3.385	0.923	67.69%	high
٤٨	١٥	٢٢	٧	٧	١	3.827	0.714	76.54%	high
٤٩	٩	١٩	١٥	٥	٤	3.462	0.781	69.23%	high
Y	Organizational Innovations					3.723	0.697	74.46%	high

Source: Prepared by the researchers according to the results of the SPSS V25 program

Figure (4) Distribution of organizational innovations items according to the level of sample responses



Source: Prepared by the researchers Fourth: Testing research hypotheses A- Testing hypotheses of association between variables Table (5) Results of the association test between the adoption of training programs and organizational innovations

Source: Prepared by the researchers based on the results of the statistical analysis using the spss v.25 statistical program). * means that the correlation coefficient is significant at the level (0.05). N=52** means that the correlation coefficient is significant at the level (0.01).

According to Table (5), the hypotheses of correlations can be tested as follows

Hypothesis		Variables		Spearman correlat coefficient	ignificance level Sig. (2-tailed)	ship strength and dir
		Independent	)ependent			
Sub	١-١	he Training Programs	ganizational Innovations	0.540**	(0.01)	Direct Medium
	٢-١	ning Training Progra		0.287	reater Than (0.05)	xponentially Weak
	٣-١	mentation Of Trainin Programs		0.595**	(0.01)	Direct Medium
	٤-١	on Of Training Progr		0.681**	(0.01)	Exponential Strong
t Main Hypothesis		editation Of Training Programs	ganizational novations	0.745**	(0.01)	Exponential Strong
Acceptable hypotheses			Number		gnificant hypotheses out of five hypoth	

1-There is a strong significant correlation at the level (0.01), that is, with confidence limits of 99%), between the adoption of training programs and organizational innovations, as the value of the correlation coefficient was (0.745), and this result indicates that the greater the interest in training programs This led to a rise in the level of organizational innovations in the surveyed hotels from the point of view of the sample. It must accept the first main hypothesis, which states that there is a significant correlation between the adoption of training programs and organizational innovations.

2- The value of the correlation coefficient for identifying training programs and organizational innovations has reached (0.540), which is a significant and direct correlation at the level of (0.01), with confidence limits of (99%). To a rise in the level of organizational innovations, and this result supports the research sub-hypothesis

(1-1) emanating from the first main hypothesis, and this means accepting this hypothesis, that is, there is a significant correlation between identifying training programs and organizational innovations.

3- The training program design dimension did not achieve a significant correlation with organizational innovations, as the value of the correlation coefficient was (0.287), which is a weak but positive correlation, and this result does not support the research sub-hypothesis (2-1) emanating from the first main hypothesis, which means Rejecting this hypothesis and accepting the alternative hypothesis, which indicates that there is no significant correlation between the dimension of designing training programs and organizational innovations.

4- The value of the correlation coefficient between the implementation of training programs and organizational innovations amounted to (0.595), which is a significant and direct correlation at (0.01), that is, with confidence limits of ((99%), and this result indicates that the greater the interest in the implementation of training programs, this leads to A rise in the level of organizational innovations, and this result supports the research sub-hypothesis (3-1) emanating from the first main hypothesis, and this means accepting this hypothesis, that is, there is a significant correlation between the implementation of training programs and organizational innovations.

5- The value of the correlation coefficient for evaluating training programs and organizational innovations amounted to (0.681), which is a strong significant and direct correlation at the level of (0.01), with confidence limits of (99%). This result indicates that the greater the interest in evaluating training programs, the greater the This result indicates a rise in the level of organizational innovations, and this result supports the research sub-hypothesis (4-1) emanating from the first main hypothesis, and this means accepting this hypothesis, that is, there is a significant correlation between the evaluation of training programs and organizational innovations.

6-The value of the correlation coefficient for evaluating training programs and organizational innovations reached (0.681), which is a strong significant and direct correlation at the level of (0.01), i.e. with a confidence limit of (99%). This result indicates that the more interest there is in evaluating training programs, the higher the level of organizational innovations. This result supports the research sub-hypothesis (4-1) arising from the first main hypothesis, which means accepting this hypothesis, i.e. there is a significant correlation between evaluating training programs and organizational innovations.

2- Test the effect between the variables:

To test the validity of the second main hypothesis of the research whether there is a significant effect of adopting training programs and their sub-dimensions in organizational innovations, a simple linear regression analysis was used, and the F-test will be adopted, as well as measuring the significance of the effect by adopting the P-Value or (2-tailed) in which the null hypothesis is rejected and the alternative hypothesis is accepted, when the P-Value is less than the value of α fixed limit at a significant level (0.05), which can be calculated directly from the statistical program Spss, and the results are as in Table (6) below

Table (6) Impact test results for the adoption of training programs and organizational innovations

hypothesis		Variables		F-Calculated	Significance level Sig. (2-(tailed	Regression coefficient β	Coefficient of determination R2% Rate of explanation
		The Independent	Dependent				
Sub	١-١	**Determine training programs**	**Organizational innovations**	15.677**	(0.01)	0.539	29.16
	٢-١	**Designing training programs**		3.43	(0.19)	0.353	٨,٢٤
	٣-١	**Implementing training programs**		20.824**	(0.01)	1.192	٣٥,٤
	٤-١	**Evaluation of training programs**		32.907**	(0.01)	0.614	٤٦,٤
Second main hypothesis		Accreditation of training programs	Organizational innovations	**٤٧,٤٣٦	(0.01)	1.272	55.5
Acceptable Hypotheses			Number		Four moral hypotheses out of five hypotheses		

Source: Prepared by the researchers based on the results of the statistical analysis using the spss v.25 statistical program N=52 **Tabular value of (F) at the level of significance (0.05) and degree of freedom (38) = (4.118(Tabular value of (F) at the level of significance (0.01) and degree of freedom (38) = (7.438(** According to Table (6), the impact hypotheses can be tested as follows:

1-There is a significant effect of the adoption of training programs as a whole in organizational innovations, as the calculated F-value amounted to (47.436) because it is greater than the tabular (F) value of (7.438) and has a significance level of Sig (0.01), and the value of the coefficient, which represents the value of The slope of the regression line is (1.272), meaning that increasing the value of the training programs variable by one unit will lead to a change of (1.272) in organizational innovations. In organizational innovations, it is a discrepancy explained by the adoption of training programs that entered the model, and that (44.5%) α is a discrepancy explained by factors that did not enter the regression model, so the second main hypothesis is accepted, which states that there is a significant effect of the adoption of training programs in organizational innovations.

2-There is a significant effect of determining the training programs in organizational innovations, as the calculated F value was (15.677) because it is greater than the tabular (F) value of (7.438) at the level of significance Sig. (0.01), and the value of the coefficient was (0.539), meaning that increasing the value of determining the training programs by one unit will lead to a change of (0.539) in the core ability, and the value of the determination coefficient (R2), amounting to (29.16), which means that the value of (29.16% of the discrepancy in organizational innovations is explained by identifying the training programs that entered the model, and (70.84%) is explained by factors that did not enter the regression model, so the sub-hypothesis (1-2) is accepted within the second main hypothesis, That is, there is a significant effect of selecting training programs in organizational innovations.

3-There is no significant effect of designing training programs on organizational innovations, as the calculated F value was (3.430), which is less than the tabular F value of (7.438), with the significance level of Sig. (0.19), which is greater than the significant level (0.05), and this result means the rejection of the sub-hypothesis (2-2) emanating from the second main hypothesis, that is, there is no significant effect of designing training programs on organizational innovations.

4-There is a significant effect of the implementation of training programs on organizational innovations, as the calculated F value was (20.824) because it is greater than the tabular (F) value of (7.438) with the significance

level of Sig. (0.01), and the value of the coefficient was (1.192), meaning that an increase in the value of implementing training programs by one unit will lead to a change of (1.192) in organizational innovations, and the value of the determination coefficient (R2) of (0.354), which means that the value of ((35.4%) of the variation in the core ability is explained by the training implementation stage that entered the model, and (64.6%) is explained by factors that did not enter the regression model, so the sub-hypothesis (3-2) is accepted within the second main hypothesis, That is, there is a statistically significant effect of the implementation of training programs in organizational innovations.

5-There is a significant effect of evaluating training programs in organizational innovations, as the calculated F value was (32.907), which is greater than the tabular (F) value of (7.438), with the significance level of Sig. (0.01), and the value of the coefficient was (0.614), meaning that an increase in the value of training programs evaluation by one unit will lead to a change of (0.614) in organizational innovations, and the value of the determination coefficient (R2) of (0.464), which means that its value (46.4% of the variation in organizational innovations is explained by the evaluation of the training programs that entered the model, and (53.6%) is explained by factors that did not enter the regression model, so the sub-hypothesis (4-2) is accepted within the second main hypothesis, That is, there is a statistically significant effect of evaluating training programs in organizational innovations,

conclusions

1-The management of the surveyed hotels is interested in determining its needs for training programs and meeting those needs when designing its training programs in accordance with the requirements of its renewable business to raise the efficiency of workers and in a way that contributes to achieving its goals.

2-The effect of the sub-variables for the adoption of training programs varies in the moral effect of the organizational innovations in the surveyed hotels.

3-There is a high interest on the part of the surveyed hotels in increasing the stock of knowledge of the workers by engaging them in appropriate training programs to increase their skills and change their attitudes in a positive manner and in a way that enhances organizational innovations, but there is a lack of financial resources allocated to cover the expenses of those training programs.

4-The management of the surveyed hotels is keen to encourage the creative and innovative ideas of its cadres, but there is a weakness in the use of modern technologies in the implementation of its work.

Recommendations

١-The departments of the studied hotels should follow up on all new hotel training programs to obtain efficient and distinguished workers in hotel work and to achieve the hotel's goals.

٢-The departments of the studied hotels should adopt a work mechanism to allocate the financial resources allocated to cover the expenses of the required training programs.

٣-The departments of the studied hotels should adopt the use of modern technologies in implementing their work that help in creativity and distinction among workers.

Sources

1- Leigh, |k, E. (2011). Organizational creativity: The relationship between creativity, values, and performance in architectural practice (doctoral dissertation, Colorado state university).

2- Olszak, C. M., Bartus, T., & Lorek, P. (2018). A comprehensive framework of information system design to provide organizational creativity support. Information & Management, 55(1), 94-108.

3- Amabile, T. M. (1996). Creativity in cotext. Boulder, CO: westview.

4- Fleischmann, M., Carr, E., Xue, B., Zaninotto, P., Stansfeld, S., Stafford, M., & head, J. (2018). Changes in autonomy, job demands and working hours after diagnosis of chronic disease: a comparison of employed and self- employed older persons using the English longitudinal research of ageing (ELSA). J Epidemiol Community health, 72(10), 951-957.

5- Dessler, Gray (2014) Fundamentals of human resource America, Isbn 10:1292-02370-8, available at: http://www.pearsoned.co.uk/ .

6- Hernandez، Cample (2014), ESSENTIAL ELEMENTS OF AN EFFECTIVE TB TRAINING PROGRAM Developing and presenting TB Control Training Courses Essential Elements, issue vol 2.

7- Robson, Lynd، Stephenson, carol،and Schulte, Paul، (2010)، A systematic review of the effectiveness of training & education for the protection of workers،Institute for Work & Health, Columbia Parkway.

8- Salas،eduardo & Bowers، Janis،(2001)، the science of training a ecade of progress ،university of texas.

9- Shapiro, J. Coyl-, hoque K., Kessler I., , Richardson R. ad Walker L. (2013) Human resource management , 1st edition in University of London International Programs MN3075 available at : www.londoninternational.ac.uk.

10- Trainer، Patricia, Founder JD, Brady ، Robert L.,(2016), 7 strategies for Effective Training, Printed in the United State of America،1st edition ISBN 1-55645-235-7 Pathfinder International group.