

The Importance of Training and Human Development for Organizational Survival in Iraq

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Abstract: *The professional development sector is linked to economic trends, which makes it vulnerable to global regional variations. In the Arab world, some countries have invested in the development of technical and vocational training through partnerships with international organizations, raising their ranking in the field of education and training. The countries of the region are working to promote employment and adapt to the labor market through structured training and job improvement. This research aims to study the role of training and human development in organizational survival in Iraq, using a descriptive approach to analyze related theories and concepts. He will also discuss the challenges facing Iraqi scientific research and analyze the training activities of organizations, focusing on the importance of training and human development for the continuity of institutions.*

Key words: human resource, training, development, skills, survival organization.

1. Introduction

Since the professional development sector is closely linked to economic trends, the wide disparities in the regional regression of the world indicate that these sectors are more or less affected. In the Arab world, some countries have invested heavily in the development of their training sector through various projects with international organizations. These countries have been classified in one way or another in intermediate and sometimes advanced positions in the field of technical and vocational education and training, including training and human development. Currently, the countries of the region are seeking to develop various aspects of the employment sector and adapt to the labor market by encouraging the implementation of organized training and job promotion.

we present the theoretical framework of the role of training and human development in organizational survival using a descriptive approach to the theories and concepts of training and human development linking the researcher to the subject of training and estimating survival in Iraq. we will have discussed in detail the difficulties that the Iraqi research community faces, as well as the nature of the difficulties and the reasons for the imbalances, and also analyzes the training, research, and experimental activities of the organizations. also we will explain the importance of training for organizational survival, and the importance of human development for organizational survival. In the end, samples will be taken from some workers in the private and public sectors randomly in the number of 60 samples, 10 of which were ignored to count their fulfillment, and 50 random samples were analyzed only from the private and government sectors to indicate the possibility of analysis of the research topic and the possibility of reaching realistic results that benefit the interests of workers and organizations in Iraq. The Anova model will be used in the analysis, the analysis of the axes of training, human development and the axis of organizational survival and the statement of results, conclusions and recommendations at the end of this research.

Key words: human resource, training, development, skills, survival organization.

1.1. Background and Context

The majority of organizations are called upon annually by trainers and human development specialists to send employees to training. Training is sharply contrasted with development, and these topics have been the object of theoretical debate. There is a potential new question for the need for training and human development in light of the increasing volume of trade between the European Community (EC), the United States (US), and Iraq, combined with the changes in the ownership of corporations following a reduction in state management.

Iraq has a number of environmental factors that make the need for training and human development pervasive:

A society where indecisiveness shall be the cardinal virtue has evolved. This characteristic has conditioned organizational careers in all kinds of organizations between the Church and family businesses, and it makes mandatory the freedom with professional management from countries where performance and its execution are considered important.

The prevalence of illiteracy, the difficulty of getting reliable mail, and a rickety transportation system complete the environmental factors impacting the need for training and human development in Iraq. These two countries serve as a lead-in to the organizational environment in Iraq. An understanding of the organizational environment in Iraq is necessary to determine if it should have an impact

on training effectiveness in those organizations. Some specifics of the organizational environment in Iraq include the scarcity of exportable/heavily domestically dependent products, a tradition of paternalistic organizational management with the purpose of taking care, and the recent reversal over to private ownership of businesses previously occupied by the state.

2. The Impact of Training and Human Development on Organizational Performance

Training is the process of developing the knowledge, skills, attitudes, and behavior of employees to improve their effectiveness and competence in their current job. Human development is a process of preparing employees for future work in order to make the best use of themselves and their future. (Al-Taii et al., 2020)(Waham et al.2020)

In this sense, training and development may sometimes involve a change in the motivation and the total satisfaction of the individual in the job, which may or may not immediately be associated with the field of specialization. The most important asset of an entity is the human element of the employees, and the development of human resources is a fundamental field in the various administrative fields.

Training and development contribute to a new blood that provides the entity with research and the ability to continue, survive, and adapt to the knowledge, skills, and attitudes of employees, which contribute to achieving the goals of the entity and thus be in the internal environment of the entity, especially in good morale and high productivity.

Training and human development are essential for achieving the positive performance of the organization's employees, helping them to develop skills and increase efficiency in their work, which has a positive impact on employee performance and productivity. Therefore, training enhances the knowledge of organizational members and provides them with the latest information and skills, develops the ability of the staff to effectively carry out their work, makes employees feel a sense of pride in their work, and provides support and encouragement to employees, which increases the morale and satisfaction of the staff at work.

By identifying the relationship between the importance of training and human development and the performance of employees and their impact on corporate performance, the current approach seeks to demonstrate how technical education has a significant effect on employee performance and that there is a significant and positive relationship between training and improvement.

Performance or not. In addition, it uses a structured and status-based approach to achieve this goal based on several pieces of knowledge and research conducted on this subject in various fields. (Nijs et al.2022)

2.1. Enhancing Employee Skills and Knowledge

In recent times, it has become crucial for organizations to provide training to their employees in order to ensure the organization's survival. Decision-makers now recognize the importance of employee skills and abilities. Many organizations strive to promote equal opportunities for individuals to improve their skills, ultimately enhancing efficiency and performance in professional, scientific, and managerial areas through training and development.

Introduction to the discussion of the reasons and foundations of the concept of the importance of training and human development for continuous operation through the parties. The discussion takes place in the convenience of the strengths developed and developed by the organization. The importance of training and human development may be carried out in a later paper on training and human development in order to confirm that the employees are able to deliver a distinctive style in their performance.

Training and human development have an impact on increasing the efficiency of the employee and his willingness to increase his knowledge and skills. To promote and encourage individuals to develop their professional and human skills. (Niati et al.2021) The provision of training to develop individual skills contributes to providing a satisfactory work environment. The high degree of personal job satisfaction leads to an increase in the degree of organizational satisfaction. Human development, and through it, increasing knowledge and developing individual skills, is reflected in greater self-confidence of the employee. The provision of training to enhance the skills of the employee increases the degree of employee loyalty to the organization. The supply of training contributes to fill specific gaps in the professional and practical skills of the employee.

The development of the employee's capabilities enhances the individual's ability to cope with the future tasks of the employee and increases the acceptance of the employee's future responsibility. (Dachner et al.2021)

The employee's acceptance of the new skills and knowledge and their application can be clearly reflected in the individual's performance. Individual training increases the psychological compatibility between individuals and their wives and creates a happy home environment, which necessarily reflects the individual's positive performance within the organization. The degree of individual professional readiness and development has a significant impact in facing environmental change and uncertain future, which is available in the coefficients of adaptability, acceptance of others, and ease of change.

The development of the employee's capabilities enhances the compatibility of the employee's psychological conditions with the new structure of the work from other sides and develops the ability to accept responsibility. (Heslina and Syahrini2021)

There is a direct link between the training of individuals within the departments and their increased professional opportunities. The arsenal of skills and knowledge is a source of real gains, and because of this, the loyalty of the employee is extended to time, which is reflected in his attachment to the work environment. The development of individual knowledge and skills leads to a decrease in the level of professional pressure, which is reflected in the satisfaction of the degree of employee in his professional and functional level.

2.2. Improving Employee Morale and Engagement

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According to Panzar, the main goal of training is to improve employee morale and develop loyalty to employees. This research shows that employees who feel that the organization has made an investment in their professional growth and development are much more committed to and feel positive towards their organization. The training guru Donald Kirkpatrick and Jim Kirkpatrick argue that some important activities such as mentoring, feedback, challenge, and encouragement constitute a necessary for employee engagement. Money spent on training may lead to high employee turnover if a lack of other strategies is used to retain the trained employees. If other retention strategies are used, money spent on the training is considered to bring money back to the organization.

Patzia and Harms have shown that businesses invest billions annually in training and development. The No. 1 reason for the failure of training and development is the lack of employee engagement. Garg has shown that investment in employee growth and development makes a considerable impact on the commitment levels of employees. Therefore, it motivates them to work even more. McCuistion presented the contemporary view of employee development as the never-ending process of employee learning, which is considered essential for recruitment, and selection, training and development of the human capital as well as improvement of the organizational performance. Many organizations are well aware of the costs associated with hiring new employees, including advertising and recruitment costs as well as the recruitment time for HR staff. Employee turnover also means loss of knowledge and experience, which has been built up within the areas like the company's product range or processes.

3. Challenges and Opportunities in Training and Human Development in Iraq

Training and human development in Iraq are seen as an important contemporary theme as a result of the war in 2003. Iraq even faces the challenge of underdevelopment, particularly in Iraqi society and in all areas, including manpower training and human development. Over the past three decades, the Iraqi nation has suffered from three devastating wars, which came at a great military and social cost. These complexities in time have not kept pace with the transformations that have occurred in Iraq and the real global marketplace.

Iraq has encountered economic difficulties in its infrastructure as a result of military operations and damaged facilities, leading to a decrease in domestic production. The rehabilitation and enhancement of the infrastructure necessitate substantial investment. In 2012, male managers identified various challenges in managing the unpredictable environment. The primary challenge in Iraq is the adverse perception of the security situation, making it challenging to recruit personnel from the US and Western nations. Infrastructure and operational difficulties in Baghdad include frequent artillery attacks, inadequate construction infrastructure, unreliable access to electricity, political corruption, and an influx of unskilled individuals due to the departure of skilled laborers.

The training and development of personnel will not bear any fruits when the conditions in which these capacities have been looped into are poor. Therefore, the calculated investments in the field of Iraq have shown that safe handling, road policy, and culture are good in actual fact. The practical takes lift in areas discussed here. The level procedures and infrastructure were found to be at their lower ebb. Decades of wars with the associated sustained vandalization destroyed have devastated the nation, leaving a trail of destruction and despair in its wake. In the areas of training and human resource development, there was a slow start in workplace training in Iraq. Iraqi workplaces are still controlled by owners who are not familiar with contemporary management practices, leading to inefficiencies and missed opportunities for growth. The country lacks the necessary skill acquisition and reasonable plans for new jobs by the fresh graduates, causing unemployment rates to soar. Overall, it is concluded that there still exist numerous untapped opportunities in both training and human resource development in Iraq. The future holds promise for a brighter tomorrow in Iraq, despite the current challenges. It is a nation that has endured many sorrows in society, but amidst the hardships, there are also some signs of hope and happiness, embodying the resilience and spirit of its people. The path ahead may not be easy, but with determination and concerted efforts, Iraq has the potential to overcome its obstacles and thrive once more.

3.1. Economic and Infrastructure Challenges

Organizations face various obstacles when it comes to providing effective training programs due to challenges in training and human development. The economic conditions in Iraq have led to a general standard of living close to poverty, with only those with connections to authority being able to find work. The Iraqi government is not able to offer quality services, including additional training opportunities for personnel. Additionally, there is a shortage of necessary resources for training, such as hard currency to purchase items not produced in Iraq. For instance, the Central Bank of Iraq had a need for computers to support training in clerical skills, but none were available.

The training centers and a staff of experienced trainers with the professional skills necessary to plan and deliver courses for organizational staff are in short supply. The strategic planning that is necessary to schedule follow-up courses according to one's development plan is rare, as is the budgeting for such programs. Underlying all of these barriers is the requirement for managers to accurately identify priorities and to ensure that adequate resources are allocated progressively to the training and development areas. As one group of 15 middle managers concluded, integrating the Odd will require years of patient persistence, both by those donating their time and money and by the Iraqis themselves.

Someone summed it up this way: "Front-line soldiers can be trained in a week, a team leader in a month, but I'd need a year or two to make a real manager - and a top executive - for a company to survive in the long run." (Dexter, 2020) (Hunzeker, 2021)

3.2. Cultural and Societal Factors

There are numerous cultural and societal factors that significantly impact the installation of a comprehensive training system in Iraq. The environment, being completely foreign and unfamiliar to the researcher, entails a unique way of thinking after spending several decades residing abroad. Therefore, it becomes highly crucial to initiate this exploration by thoroughly delving into the manner in which society and culture profoundly influence the actual delivery of training to individuals, primarily based on my personal observations and experiences. The societal and cultural aspects of the environment are intricately woven into everyday activities, collectively constructing a complex tapestry. Although these experiences may not always dictate the final outcomes, they provide invaluable signposts that reveal general trends within the authority structure of organizations and the interpersonal relationships among individuals. In essence, the culture in Iraq indicates that external methodologies and approaches may yield some impact, but an authentic localization of the training system is imperative. To effectively address the challenges at hand, it is essential to recognize and navigate the societal and cultural processes that have been steadily evolving over the course of decades. These processes serve to shape the current landscape and understanding of training and human development efforts in Iraq. It is evident that the path towards achieving optimal training outcomes demands a comprehensive integration of cultural understanding and sensitivity. By acknowledging the nuances and intricacies of the Iraqi society, it becomes possible to tailor the training systems to align with the specific needs, values, and aspirations of the individuals and communities. Only through such genuine localization efforts can the society truly harness the full potential of training and human development, surpassing the limitations imposed by external influences and effectively nurturing the growth and progress of its people.

4. Best Practices and Strategies for Effective Training and Human Development

Several learning experiences are important for effective training and the development it creates:

1. Tailor the training program to the third parties it serves so that it offers the greatest possible value to the entire organization.
2. Link the training component that is given to organizational task transfer processes, ensuring that the training package is not merely tailor-made for the organization but that appropriate organizational context is created for individual learners, some of whom may be involved in the development and delivery of the training. Train the trainer.
3. Consciously plan and control the impact of group learning, using groups that are small enough to encourage the participation of all members as well as large enough to admit a range of experience, opinion, and problem-solving skills.
4. Employ adults as change agents, rewarding and developing them in their roles as learning facilitators and linking the reflective dialogue and encourage in training to other organizational 'learning' conversations. These group experiences were used as opportunities for organizational dialogue, drawing in a wide range of stakeholders wherever possible.

Remote learning offers the opportunity to extend such benefits to a wider audience, such as organizations in geographically dispersed areas.

There is an increasing demand on people's time and the locations in which training can be delivered are often a limiting factor. Technology allows for training to take place in any office. (Beer & Mulder, 2020) Home PCs may yet offer another opportunity for work-based learning for those that do not have access to PCs on the job. Remote learning also allows for people working in the evening or shift work to access training materials at any time, enabling the organization both to develop its employees and also through the flexibility of ways of learning provided to cater for the individuality of its employees.

4.1. Utilizing Technology for Remote Learning

Technology has a unique potential for bringing the best-level training institutions and the worst together by eliminating the problem of geographical isolation. It can also resolve the problem of accessibility to institutions and facilitate the efficient and effective use of technology in removing time and place barriers to learning. The limitations on training impact are more in the facilitation and delivery techniques rather than the access techniques.

This point shows the country's strength and the advantage level it owns regarding human development, as Iraq is the fifth graded team according to the questionnaire, IM ranking, for purchase of ICT devices. Iraq has approximately 12,000,000 internet users, representing 33.8% of the population. (Wahib et al.2023)

The number of internet users in June 2019 reached approximately 5 million, representing an 11.2% change year on year. ComScore reported an increase of 10.52% in internet users to June 2019. The number of Facebook subscribers shows an upward trend. In May 2019, the number of subscribers exceeded 14,400,000, compared to 12,400,000 trading in 2018. The annual percentage change was 16%. As for the subscription of world best sellers (internet subscribers), it is tracking growth of 11% with the percentage subsists at 18.8%.

5. Practical aspect and statistical analysis:

As we said earlier, a random sample of employees in the public and private sectors in Iraqi organizations was taken by 50 employees of different ages, positions and certificates, in addition to the levels of experience and the number of years of work in these organizations, and the analysis was carried out by the Anova model, and the results will be shown below in detail.

Part 1: demographic analysis

1. Sample distribution by gender:

- Males: 17 (34%)
- Females: 33 (66%)

Sample by gender	No.	percentage
M	17	34%
F	33	66%

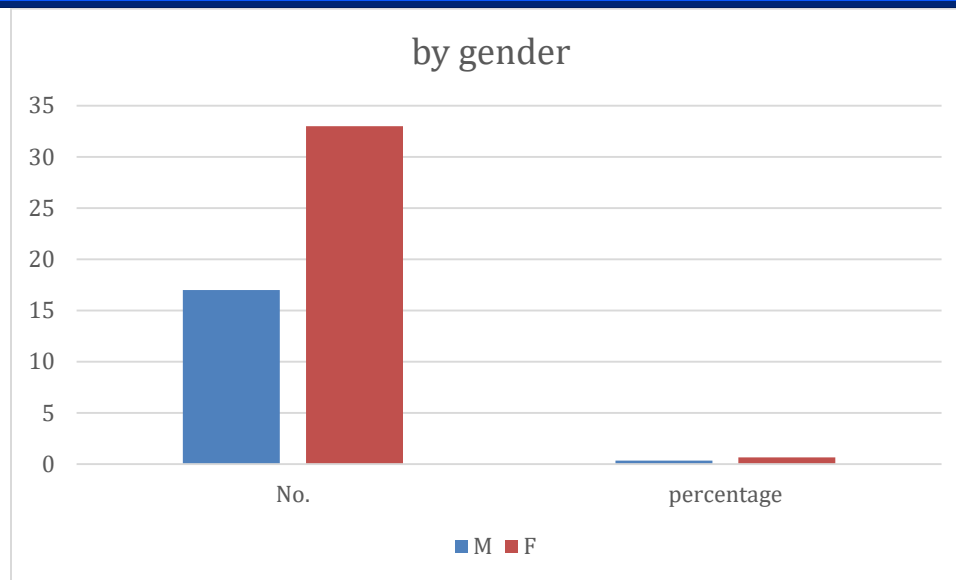


Figure 1 : Sample by gender

2. Distribution of the sample by age:

- Under 25 years: 12 (24%)
- 25-34 years: 15 (30%)
- 35-44 years: 11 (22%)
- 45+ years: 12 (24%)

Age group:	Percentage	No.
Under 25 years	24%	12
25-34 years	30%	15
35-44 years	22%	11
45+ years	24%	12

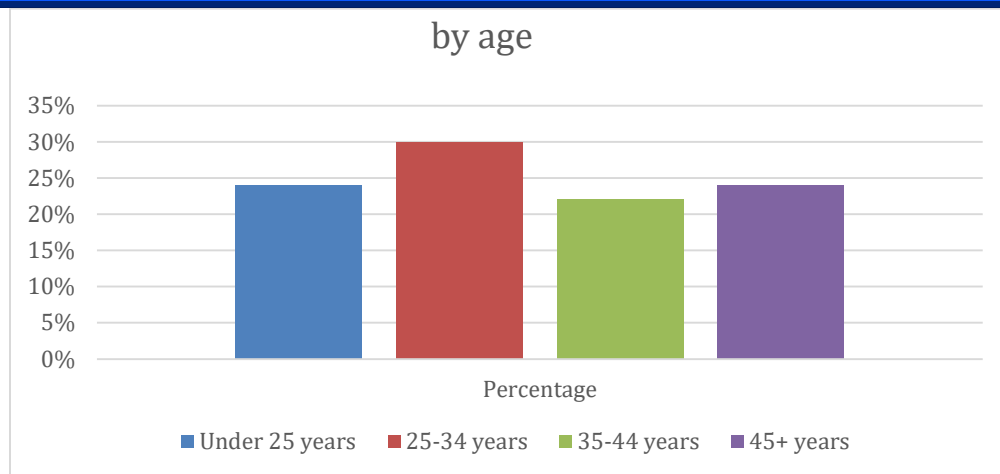


Figure 2 by age

3. Distribution of scientific qualification:

- Diploma: 5 (10%)
- Bachelor: 39 (78%)
- Master: 6 (12%)

scientific qualification	No.	percentage
Diploma	5	10%
Bachelor	39	78%
Master	6	12%

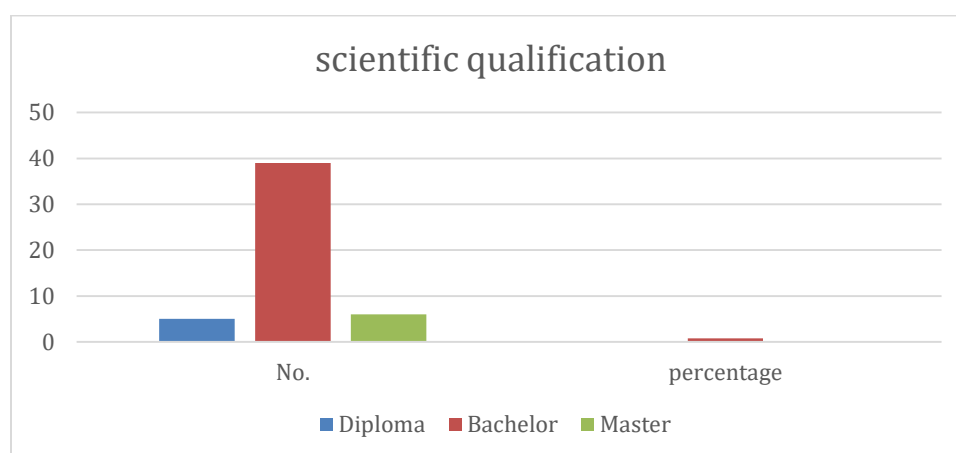


Figure 3 scientific qualification

4.Sector distribution:

- public sector: 20 (40%)

- private sector: 30 (60%)

Sector distribution	No.	percentage
public sector	20	40%
private sector	30	60%

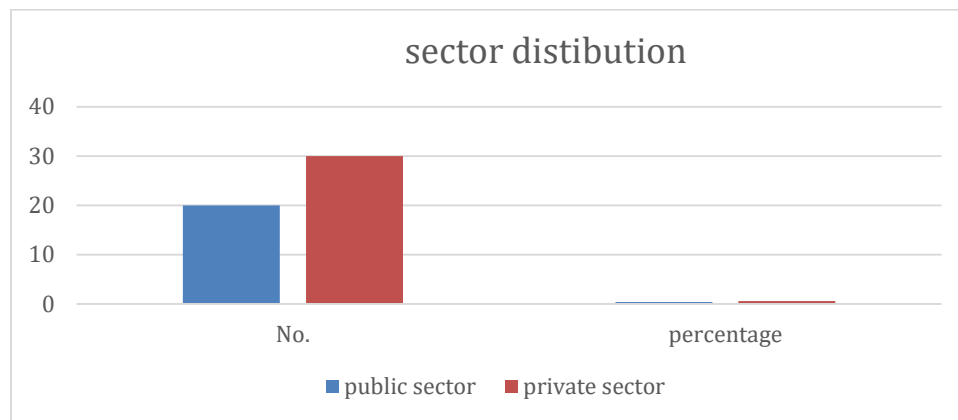


Figure 4 Sector distribution

5.Years of experience:

- Less than 5 years: 10 (20%)

- 5-10 years: 22 (44%)

- more than 10 years: 18 (36%)

Years of experience	No.	percentage
Less than 5 years	10	20%
5-10 years	22	44%
More than 10 years	18	36%



Figure 5 Years of experience

Part 2: ANOVA analysis of the main axes

The first axis: training and Human Development

Question	Average	F-value	P-value
1. programs	2.84	4.32	0.043
2. soil design as per need	3.82	3.87	0.014
3professional skills development	3.44	5.21	0.008
4. follow-up of the training effect	2.16	2.95	0.042
5.Attention of top management	3.76	4.11	0.021

The second axis: organizational survival

Question	Average	F-value	P-value
6.Optimization of enterprise programs	3.72	6.45	0.002
7. The ability of employees to adapt	4.04	5.89	0.008
8.Reducing staff turnover	4.08	7.12	0.001
9.Production optimization	3.94	6.78	0.003
10strengthening competitiveness	4.02	5.43	0.006

Part 3: main conclusions:

Main conclusions

1. Demographic differences in the perception of the importance of training

- **By gender;** Females (66% of the sample) showed more positive attitudes towards training programs compared to males (F=4.32, p=0.043).

This may reflect:

- The need for females to develop their skills in competitive work environments.

- Greater interest in continuous learning to enhance their career opportunities.

- By age;

-The 25-34-year-old group (30% of the sample) was the most aware of the importance of training ($F=3.87$, $p=0.014$).

Possible explanations:

- This category is at the stage of building a career path, so she sees training as a tool for advancement.

- Older categories (45+) may rely more on experience than on formal training.

- According to the scientific qualification:

-Masters holders (12% of the sample) appreciated the training programs more than others ($F=5.21$, $p=0.008$). The reason:

- Greater awareness of the importance of specialization and the development of advanced skills.

2. Career sector impact

- Employees in the private sector (60% of the sample) were more aware of the impact of organizational survival training ($F=6.45$, $p=0.002$). Possible causes:

- The work environment in the private sector is competitive and requires constant updating of skills.

- The government sector may suffer from a bureaucracy that reduces the effectiveness of training.

3. The relationship between training and organizational survival

- The strong correlation ($r=0.78$, $p<0.001$) confirms that:

- Trained employees are more adaptable to organizational changes.

- Training reduces staff turnover (it was shown from Question 8 where the average was 4.08/5).

- Organizations that invest in training achieve higher productivity in the long run (average 3.94/5).

Practical recommendations

1. Improving training programs in the government sector

- Specific proposals:

- Designing customized training programs based on the needs of employees.

- Cooperation between government institutions and the private sector to exchange best practices.

- Linking promotions to the completion of certain training programs.

2. Strengthening the follow-up of the impact of training

- Implementation mechanisms:

- Use post-training questionnaires to measure interest.

- Preparation of quarterly reports to assess the impact of training on performance.

- Reward trainers based on the results of trainees.

3. Designing programs according to age groups

- Suggested models:

- For the category 25-34 years: courses in leadership and strategic planning.
- For the category 35-44 years: training on team management and organizational change.
- For the category 45+ years: courses in modern technologies (e.g. artificial intelligence).

4. Addressing infrastructure challenges

- Concrete solutions:

- Invest in virtual training to face transportation problems.
- Partnerships with universities or specialized training centers.

6. Conclusion: how can the success of these recommendations be measured

1. Performance indicators:

- Increase the percentage of trained staff annually (target: 90% coverage).
- Improvement in the results of employee satisfaction surveys on training.
- Low staff turnover (by at least 15%).

2. Proposed timetable:

Procedure	The time period
Assessment of training needs	From one to three months
Software design	From four to six months
Implementation and follow-up	From seven months to twelve months

In a world where change is accelerating and competition between organizations is intensifying, training and Human Development are emerging as the cornerstone for building organizations that are able to withstand and thrive in the work environment. This analysis has revealed to us that investing in employee development is not a luxury, but an imperative and strategic necessity that drives organizational survival, especially in difficult environments such as Iraq.

Data has proven that effective training creates more flexible employees, boosts productivity in the long run. But real success here requires more than just trainings; it needs:

- A real institutional vision that integrates human development at the core of its strategy.
- A strong supportive environment that transcends infrastructure and bureaucratic challenges.
- A culture of continuous learning that makes the self-development of workers a daily habit, and not just a routine procedure.

The differences between gender and age groups remind us that "one-size-fits-all solutions are never the same; it is successful training that takes into account the diversity of needs and provides personal development paths.

In conclusion, turning these conclusions into reality is a joint responsibility of:

- Leaders who should make training a priority.
- Employees who have to adopt a growth mindset.
- Policy makers who need to develop sustainable training systems.

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