THE IMPACT AND POSSIBILITIES OF TRAINING IN IMPROVING CAREER MOTIVATION IN PUBLIC SECTOR: AN APPLIED STUDY: AL-FURAT AL-AWSAT UNIVERSITY - TECHNICAL INSTITUTE - DIWANIYAH

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ABSTRACT

The study aimed to know the effect of training workers in achieving the motivation of the career path, and the importance of the study stems from the fact that training workers and developing the career path are an important and necessary part of human resource management strategies, and they are also important topics for study and scientific research in the field of business administration and organizational psychology, The study followed the analytical descriptive approach, and the study population consisted of all employees working in the Middle Euphrates University - Diwaniyah Technical Institute - Iraq, whose number is 480 employees. The systematic random sample method was used, where the student distributed 250 questionnaires, 220 questionnaires were retrieved, 7 questionnaires were excluded for incompleteness, as the study sample consisted of 213 employees, and after conducting statistical analysis and testing the hypotheses of the study, it was found that: There is a significant effect Statistically at the level of significance ($\alpha = 0.05$) between the training plan in the motivation of the career path, and there is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the training needs in the motivation of the career path, and there is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the design of training programs in the motivation of the career path, in addition to that there is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the implementation of the training plan in the motivation of the career path, and there is a statistically significant effect at the level of significance ($\alpha = 0.05$) Evaluation of the training plan in career path motivation.

Keywords: employee training - career path motivation, Al-Furat Al-Awsat University - Diwaniyah Technical Institute - Iraq.

INTRODUCTION

Career path motivation is one of the main factors that affect an individual's professional success, as it determines the extent to which the career and personal goals that the individual wishes to achieve can be achieved, and it also affects the level of job satisfaction and overall productivity at work. Since motivation is a personal aspect that can be developed, many companies and organizations need to provide tools and training methods to improve the motivation of their employees (Jose et al, 2021:4404).

One of the pillars of training possibilities to improve career motivation is the clarification of career goals, as they are important to motivate employees to work hard and persistently towards achieving those goals (Forson et al., 2021:3). Companies and organizations can identify and clarify potential career goals for employees through career guidance and guidance, and motivate employees by giving them the opportunity to share their ideas and insights on potential career goals (Ali et al., 2019:63).

Training capabilities also develop the functional skills of employees by providing opportunities to improve technical skills that serve as basic tools for work, enhancing confidence and positivity and motivating employees to perform in the best possible way (Falloon et al.,2020:2450). Specialized training courses can be provided to improve technical skills such as English, management, computer or time management.

Training is one of the keys to success in any field, including work areas and jobs. It helps improve job skills and experience, and increases general and specific knowledge of the functional area in which a person works (Tien et al., 2020:100). The training also increases the confidence and positivity of the trainee, and enhances motivation and integration into the work. Therefore, training is an essential part in improving motivation and maintaining desire and enthusiasm in the career path, By offering specialized training courses that help develop job skills and experience you will encourage employees to work to improve their performance and improve the quality and efficiency of their work. Additional training can also help develop employees to move up to more difficult positions and take on greater responsibilities (Saffar & Obeidat,2020:78).

On the other hand, the company can provide training vacations for employees to focus on training courses outside the company. These vacations increase the motivation of employees and encourage them to learn and improve job skills, by providing regular performance appraisal that encourages employees to work harder to improve their performance at work. The company can also provide rewards to employees who achieve their goals and exceed their precedents.

Most business organizations suffer from intense competition as a result of the turbulent environment they suffer from, and this directly affected the training of workers as they are the human resource that drives business organizations, and therefore this matter generated the need for the need to develop the capabilities of workers in order to improve the motivation of the career path, which generated great importance for researchers with the importance of these topics, in order to achieve success, most organizations need a continuous flow of talented and skilled individuals to fill current jobs or that have been Newly created. All organizations need an effective functional system designed to achieve specific goals. Furthermore, all human resource management practices are designed with a specific goal in mind (Curşeu et al.,2021:656).

Professional management programs seek to engage employees in setting their own goals and identifying their strengths and weaknesses. Assists employees in identifying and facilitating training needs and opportunities. This is mainly achieved by building a feedback and discussion process in the performance management systems of organizations. Most individuals never plan their career but leave it to the company. They simply feel comfortable at work, long before stalemate. "After all, the company keeps management records, recommends courses and seminars to attendees, conducts performance evaluations and makes recommendations to the individual regarding his or her future." This happens despite the fact that only the individual knows what he really wants to do. His research has shown that the individuals who reach the highest scores in any profession are those who conscientiously followed their own plans for self-development and growth (Adorno,2021:159).

Individuals who develop plans for the future are therefore more likely to achieve their goals. Such individuals can focus their energy on their chosen career goals and are also less prone to

chance events. They tend to be more motivated and purposeful than others (Reiter et al.,2020:6501). Consequently, they are often more beneficial to their organizations and more likely to be successful within them, and based on the career expectations set in the career planning process, potential career paths for employees are determined. Career paths define a series of jobs to which employees can be promoted, transferred, and rotated. However, it should be noted that each employee can have several career path options (Halberg et al.,2020:933).

PART ONE: THE METHODOLOGY OF THE STUDY

1.1 The problem of the study

During the past few years, the world has witnessed a number of rapid transformations and developments in the environment, which have affected the performance of organizations from various aspects, which means that all those interested in the field of human resource management agree to enhance the success of organizations in the long term, which requires them to focus on training workers in order to improve their career path motivation, which in turn leads to improving the performance of the organization. In other words, the organizations that can achieve the desired level of training of employees are the organizations that are interested in achieving and developing their employees in order to meet the challenges that in turn improve the motivation of the career path, which generated the need for the organization to develop its strategic options and respond to these changes in order to improve the career path of employees, and from this point of view the problem of research emerges, which is reflected in a fundamental question:

What are the effects and possibilities of training in improving career motivation in the public sector at the Middle Euphrates University - Technical Institute - Diwaniyah?

1.2 Study questions

The above research problem can be summarized by raising a number of research questions as follows:

- **The first sub-question:** Is there an impact between the training plan on the motivation of the career path at the Middle Euphrates University - Diwaniyah Technical Institute?
- **The second sub-question:** Is there an impact between the training needs on the motivation of the career path at the Middle Euphrates University - Diwaniyah Technical Institute?
- **The third sub-question:** Is there an impact between the design of training programs on career path motivation at the Middle Euphrates University - Diwaniyah Technical Institute?
- **The fourth sub-question:** Is there an impact between the implementation of the training plan on the motivation of the career path at the Middle Euphrates University - Diwaniyah Technical Institute?
- **The fifth sub-question:** Is there an impact between the evaluation of the training plan on the motivation of the career path at the Middle Euphrates University - Diwaniyah Technical Institute?

1.3 Importance of the study

1.3.1 Scientific significance

Staff training and career development are an important and necessary part of human resource management strategies, and they are also important topics for study and research in the field of business administration and organizational psychology.

In terms of employee training, scientific research confirms that continuous training helps employees improve their skills and increase their productivity, improves their job satisfaction and reduces resignation rates and change at work. In addition, research suggests that continuous training helps strengthen human capital within organizations, which is vital for economic competition and sustainable growth.

As for career development, scientific research confirms that providing promotion opportunities and developing professional skills increases employee satisfaction and improves their performance and productivity at work. Career development also helps motivate employees to work hard, improve their skills and professional development, and this contributes to the achievement of the organization's goals and growth.

In general, employee training and career development are important topics for study and scientific research in the field of business administration and organizational psychology, and scientific research in this field can be used to improve human resource management and maintain the success of institutions.

1.3.2 Theoretical significance

The theoretical importance of the current research appears through the cognitive addition that may contribute to it, by tracking the theoretical literature and previous studies of the main variables represented in the training of workers in its dimensions (the attractiveness of the individual to the group - social, the attractiveness of the individual to the group - the task, the integration of the group - the task, and the integration of the group - social) on the motivation of the career path in its dimensions (career path progress, the need for recognition, self-awareness, and the flexibility of the career path, and career path awareness).

1.4 Objectives of the study

The main objective of the present study is the nature of the impact exerted by employee training in achieving career motivation. A number of important objectives emerge from this goal, which can be summarized as follows:

a. A statement of the type and level of training of employees at the Middle Euphrates University - Diwaniyah Technical Institute.

In. Determine career path motivation in the field of career progression, the need for recognition, self-awareness, career path flexibility, and career path awareness.

c. Identify how employee training contributes to career motivation.

W. A statement of the level of familiarity of the members of the Institute Council of the importance of training employees.

1.5 Study model

The variables of the research were as follows:

– **Independent variable**: It is represented by the training of workers.

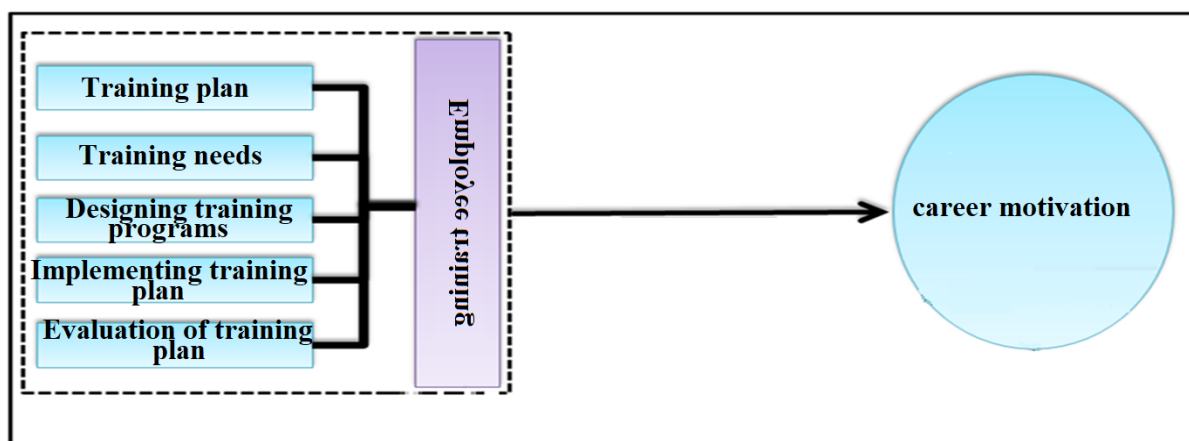– **Dependent variable:** It is represented by the motivation of the career path.

Figure 1: Hypothetical model of the study

Source: Prepared by the researcher

1.6 Study hypotheses

Main hypothesis: There is a statistically significant role at the level of significance $(0.05 = \alpha)$ between the training of workers in the motivation of the career path among workers at the Middle Euphrates University - Diwaniyah Technical Institute.

1.7 Study sample

The study population was represented by all 480 employees working at the Middle Euphrates University - Diwaniyah Technical Institute - Iraq. The regular random sample method was used, where the student distributed 250 questionnaires, 220 questionnaires were retrieved, 7 questionnaires were excluded for incompletion, where the study sample was represented in 213 male and female employees.

PART TWO: THE THEORETICAL SIDE

First: Personnel Training

1. The concept of personnel training

Employee training is the process of equipping employees with the skills, knowledge and training necessary to perform their jobs in an effective and effective manner, and the training process is crucial in developing and improving employee performance and achieving organizational goals. The importance of training is evident in improving the performance of employees and increasing their effectiveness at work, as the training allows employees to improve the skills necessary to perform their jobs efficiently, and learn new knowledge and techniques that help them at work. The objectives of the training include improving employee performance and developing their skills, improving the quality of the products and services they provide, improving their job satisfaction and encouraging them to continuous learning and professional development.

Training Language: The word derived from the word trail is the way, it means putting individuals and target groups on the right path in order to walk in it and get used to it, and the verb of which trains its origin is the old French word (trainer) meaning pulls or drags, and there are multiple definitions of the verb trains and from which it entices, grows in a desired way,

preparation for performance by teachings, exercise by practice, and recently means delivering the desired person in behavior or skill through education with special care (Hamada, 2010: 23). Training idiomatically: Employee training plays a vital role in developing the performance of the organization and increasing its core competitiveness. When employees receive the necessary training, their level of knowledge and the development of their techniques and skills required by the organization improve, resulting in improved work attitudes and capabilities of workers at work, thus achieving satisfactory work results (Zhang et al. 2019:14; Hanaysha,2016:298).). Proper training facilitates communication and improves the quality of work, thereby enhancing the knowledge and skills of employees, raising their productivity in organization-related tasks, and building positive relationships with co-workers (Shiryan et al. 2012:47). Through the training of workers, their learnability is facilitated and their new skills, abilities and behaviors are developed, which are necessary to enhance their abilities to improve their performance and gain creative competitive advantage at work, and to implement plans developed by the organization (Falola et al., 2014:161-162).).

It includes the use of formal processes to transfer knowledge and help working individuals acquire the skills necessary for them to perform their jobs well (Osemeke, 2012: 81), and the training focuses on practical skills and is concerned with the application and implementation of techniques and processes. Training invests in employees to enable them to perform well and enable them to make the best use of their natural potential.

(Boohene et al, 2011:265), the objectives of the training are to develop the skills and competencies of employees to improve their performance and for the organization to meet its future human resource needs (Gulrajani et al., 2017:5768).).

Garg et al., 2018:811 defined employee training as any activity intended to improve people's ability to perform a task at work by improving their skills or increasing their knowledge. As training is the process of learning knowledge and new ways and behaviors that lead to changes in the abilities of individuals to perform their work, so understanding and adopting learning is essential and important in building effective training experiences (Armstrong& Taylor, 2016:169), and for business organizations to be effective, successful and competitive, employee training is critical for organizations to integrate into their business structure and strategies (Surber, 2017:61). According to Person, 2018:12, training includes activities arranged on behalf of the company that focus on expanding job capabilities, experience and knowledge of the job, or to change employee behaviors and attitudes to meet the company's goals and job requirements.

2. The importance of employee training

Training is one of the important means to develop the behavior of individuals in libraries as an important means of administrative development contributes to the advancement and development of the library, which requires the opportunity to increase the skills of its employees in order to keep pace with the changes taking place, for the new employee is a process that can provide him with skills and knowledge that enable him to perform his work duties with the required efficiency (patient and quiet, 2022: 16), and therefore the importance of training workers in the following points:

a.   Provide a specific set of expertise that will foster innovative thinking.

b.   Training the innovative intellectual skills of employees.

c.   Developing new models of innovative thinking and new training programs (Scott et al., 2004:150).

d.   Acquire the necessary skills for personal innovative performance

e.   Acquire new skills to enhance the practices and performance of the organization.

f.   Gain knowledge and understanding of new theories, methods, processes and technologies that stimulate innovation in the short term.

g.   Influencing the organization's tasks by investing the best opportunities in serving the interests of the organization.

h.   Interaction and exchange of ideas between employees towards each other (Dingli et al.,2018:112).

i.   Increase productivity and organizational performance and helps link employee goals to taking the organization.

j.   Clarify the general policies of the organization and create positive internal and external trends.

k.   It leads to the development of leadership styles and rationalization of administrative decisions and helps in the renewal and enrichment of information.

l.   Develops motivation to perform and helps develop interpersonal communication skills.

m.   Strengthen the relationship between management and working individuals and develop the ability of individuals to adapt to changes (Wang, 2019:2).

3. Dimensions of personnel training

Employee training can be measured by identifying the necessary requirements according to a set of steps:

a. **Training Plan:** Planning the training process properly is one of the key factors to ensure the success of this process. Lack of careful planning can lead to the failure of training programs that support the plans and objectives of the organization in general. Planning for the training process should include realistic and predetermined procedures, in order to obtain an effective human resource capable of meeting the needs of the business. The culture of the organization and the surrounding environment must also be taken into account in the process of planning the training activity (Taskiran & Xinhui), 2017: 260).

b. **Training** needs: Accurately identifying training needs is crucial to make the training activity effective and realistic goal, and contributes to saving the effort and expenses necessary for this activity. This is done by diagnosing problems and situations in the organization and identifying the required needs of knowledge, skills and attitudes (Pang et al.,2020:12177).

c. **Design** of training programs: The design phase of training programs includes the process of collecting and analyzing information to identify training needs and formulate training objectives clearly and accurately (Castro Tumibay,2021:1368).

Wd Implementation of the training plan: Once the training plan is approved, the implementation team begins to implement the plan and work towards achieving the specific training objectives (Ammentorp et al.,2021:353). This requires coordination and cooperation between the planning team and the implementation team to ensure that the plan is

implemented without deviation from the specified path and that the final goal is achieved in the best possible way (de Almeida et al.,2019:33).

e. **Training Plan Evaluation**: The evaluation process is an important part of the training process and contributes to determining the success of the training program and its achievement of the objectives set (Jonnalagadda et al.,2022:2)

Second: Career Path Motivation
1. The concept of career path motivation

Career path motivation aims to motivate the individual to define a clear career path and develop plans and strategies to achieve this path. Motivation helps achieve job satisfaction and professional success, improves performance, increases productivity and dedication to work.

Professional motivation is also an important factor in enhancing self-confidence and self-esteem, as the individual achieves his goals and feels accomplished and satisfied with himself, which helps him to continue personal and professional growth.

In addition, career motivation helps build a professional image of the individual that helps them maintain social status, respect and appreciation in their field. It helps to set priorities and focus on real goals, which helps to improve the quality of working life of the individual.

(The word career **originates** from the Latin word carraria, meaning road, or carriage-road (Jalab, 2012: 17; Gunz&Heslin, 2005:106). The term career path refers to a set of actions that working individuals set for themselves as steps or approaches to accomplish required tasks (Laughlin&Moore, 2012:37; Valley and Madi,2007: 786 ; Fathi, 2013: 17), which means that working individuals resort to a set of steps to get work done (McCABE, 2001:494) during their career in the organization (Amal and Nabia, 2016: 16). Career path motivation represents a multi-element building represented in professional flexibility, professional insight and job identity. Functional identity is the direction of motivation. Insight is the activation or motivation element that encourages participation in career planning and career decisions, while functional flexibility is the element of maintenance or perseverance (Alnıaçık et al., 2012:355).).

In the same vein, he sees (Kharraz,2017: 25; Deghaish, 2018: 15) The career path is a series of successive processes carried out by working women (Kelsey et al., 2014:2) as a result of career changes in the career life of the worker, which are related to career advancement and success achieved by workers in their work they do. In turn, (Homsi, 2014: 494) argues that career development is a continuous process through which working individuals can ensure the quality (Johnson, 2011:13) of business progress and excellence, as well as the provision of comfort and well-being during the completion of tasks (Areephanthu et al., 2015:480). He pointed out (Hafez and Hussein, 2013: 187) that the career path represents the life cycle that employees go through from the beginning of their entry into the organization and ending with their exit from it.

Torrington et al. (2008: 446) defined path as the pattern or sequence of work roles of an individual. Traditionally, the word applies only to those in managerial and professional positions, but is increasingly seen as suitable for everyone in relation to their work roles. Also, the word career path was used to refer to the upward movement and advancement in work roles. As we've noted, many organizations no longer offer a traditional career path, or only

expose them to a few. Selected. Forced redundancy, flat structures, short-term contracts, availability of part-time rather than full-time work all shatter the ideal picture of a career path . In addition, we may define a career path as the job positions a person holds over the years. Career management is the process of enabling employees to better understand and develop their career skills and interests and to use these skills and interests more effectively within the company and after they leave the company. Career development is a series of lifelong activities (such as workshops) that contribute to a person's career exploration, establishment, success, and fulfillment. Career planning is a deliberate process through which a person becomes aware of personal skills, interests, knowledge, motivations, and other attributes, acquires information about opportunities and options, identifies goals related to the career path, and develops action plans to achieve specific goals (Dessler, 2020:285).

2. The importance of career path motivation

The purpose of developing a career path is to meet the current and future needs of the organization and the individual at work, and this increasingly means developing employability. On this basis, Walton (1999) argues that it is increasingly difficult to separate career development from general training and development. Here we can make a strong case for the value of self-development. Career success is viewed through the eyes of an individual and can be defined as individual satisfaction with one's career path through achieving personal career goals, while contributing to the organization.

In addition, (Torrington et al., 2008: 447) gave priority to the individual in career development, but it is worth noting the general benefits that career development provides to the organization, which are as follows:

a. It makes the organization attractive to potential recruits.

b. Enhances the organization's image, by showing recognition of employees' needs.

c. It is likely to encourage employee commitment and reduce employee turnover.

d. It is likely to encourage motivation and job performance as employees can see some movement and possible progress in their work.

e. Perhaps most importantly, it taps the full potential of the workforce.

PART THREE: THE PRACTICAL ASPECT

Stability of the study tool

The tool of this study was measured using the statistical program (SPSS), by extracting the internal consistency coefficient (Cronbach's alpha), to ensure that no error would occur in the data if the same study was repeated, using the same measurement tool, and in the same conditions in which it was used for the first time. The results were reached in the table below:

Table 1: Cronbach's alpha

Interviewer	Cronbach's alpha coefficient	Paragraphs
Employee training		
Training plan	0.960	5
Training needs	0.945	4
Designing training programs	0.887	4
Implementing training plan	0.974	5
Evaluation of training plan	0.984	5
Career motivation	0.979	15
Total	0.986	38

It is noted from the data in the table above that the internal consistency coefficient of the questionnaire reached (0.986), a rate of 98.6%, and this represents a good value for internal consistency consistency, and for analytical purposes, as it exceeded the agreed upon minimum level of reliability.

Normal distribution test

This test is used to determine whether the data is subject to a normal distribution or not, as it tests the null hypothesis that: the sample drawn from the population has data following a normal distribution, versus the alternative hypothesis that the sample drawn from the population does not have data following a normal distribution.

If the reliability value (sig) is less than equal to the significance level (alpha), which is determined by the student, then we reject the null hypothesis and accept the alternative hypothesis, and vice versa.

The following table shows the results of that test. Using the Kolmogorov-Smirnov test, it was found that the probability value (sig) was greater than the level of significance (α = 0.05) for all dimensions, and this indicates that the data is subject to a normal distribution.

Table 2: Normal distribution test

axles	Z value	SIG significance level
Staff Training		
Training Plan	0.921	0.374
Training needs	1.263	0.074
Training Programs Design	1.224	0.085
Implementation of the training plan	1.071	0.139
Training Plan Evaluation	1.624	0.131
Career Path Motivation	1.054	0.054

Statistical description
1. Staff training
a. Training Plan

Table 3: Arithmetic averages and standard deviations of the training plan

NO.	Training Plan	Arithmetic mean	Standard deviation	Materiality	Result of the phrase	Rank
1	There are annual training plans to train the personnel working in our institute in order to address performance problems at work	3.88	.801	77.6%	Consent	5
2	All personnel working in drawing up the plans of the training programs at our institute are involved	3.89	.754	77.8%	Consent	4
3	The management of our institute directs the Division of Human Resources Management to implement the training plan in all departments	4.12	.617	82.4%	Consent	1
4	Our institute organizes all training requirements to implement training plans according to a timetable	4.08	.589	81.6%	Consent	2
5	Our institute evaluates the stages of implementing the training plan to detect deviation in training, if any, treatment	3.92	.732	78.4%	Consent	3

The information contained in the above table shows the result of the arithmetic averages of the opinions of the response of the members of the study sample to the phrases of the axis of training workers, according to the dimension of the training plan, where the phrase (3) was represented in the first rank, which was stated in its content "The direction of the management of our institute, the Division of Human Resources Management, to implement the training plan in all departments" The value of the arithmetic mean was (4.12), and its standard deviation was (0.617), and the relative weight was (82.4%), and the table also shows that the statement (1) came in fifth place, which stated in its content that " there are annual training plans to train individuals working in our institute in order to address performance problems at work." Its mean was (3.88), its standard deviation was (0.801), and its relative weight was (77.6%).

b. Training needs

Table 4: Arithmetic averages and standard deviations of training needs

NO.	Training needs	Arithmetic mean	Standard deviation	Materiality	Result of the phrase	Rank
1	Training needs are determined according to the career path of individuals working in our institute	3.83	.689	76.6%	Consent	4
2	Our institute identifies training needs to keep pace with developments in the work	3.99	.723	79.8%	Consent	3
3	Our institute provides a detailed analysis of all its employees to determine their skills or information needs.	4.14	.724	82.8%	Consent	2
4	Providing all training needs in our institute helped working individuals to be creative in their work	4.15	.668	83%	Consent	1

The information in the above table shows the result of the arithmetic averages of the opinions of the response of the members of the study sample to the phrases of the axis of training workers, according to the dimension of training needs, where the phrase (1) was represented in the first place, which was stated in its content, " The provision of all training needs in our institute helped the working individuals to innovate in their work." The value of the arithmetic mean was (4.15), and its standard deviation was (0.668), and the relative weight was (83%), and the table also shows that the statement (1) came in fourth place, which stated in its content that " training needs are determined according to the career path of individuals working in our institute." Its mean was (3.83), its standard deviation was (0.689), and the relative weight was (76.6%).

c. Training Programs Design

Table 5: Arithmetic Averages and Standard Deviations for Training Program Design

NO.	Training Programs Design	Arithmetic mean	Standard deviation	Materiality	Result of the phrase	Rank
1	The management of our institute designs training programs to improve work in all its divisions.	3.92	.742	78.4%	Consent	3
2	Our institute relies on the goals of the people when designing training programs	4.12	.714	82.4%	Consent	1
3	Our institute's training programs are tailored to the training needs of employees in all divisions.	3.91	.637	78.2%	Consent	4
4	The management of our institute takes into account the timings when designing training programs for easy implementation	3.94	.945	78.8%	Consent	2

The information in the above table shows the result of the arithmetic averages of the views of the response of the members of the study sample to the phrases of the axis of training workers, according to the dimension of designing training programs, where the phrase (2) was represented in the first place, which was stated in its content "Our institute depends on the goals of the people when designing training programs" The value of the arithmetic mean was (4.12), and its standard deviation was (0.714), and the relative weight was (82.4%), and the table also shows that the statement (3) came in fourth place, which stated in its content that "training programs in our institute are designed according to the training needs of workers in all divisions." Its mean was (3.91), its standard deviation was (0.637), and the relative weight was (78.2%).

d. Implementation of the training plan

Table 6: Arithmetic averages and standard deviations for the implementation of the training plan

NO.	Implementation of the training plan	Arithmetic mean	Standard deviation	Materiality	Result of the phrase	Rank
1	Our institute provides all the requirements associated with ensuring the successful implementation of training programs	3.65	.982	73%	neutral	5
2	Training programs are carried out at our institute during official working hours without interruption of work	3.95	.950	79%	Consent	1
3	Our institute implements the training plan as planned to avoid deviation in implementation	3.93	.937	78.6%	Consent	2
4	At the end of the training program, the trainers submit a report to the management of our institute about the training course and the trainees.	3.85	1.031	77%	Consent	4
5	Our institute relies on scientifically and practically qualified trainers suitable for the quality of the training program	3.90	.916	78%	Consent	3

The information in the above table shows the result of the arithmetic averages of the opinions of the response of the study sample members to the phrases of the axis of training workers, according to the dimension of the implementation of the training plan, where the statement (2) was represented in the first place, which was stated in its content "Training programs are implemented in our institute during official working hours without interruption of work" The value of the arithmetic mean was (3.95), its standard deviation was (0.950), and the relative weight was represented in (79%), and the table also shows that the statement (1) came in fifth place, which stated in its content that " Our institute provides all the requirements associated with ensuring the successful implementation of training programs ." Its mean was (3.65), its standard deviation was (0.982), and the relative weight was (73%).

c. Training Plan Evaluation

Table 7: Arithmetic averages and standard deviations for evaluating the training plan

NO.	Training Plan Evaluation	Arithmetic mean	Standard deviation	Materiality	Result of the phrase	Rank
1	Our institute evaluates the results of the training program immediately after its completion.	3.81	1.003	76.2%	Consent	5
2	The process of evaluating the results of training at our institute contributes to detecting deviation in the training program	3.95	.917	79%	Consent	1
3	Our institute treats deviations in the training process accurately and quickly and prevents the recurrence of deviation	3.86	.966	77.2%	Consent	3
4	Our institute measures the changes that have occurred in the knowledge and skills of employees after the implementation of the training plan	3.85	.977	77%	Consent	4
5	Our institute continuously improves, implements and evaluates all training plans.	3.88	.964	77.6%	Consent	2

The information in the above table shows the result of the arithmetic averages of the views of the response of the study sample members to the phrases of the workers' training axis, according to the dimension of evaluating the training plan, where the statement (2) was represented in the first place, which was stated in its content "The process of evaluating the results of training in our institute contributes to detecting deviation in the training program " The value of its arithmetic mean was (3.95), its standard deviation was (0.917), and the relative weight was represented in (79%), and the table also shows that statement (1) came in fifth place, which stated in its content that " Our institute evaluates the results of the training program immediately after its completion." Its mean was (3.81), its standard deviation was (1.003), and the relative weight was (5%).

2. Career Path Motivation

Table 8: Arithmetic Averages and Standard Deviations of Career Path Motivation

NO.	Career Path Motivation	Arithmetic mean	Standard deviation	Materiality	Result of the phrase	Rank
1	I spend some of my free time in activities that help the Institute achieve its goals	3.84	.993	76.8%	Consent	13
2	Employees have sufficient awareness towards achieving the job goals set for the institute	3.90	.990	78%	Consent	11
3	The Institute's management encourages employees to make functional and organizational changes aimed at improving performance.	3.98	.804	79.6%	Consent	1
4	The management of the institute keeps pace with the aspirations of working with new working individuals	3.86	.993	77.2%	Consent	12
5	The management of the institute encourages new employees to adapt to different conditions in the workplace.	3.95	.886	79%	Consent	2
6	The Institute's administration is working to keep us updated with the Institute's affairs	3.92	.871	78.4%	Consent	5
7	I always seek to join professional organizations related to my career goal	3.94	.850	78.8%	Consent	3
8	The management of the institute provides courses for a job-related degree	3.92	.835	78.4%	Consent	5
9	The management of the institute is keen that employees realize their professional achievements	3.83	.971	76.6%	Consent	14
10	The management of the institute works to enable employees to advance careers	3.91	.861	78.2%	Consent	7
11	The Institute's management is keen to address weaknesses in the skills of employees	3.91	.861	78.2%	Consent	7
12	Have a good knowledge of the Technical Institute in the career path	3.83	.971	76.6%	Consent	14
13	The Institute's management is keen to distinguish its employees with the importance of developing their career path	3.91	.861	78.2%	Consent	7
14	The Institute's management encourages improvements in the job skills learned by workers in the workplace.	3.91	.861	78.2%	Consent	7
15	The management of the institute offers sufficient opportunities to develop and enhance their professional skills	3.94	.850	78.8%	Consent	3

The information contained in the above table shows the result of the arithmetic averages of the opinions of the response of the study sample members to the statements of the axis of career path motivation, where the statement (3) ranked first, which was stated in its content "The Institute's management encourages employees to make functional and organizational changes aimed at improving performance" and the value of the arithmetic average It has (3.98), and its

standard deviation is (0.804), and the relative weight is represented in (79.6%), and the table also shows that the statement (12) came in fourteenth place, which stated in its content that it " has good knowledge of the technical institute in the career path." Its mean was (3.83), its standard deviation was (0.971), and the relative weight was (76.6%). Statement (9) came in fourteenth place, which stated in its content that "the Institute's administration is keen that employees realize their professional achievements" and its arithmetic mean value was (3.83), its standard deviation was (0.971), and the relative weight was represented in (76.6%).

1.8 Hypothesis testing

Test the main hypothesis: There is a statistically significant role at the significance level (0.05 = α) between the training of workers in career path motivation among employees at the Middle Euphrates University - Diwaniyah Technical Institute.

The results shown in the table above show the results of the single variance analysis test for employee training and career path motivation, which shows a value of (51.837= = f) and a significance level of (0.000), which is less than (alpha = 0.05), which indicates that there are statistically significant differences for employee training and career path motivation..

The results of the regression analysis of the impact of employee training and career path motivation appear through the significant effect (t = 2.879) calculated, which is statistically significant at the significance level (alpha = 0.05).).

The table also shows that the correlation coefficient (r = 0.556) which is statistically significant at the significance level (alpha = 0.05).

Table 9: Testing the main hypothesis

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	746.	.556	.545	.54635

ANOVA						
Model		Sum of Squares	Push	Mean Square	F	Sig.
1	Regression	77.368	5	15.474	51.837	Per Month
	Residual	61.790	207	.299		
	Total	139.158	212			

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.675	.243		2.781	.006
	Training Plan	.579	.201	.467	2.879	.004
	Training needs	.129	.257	.103	.500	.618
	Training Programs Design	-.317-	.318	-.260-	-.997-	.320
	Implementation of the training plan	.877	.211	.992	4.163	.000
	Training Plan Evaluation	-.443-	.155	-.509-	-2.852-	.005

Fourth Theme: Conclusions and Recommendations

First: Conclusions

1. The career path makes employees more understanding of work and its conditions, and gives the employee a sense of belonging, which raises his morale, and increases his internal motivation.

2. The university is interested in planning and developing the career paths of employees and be more satisfied and motivated to perform the tasks assigned to them and thus improve their performance.

3. There is a statistically significant role at the level of significance $(0.05 = \alpha)$ between the training of workers in the motivation of the career path among workers at the Middle Euphrates University - Diwaniyah Technical Institute .

4. There is a statistically significant effect at the level of significance $(0.05 = \alpha)$ between the training plan in the motivation of the career path.

5. There is a statistically significant effect at the level of significance $(0.05 = \alpha)$ between the training needs in the motivation of the career path.

6. There is a statistically significant effect at the level of significance $(0.05 = \alpha)$ between the design of training programs in career path motivation.

7. There is a statistically significant effect at the level of significance $(0.05 = \alpha)$ between the implementation of the training plan in the motivation of the career path.

8. There is a statistically significant effect at the level of significance $(0.05 = \alpha)$ between the evaluation of the training plan in the motivation of the career path.

Second: Recommendations

Based on the conclusions of the study, the following recommendations were reached::

1. Study the actual needs at the Middle Euphrates University - Diwaniyah Technical Institute and provide training programs that develop their skills in light of their needs.

2. The need for full conviction at the Middle Euphrates University - Diwaniyah Technical Institute of the feasibility of determining career paths and training.

3. The need for an accurate and detailed description of each job and a sound system to evaluate the individual performance of the human resource that helps in determining the training needs for each functional stage of the human resource in the university Study sample.

4. Training needs must be identified according to the career path of individuals working in the Institute to keep pace with developments in the work.

5. Work on designing training programs at the Institute according to the training needs of workers in all divisions to improve work in all its divisions.

6. All the requirements associated with ensuring the successful implementation of training programs at the Institute must be available.

7. The results of the training program must be evaluated immediately after its completion and the changes that occurred in the knowledge and skills of employees after the implementation of the training plan should be measured..

8. The management of the institute must keep pace with the aspirations of working with new employees and work to encourage improvements in the job skills learned by workers in the workplace

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