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Research Article

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The Impact of Creative Training on Enhancing Organizational Excellence: An Exploratory Study of the Opinions of a Sample of Employees at the General Directorate of Education in Salah al-Din Governorate

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Abstract: This study aimed to know the impact of training in enhancing organizational excellence in the education sector, the General Directorate of Education in Salah al-Din Governorate. The research was applied in the field to the employees of the General Directorate of education in Salah al-Din governorate (71) taking part in the training course for middle leaders, after formulating the hypotheses and testing the relations of influence and significant differences. The questionnaire was sent to them via email, and all the course participants received the questionnaire. 63 valid questionnaires were retrieved for statistical analysis with a response rate of 69%. The most prominent results were that there was a positive relationship between the dimensions of training and organizational excellence, while there was a significant relationship and a statistically significant significant effect of the study variables at the macro and micro levels. Many recommendations were made in the study, such as equipping employees with the skills and knowledge to be able to use new technologies, including the need to involve employees in the development of training programs, as well as to deal with international and local organizations involved in the development of educational work.

Keywords: creative training, Organizational Excellence, General Directorate of Education in Salah al-Din Governorate

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Introduction

Concurrently, the world is experiencing rapid development, changes in the environment, and high competition among educational institutions, which compel them to make concerted efforts to match the world's development, compete effectively, and maintain their leadership in providing educational services to millions of students while gaining superiority over the competitors. There are some prerequisites that need to be met if leadership and excellence are to be produced. Training of the employees in education and education management is one of the necessary prerequisites; it provides them with skills, capabilities, experience and knowledge. When employees are provided with training skills through identifying performance deficiencies, determining their training needs, designing programs based on these needs, providing them with training resources, and involving them in training courses, this enhances the organization's ability to compete with other organizations and achieve superior performance at all levels.

Chapter One: Methodology

First: Problem

The research problem lies in diagnosing the relationship between creative training and organizational excellence, in addition to examining the effect of the creative training variable on organizational excellence at the General Directorate of Education in Salah al-Din Governorate.

In the context of the above, the problem can be summarized by answering the following questions:

1. What is the level of training quality and the ability of training programs to achieve the objectives of the organization under study?
2. What is the current state of organizational excellence at the General Directorate of Education in Salah al-Din?
3. What is the relationship between creative training and organizational excellence at the General Directorate of Education in Salah al-Din Governorate?
4. What is the effect of training on enhancing organizational excellence?
5. What is the current state of the infrastructure, and to what extent does it contribute to providing training programs that achieve organizational excellence?

Second: Research Objectives

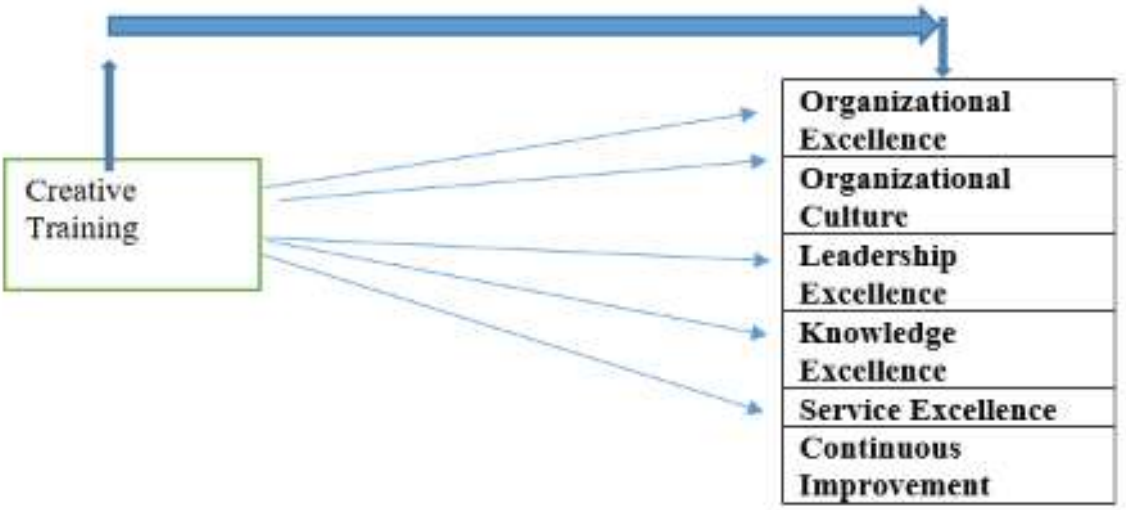
The main objective of this study is to identify the effect of creative training on enhancing organizational excellence at the General Directorate of Education in Salah al-Din, through the following objectives:

1. Identify the current situation of the present training programs being used by the General Directorate of Education in Salah al-Din Governorate and draw some recommendations about them.
2. To find out the impact of creative training on improving organizational excellence at the General Directorate of education in Salah al Din governorate.
3. To recognize the strengths and weaknesses of the training programs and present their capability of achieving organizational excellence of employees in the General Directorate of Education in Salah al-Din Governorate.
4. To offer recommendations for revising or redesigning training plans and/or programs..

Third: Research Significance

1. The importance of creative training in achieving organizational excellence among employees of the General Directorate of Education in Salah al-Din Governorate.
2. The importance of the training programs implemented at the General Directorate of Education in Salah al-Din Governorate.
3. The relationship between creative training and organizational excellence.
4. Developing training programs in a manner consistent with environmental requirements and achieving organizational excellence.
5. Enriching the theoretical and applied aspects and contributing to the development of employees' capabilities in the organization under study.

Fourth: Research Model



Fifth: Hypotheses

In line with the objectives of the study, a set of hypotheses was formulated based on the hypothetical model of the study, with the aim of establishing the relationships between the study variables and their sub-dimensions, as follows:

First Main Hypothesis: There is a statistically significant effect of creative training in enhancing organizational excellence in the General Directorate of Education in Salah Al-Din Governorate. This hypothesis is further divided into several sub-hypotheses:

1. There is a statistically significant effect of creative training in enhancing organizational culture.
2. There is a statistically significant effect of creative training in enhancing leadership excellence.
3. There is a statistically significant effect of creative training in enhancing knowledge excellence.
4. There is a statistically significant effect of creative training in enhancing service excellence.
5. There is a statistically significant effect of creative training in enhancing continuous improvement.

Sixth: Research Population and Sample

The research population and sample consisted of employees participating in the training course for middle-level leadership, including those eligible for promotion to the first, second, and third job grades, held at the General Directorate. All participants in the training course at the General Directorate of Education in Salah Al-Din Governorate were selected, totaling **71 individuals**. The electronic questionnaire was distributed to them, and **63 questionnaires** were retrieved.

Seventh: Research Variables and Measures

Table (1) illustrates the main and sub-variables of the research and their measurement sources.

Variables	Dimensions	Scale
Creative Training		Bayoumi et al. (2023)
Organizational Excellence	Organizational Culture Leadership Excellence Knowledge Excellence Service Excellence Continuous Improvement	Mohamed, Ali Ahmed (2023) Hameed, Ahmed Khalid (2020)

Eighth: Study Terminology

Creative Training: Programs designed to develop and enhance leadership skills, enabling leaders to improve their leadership capabilities, strengthen their confidence, and enhance their ability to assume responsibility for the decisions they make and the actions they take.

Organizational Excellence: The organization's ability to develop, improve, compete, and achieve competitive advantage more effectively than its counterparts.

Organizational Culture: A set of values, beliefs, and traditions held by members of an organization that distinguish it from other organizations.

Leadership Excellence: The ability to influence the behavior of organizational members, motivate them to achieve organizational objectives, and make decisions that enable the organization to achieve leadership in its field of work.

Knowledge Excellence: The knowledge, experience, and skills possessed by employees within an organization that distinguish it from other organizations, are difficult to imitate, and contribute to differentiating the organization from its counterparts.

Service Excellence: The ability to provide and continuously develop services in a manner that meets the needs of customers and employees within the organization and is consistent with their expectations.

Continuous Improvement: A gradual and systematic development process aimed at improving the services provided or innovating new services.

Ninth: Previous Studies

1. Studies Related to Creative Training

Al-Askar (2022), *The Role of Creative Training in Developing Educational Environments in Light of the Requirements of the Knowledge Economy*

This study aimed to identify the role of creative training in developing organizational environments. The study reviewed a number of previous studies as part of its theoretical framework. Among the most prominent findings was that creative training contributes to generating knowledge, improving creative capabilities, and promoting positive behavioral changes. One of the main recommendations was to pay attention to training quality and institutional accreditation and to recruit qualified trainers capable of training employees to deal with contemporary requirements.

Jad (2020), *The Impact of Creative and Innovative Training Strategy on Strategic Thinking: A Field Study*

This study aimed to investigate the impact of creative and innovative training strategies on the development of strategic thinking. The researcher adopted the descriptive-analytical approach, and the questionnaire was the main instrument for data collection. The sample consisted of 331 employees at the Suez Canal Authority. One of the most important findings of the study was that creative and innovative training had a significant effect on the development of strategic thinking. The study also recommended the adoption of modern approaches to training and the reconsideration of the methods currently used in training.

Mahardika & Luturlean (2020), *The Effect of Training on Employee Performance*

This study aimed to investigate the effect of training on employee performance. Descriptive methods were used to analyze the study, and data were collected through a questionnaire distributed to a sample of 51 employees at Toyota in Indonesia. The most important finding was that training improves employee performance. Among the main recommendations was to conduct workshops or motivational seminars and increase the variety of training materials provided.

Suksutdhi (2024), *Innovation Model of Human Resources Training and Development for the Hotel Industry from the ASEAN Standard Framework: A Case in Nakhon Ratchasima Province, Thailand*

This study aimed to investigate human resource training and development in the hotel industry. Descriptive methods were used to analyze the study, and data were collected through questionnaires from a sample of 400 hotel employees. The most important finding was that the use of modern technologies and techniques in human resource training and development contributes to improving employee performance. The study emphasized that organizational capabilities, characteristics, and culture should be taken into consideration when implementing training and development programs.

Studies Related to Organizational Excellence

Mohamed (2023), *Strategic Vigilance and Its Impact on Achieving Organizational Excellence: An Analytical Study at Al-Qaim Cement Factory*

The study aimed to identify the role of strategic vigilance as an independent variable that leads to achieving organizational excellence as a dependent variable at AlQaim Cement Factory. The descriptive analytical approach was used and the sample for the study was selected purposively, which comprised 25 employees of Al-Qaim Cement Factory. The researcher primarily used a questionnaire to gather the research data. The main results concluded by the researcher were: Al-Qaim Cement Factory has modern technological vigilance which is used in the operation of this factory, and the administrative leadership of Al-Qaim Cement Factory has the ability to monitor the surrounding environment, which is reinforced by the strategic vigilance.

Mishmash & Hassouna (2024), *Competitive Information Quality and Its Role in Achieving Organizational Excellence in Palestinian Renewable Energy Companies*

This study aimed to investigate the role of competitive information quality in achieving organizational excellence in Palestinian renewable energy companies. A questionnaire was used as a data collection instrument from a study population of 123 employees working in Palestinian renewable energy companies in the Gaza Strip. The researchers adopted the descriptive-analytical approach to analyze the study. One of the most important findings of the study was that the content criterion was the most influential criterion of competitive information quality on organizational excellence.

Kumara & Bhagat (2020), *Measurement of Organizational Excellence in Indian Context: An Exploratory Study*

This study aimed to explore the criteria for measuring organizational excellence. The researchers adopted the descriptive-analytical approach, and the study sample consisted of 50 executive managers. The most important finding of the study was that the organization under investigation had achieved a satisfactory level of organizational excellence at present. The results were fully consistent with the organization's vision. The study emphasized the need for a long-term strategy to achieve the goal of sustainable organizational excellence.

Khalaf & Hamed (2022), *Strategic Behavior and Its Role in Organizational Excellence: A Field Study of Senior Leadership at the University of Karbala*

The main objective of the study was to find out the level of strategic behavior and its effect on the excellence of the university of Karbala. Approx 85 senior leaders (Department heads and above). This study used the descriptive-analytical approach. Amongst the most important findings were that the organization lacked a high rate of youth representation in leadership roles, and a complex hierarchical organizational structure, evidenced by the slow procedures they follow. The study suggested the implementation of training courses for human and structural excellence and leadership courses to qualify the leadership staff in the administration of the university to attain administrative excellence (human, structural and strategic excellence).

Second Section: The Theoretical Framework

First: Creative Training

Training activities are significant to organizational success and cannot be severed from humanresources in any organisation as it is well known that the success of any organisation depends largely on the human resources managing it. So, an employee needs training to enhance his or her capacity, cognition, motivation and actions. Today, with the development period, HR training is very crucial since the employees' formal education is not enough to face the demands of their work and their position in the organisations. Moreover, human resource placement in jobs is not the assurance of being able to completely understand their roles and responsibilities. When people are new to HR, they sometimes feel less confident and are unsure about their job role and duties in the organization they are working for. For this reason, new employees should be given training through orientation programs aimed at introducing them to the culture of the organization, its values, its systems and policies, as well as their core responsibilities for achieving the vision and mission of the organization (Mogea 2023, p. 58).

The creative training processes that different educational institutions carry out for their staff

contribute to improving the performance of their staff, keeping them up to date with technology, introducing them to new methods of teaching, giving them the knowledge and skills needed to carry out their responsibilities and increase their work capacity to perform their work and qualify the competencies that have been assigned to them (Bayoumi et al., 2023, p. 141).

Creative training is training that allows people to solve problems in new, creative and distinctive ways (Gad Al-Rab, 2020, p. 267).

Creative training is also the process of learning of specific skills which enable the employees to become more qualified and competent to do different jobs in the organization. It is also a process that involves training, training and training employees, so that they can grow in knowledge, skills, and experience in the field of work they have (Mogea, 2023, p. 59).

An organization can expect to enhance the effectiveness of its employees to deliver the work outcomes that it has set itself by applying appropriate training. As a result, training is directed towards existing and new employees to improve performance and to gain new knowledge and technology. Training is carried out due to the mismatch between capabilities or experience and the level of work that employees are supposed to do. (Mahardika & Luturlean, 2020 p. 388).

In addition, creative training helps apply or transfer technical and behavioral skills to the job, which would result in better employee performance and productivity. It also enhances the employees' job performance, resulting in job satisfaction and organizational participation (Sheeba & Christopher, 2020, p. 265).

In terms of the organization, training is a tool that can be used to boost productivity and foster a positive working environment through aligning organizational goals with employees and keeping employees open to the external environment. It assists the employees in solving their problems at work, enhancing their skills, motivating them, and fostering social relationship among the trainees (Ahmed et al., 2019, p. 320).

There are a number of techniques used for creative training which combine theory and practice. It equips employees with the skills to think outside the box and find solutions to problems in unique ways, as well as using creative thinking and techniques to enhance their creativity, flexibility and openness (Al-Askar, 2022, p. 697).

By providing employees with the necessary training and development, organizations can help boost their skills, knowledge, and capabilities, which can lead to increased job satisfaction. These programs also foster a sense of value and appreciation among employees, potentially enhancing their commitment and loyalty to the organization and leading to a more engaged and productive workforce dedicated to meeting organizational goals and objectives (Bresk, 2023, p. 42).

Hence, school organizations carry out different trainings for their staff to improve job performance, or to catch up with the new technology, and to learn and become familiar with the latest teaching methods. Giving employees expertise, skills, and knowledge helps them to train them and make them individuals who can demonstrate creativity, excellence, and productivity (Bayoumi, 2023).

Creative training can also deliver some very beneficial results for any organisation, such as creative thinking and a willingness to seek out several solutions. After training, workers can undertake creative and innovative activities in their workplaces, which in turn will help them create value and positive changes in their organizations (Gavin & Suss, 2016, p. 194).

1. Justifications for Adopting Creative Training

There are several justifications that lead organizations to adopt creative training, including the following (Lashin & Salah Al-Din, 2019, p. 140):

1. **Developments in the field of information and communications**, which necessitate changing and updating administrative systems in accordance with these developments.
2. **The weakness, formality, and routine nature of training programs**, along with limited attention to retraining employees.
3. **Reliance on traditional training methods**, insufficient funding, and the short duration of training programs, which rely on theoretical lectures and lack practical components.

2. Creative Training Methods

Organizations employ various methods to train their employees professionally, qualify them, and provide them with the necessary expertise, skills, and knowledge. These methods and

techniques include classroom training, instruction, practical training, blended learning, job rotation, and educational field visits (Suksutdhi, 2024, p. 273; Kakarougkas & Papageorgakis, 2023, p. 67).

- **Classroom Training:** This involves transferring knowledge and work-related experience by specialists, creating simulations, and organizing group discussions for collaborative learning.
- **Instruction:** This involves establishing a mentoring system for instructional work, supervising practice by a supervisor, and providing training through groups of employees working together.
- **Practical Training:** This consists of learning through work in real-life situations, learning through solving work-related problems, and exchanging opinions in the workplace.
- **Blended Learning:** This consists of work-based learning through online electronic media, interactive learning through organizational networks, and self-learning courses at all levels and at any time through the organization's platform.
- **Job Rotation:** This includes job rotation across various service departments to increase communication between departments, as well as job rotation involving similar tasks in different contexts to enhance skills in diverse situations.
- **Field Visits:** These involve organizing field visits to organizations to familiarize employees with and adapt them to the workplace.

Second: Organizational Excellence

One of the most visible organizational concepts that give an organization confidence to achieve long term and sustainable success in an ever-evolving business environment is by developing new ways of its development is organizational excellence. Pursuing organizational excellence can enhance the organization's overall position both internally and externally (Kumara & Bhagat, 2020, p. 25).

Organizational excellence is thus a must have for any successful organization. It is an art of integrating the needs of external and internal stakeholders and taking efforts to align process management and use of resources with the needs of the beneficiaries to provide positive outcomes that maximize beneficiaries' satisfaction. Therefore, in its efforts to become an excellent organization, organizations make a conscious and deliberate effort to develop all aspects of administration, by having methods and tools that will improve the value that the organization provides to its beneficiaries in the work field, and by developing human resources that will move the organization towards excellence and better organizational performance (Ibrahim et al., 2023, p. 114).

Therefore, the path towards excellence in organizational performance is to leave the routine and standardized performance and behavior of most organizations, and enter into dynamic and effective systems (Hashem, 2022, p. 140).

Organizational excellence is characterized as "performing the organization's mission in the best way possible in line with the total quality management standards with continuous improvement processes, efficiency and effectiveness (Khudair, 2023, p. 44)".

Organizational excellence can be defined as the organization's ability to sustain continuous improvement and development through implementing the TQM standards to attain competitive advantage (Yousif, 2020, p. 208).

Organizational excellence is the excellence reached by organizations in terms of input efficiency and process and output quality, which increases their value in the eyes of beneficiaries and helps them exceed others (Mishmash & Hassouna, 2024: 5).

With the aim of an organization achieving total quality, efficiency and effectiveness, organizational excellence enables the organization to contribute to continuous development and improvement in effort, performance and activities. It also enhances decision making quality by using information for decision making. Excellence in work is not necessarily the highest profit or the lowest prices; it is a holistic and multifaceted answer from economic, technical and social points of view. According to Al-Hadarawi et al. (2018, p.192), excellence is the organization's ability to sustain its ideal position expressed in success and profitability over a long term, to operate effectively and correctly; and to adjust to environmental, social and economic requirements.

1. Dimensions of Organizational Excellence

The dimensions of this study were selected after reviewing several studies (Ibrahim et al., 2023, p. 114; Khudair, 2023, p. 55; Mohamed, 2023, p. 160). The dimensions were as follows: **organizational culture, leadership excellence, knowledge excellence, service excellence, continuous improvement, and beneficiary satisfaction.**

1. **Organizational Culture:** A set of behaviors, values, and beliefs shared by employees and prevailing in the organization's work environment, which influence policy implementation, strategy application, and the improvement of performance efficiency (Abdelhamid, 2022, p. 57).
2. **Leadership Excellence:** A process aimed at influencing the minds and behaviors of individuals within the organization, enabling them to generate creative ideas, motivating them to participate effectively, and creating a shared commitment to achieving objectives through the adoption of specific structures or procedures (Marasan et al., 2021, p. 1361).
3. **Knowledge Excellence:** The possession of knowledge by organizational members, which constitutes an integrated system of characteristics, attributes, experiences, skills, and tangible and intangible capabilities that are difficult to imitate. It also involves the ability to collect, classify, store, and retrieve knowledge, enable employees to access it, and work toward its sustainability. Such knowledge distinguishes the organization from its other resources and contributes to its survival, continuity, and superiority over other organizations (Khudair, 2023, p. 61).
4. **Service Excellence:** Providing services that exceed the needs and expectations of customers and beneficiaries, maintaining their loyalty, targeting and attracting new beneficiaries, recruiting and training the best employees, involving them in the development of products and services, and empowering and motivating them to sustain excellence in service delivery (Hameed, 2020, p. 117).
5. **Continuous Improvement:** A cumulative and gradual process consisting of a series of carefully planned, small, and sequential steps that focus on the human element and its development more than on material elements. This means that improvements do not occur all at once but rather take place through successive stages (Al-Otaibi & Al-Mubairik, 2023, p. 182).

Third Section

Interpretation of the Results of the Statistical Analysis of the Research

To measure the opinions of the sample respondents regarding the questions included in the distributed questionnaire, the five-point Likert scale was used. It is a numerical scale that expresses the degree of response and is used to measure the questions and dimensions of the study variables, in order to ensure objective results, as shown in Table (2).

Table (2): Five-Point Likert Scale for Measuring the Study Instrument

Response Alternatives	Response Options	Agree	Uncertain	Disagree	Strongly Disagree
Score	5	4	3	2	1

Source: Prepared by the researcher based on the five-point Likert scale.

Statistical Methods Used

To answer the study questions and test its hypotheses, the researcher will use the following statistical methods:

1. **Cronbach's Alpha coefficient** to determine the reliability of the scale used.
2. **Arithmetic means and standard deviations** to answer the study questions, determine relative importance, and assess the level of application.
3. **Simple and multiple regression analysis** to test the study hypotheses.
4. **One-way analysis of variance (ANOVA).**

Validity and Reliability of the Study Instrument

Regarding the reliability of the study questionnaire, the internal consistency coefficient was used to verify the reliability of the instrument based on Cronbach's Alpha coefficient. Table (3) presents the internal consistency reliability coefficients for the dimensions of the questionnaire.

Table (3): Internal Consistency Reliability Coefficients for the Subscales

S	Variable	Reliability Coefficient
1	Organizational Culture	0.82
2	Knowledge Excellence	0.76
3	Service Excellence	0.80
4	Continuous Improvement	0.74
Creative Training		0.76
Organizational Excellence		0.91

Source: Calculated by the researcher using SPSS 26 based on the data from the questionnaire forms.

Answering the Study Questions

Descriptive Analysis of the Creative Training Items

This includes a statistical description of the sample's opinions regarding the study variables. The researcher used arithmetic means, standard deviations, item importance, and level of importance, as shown in Table (4).

Table (4): Arithmetic Means and Standard Deviations of the Extent of Application of Creative Training to the Planned Programs

S	Extent of Training Application to the Planned Programs	Arithmetic Mean	Standard Deviation	Item Importance	Importance Level (%)
1	The necessary facilities are available to provide high-quality training services.	**4.50**	**0.58**	**5**	**High**
2	The content of the training programs aligns with the required needs.	**4.48**	**0.50**	**6**	**High**
3	Training programs contribute effectively to solving work-related problems.	**4.36**	**0.60**	**8**	**High**
4	Trainers possess the necessary academic and practical experience for training.	**4.59**	**0.50**	**2**	**High**
5	The training programs meet the actual needs of the job based on a training needs analysis.	**5.48**	**0.55**	**1**	**High**
6	Training programs contribute to improving academic and practical skills to achieve better performance.	**4.55**	**0.50**	**3**	**High**
7	Training programs are designed through annual training plans aligned with strategic objectives.	**4.42**	**0.37**	**7**	**High**
8	Training courses are designed	**4.53**	**0.50**	**4**	**High**

	based on an understanding of modern educational and administrative systems.				
Overall Arithmetic Mean		**4.61**			

Dependent Variable: Descriptive Analysis of the Items of the Organizational Excellence Dimensions

The researcher also used arithmetic means, standard deviations, item importance, and importance level, as shown in Table (5).

Sequence	Extent of Application of Organizational Culture	Arithmetic Mean	Standard Deviation	Item Importance	Importance Level (%)
1	The organization's management has a long-term strategy, plans, and objectives that it seeks to achieve.	**3.97**	**0.62**	**1**	**High**
2	The organization's management focuses on final outcomes by using various methods of communication among individuals and providing them with guidance.	**4.20**	**0.57**	**3**	**High**
3	The organization's management focuses on cooperation among employees and working as a unified team.	**3.77**	**0.84**	**2**	**High**
4	The organization relies on a collective approach to solving problems.	**4.06**	**0.68**	**4**	**High**
Overall Arithmetic Mean		**4**			

Sequence	Extent of Application of Leadership Excellence	Arithmetic Mean	Standard Deviation	Item Importance	Importance Level (%)
1	Organizational leaders set objectives based on the needs and desires of beneficiaries.	**4.20**	**0.61**	**4**	**High**
2	There is a commitment from leadership to achieving a strong competitive position.	**3.91**	**0.78**	**1**	**High**
3	Senior management is committed to resolving the problems we encounter at work.	**4.40**	**0.73**	**2**	**High**
4	Leadership provides the necessary resources to achieve greater excellence and innovation.	**4.32**	**0.62**	**3**	**High**
Overall Arithmetic Mean		**4.20**			

Sequence	Extent of Application of Knowledge Excellence	Arithmetic Mean	Standard Deviation	Item Importance	Importance Level (%)
1	The organization holds discussion sessions among employees to harness their capabilities in intellectual and knowledge-based areas.	**4.14**	**0.67**	**4**	**High**

2	Management supports the participation of talented employees in local and international competitions and training courses, or provides them with generous rewards.	**4.16**	**0.77**	**3**	**High**
3	The organization's management develops the capabilities of its staff through training programs designed to keep pace with developments in knowledge.	**4.20**	**0.70**	**2**	**High**
4	The organization establishes relationships with other organizations and entities to exchange knowledge in scientific fields.	**4.40**	**0.57**	**1**	**High**
Overall Arithmetic Mean		**4.22**			

Sequence	**Extent of Application of Service Excellence**	**Arithmetic Mean**	**Standard Deviation**	**Item Importance**	**Performance Level**
1	The organization's management continuously conducts opinion surveys to identify the diverse needs within and outside the organization.	**4**	**0.73**	**4**	**High**
2	The organization's services are subject to continuous improvement and development.	**4.16**	**0.77**	**2**	**High**
3	The services provided are aligned with the needs of the beneficiaries.	**4.20**	**0.64**	**1**	**High**
4	The organization takes social responsibility into consideration when providing its services.	**4.10**	**0.74**	**3**	**High**
Overall Arithmetic Mean		**4.11**			

Sequence	**Extent of Application of Continuous Improvement**	**Arithmetic Mean**	**Standard Deviation**	**Item Importance**	**Performance Level**
1	The organization's management adopts clear continuous improvement standards that are applied across all work activities.	**4.22**	**0.58**	**3**	**High**
2	There is a convergence between employees' ideas and those of the organization's management regarding work quality.	**4.24**	**0.69**	**2**	**High**
3	An atmosphere of mutual trust prevails between the organization's management and its employees.	**4.36**	**0.48**	**1**	**High**
4	The organization's management is committed to providing high-quality services.	**4.20**	**0.91**	**4**	**High**
Overall Arithmetic Mean		**4.25**			

Source: Prepared by the researcher based on the questionnaire data using SPSS 26.

Testing the Study Hypotheses

First Main Hypothesis: There is a statistically significant effect of **creative training in enhancing organizational excellence: An exploratory study of the opinions of a sample of employees in the General Directorate of Education in Salah al-Din Governorate**.

To test this hypothesis, multiple regression analysis was employed to examine the potential effect of training on enhancing organizational excellence, based on an exploratory study of the opinions of a sample of employees in the General Directorate of Education in Salah al-Din Governorate, as shown in Table (6).

Table (6): Results of Testing the Effect of Creative Training in Enhancing Organizational Excellence Based on the Opinions of a Sample of Employees in the General Directorate of Education in Salah al-Din Governorate

Dependent Variable	Regression Model			Regression Coefficients		
The Effect of Training in Enhancing Organizational Excellence Based on the Opinions of a Sample of Employees in the General Directorate of Education in Salah al-Din Governorate	Coefficient of Determination (R^2)	Adjusted Coefficient of Determination (R^2)	Calculated F-Value	Regression Slope Coefficient (B)	Calculated T-Value	Statistical Significance (Sig.)*
	0.278	0.263	18.049	0.347	4.392	0.000

Source: Prepared by the researcher based on the results of the statistical analysis using SPSS 26.

***Statistical significance at a significance level of (0.050≤)**

Table (6) represents the result of testing the effect of creative training in enhancing the organizational excellence from the opinions of a sample of employees in the General Directorate of Education in Salah al-Din Governorate. The results of the statistical analysis showed a statistical significance in the impact of training on improving the organizational excellence of the employees of the General Directorate of Education in Salah al-Din Governorate. The coefficient of determination (R^2) was (0.278) which means that 27% of the variance in the employees of the Salah al-Din Directorate of Education due to the level of training implementation. The effect coefficient (B) was (0.347) which indicates that if the level of creative training increases by one unit, then the level of organizational excellence for the employees of the Salah al-Din Directorate of Education increases by (0.347) unit. The calculated F value was (18.049) and statistically significant at (0.050≤) and tabulated F value is (4.00), the significance of this effect is confirmed. This proves the hypothesis to be correct.

In order to confirm the effect of every variable of creative training on improving the organizational excellence based on the opinion of a sample of the employees in the General Directorate of Education – Salah Al-Din Governorate, the main hypothesis was broken down into sub-hypotheses. Each sub-hypothesis was tested separately by regression analysis, which was as follows:

H01-1: Based on the results of this research, it can be seen that the creative training has a statistically significant effect on improving the organizational culture of employees in the General Directorate of Education in Salah al-Din Governorate at a significance level (0.05).

To test this hypothesis, the researcher used simple regression analysis to investigate the impact on the organizational culture of the employees of the General Directorate of Education in Salah al-Din Governorate as shown in Table (7).

Table (7): Results of Testing the Effect of Creative Training on the Organizational Culture of Employees in the General Directorate of Education in Salah al-Din Governorate

Dependent Variable	Regression Model			Regression Coefficients			
The Effect of Creative Training in Enhancing Organizational Culture Based on the Opinions of a Sample of Employees in the General Directorate of Education in Salah al-Din Governorate	Coefficient of Determination (R^2)	Adjusted Coefficient of Determination (R^2)	Calculated F-Value	Statistical Significance (Sig.)*	Regression Slope Coefficient (B)	Calculated T-Value	Statistical Significance (Sig.)*
	0.403	0.395	11.906	0.000	0.132	7.333	0.000

Source: Prepared by the researcher based on the results of the statistical analysis using SPSS 26.

***Statistical significance at a significance level of (0.050≤)**

Table (7) This study presents the findings of the study on the impact of training on improving the organizational culture in the General Directorate of Education in Salah al-Din Governorate from the perspective of a sample of the employees in this directorate. The results of the statistical analysis showed that training has a positive effect on improving the organizational culture of employees in the General Directorate of Education in Salah al-Din Governorate has proven to be statistically significant. The coefficient of determination (R^2) was (0.403) which means that the changes in the level of training implementation explained (40%) of the variations among the employees of the Salah al-Din Directorate of Education. The effect coefficient (B) was (0.132), indicating that the implementation of creative training, if increased by one unit, will increase organizational excellence among employees in the Salah al-Din Directorate of Education by 0.132 unit. The calculated F value was (11.906) and this is significant at (0.050≤) when compared with the tabulated F value which is (4.00), there is confirmation of the significance of this effect. This means that the hypothesis is valid..

H01-2: There is a statistically significant effect on leadership excellence among employees in the General Directorate of Education in Salah al-Din Governorate at a significance level of (0.05).

To test this hypothesis, simple regression analysis was used to examine the effect on leadership excellence among employees in the General Directorate of Education in Salah al-Din Governorate, as shown in Table (8).

Table (8): Results of Testing the Effect of Creative Training on Leadership Excellence among Employees in the General Directorate of Education in Salah al-Din Governorate

Dependent Variable	Regression Model			Regression Coefficients			
The Effect of Creative Training on Enhancing Leadership Excellence: The Opinions of a Sample of Employees at the General Directorate of Education in Salah Al-Din Governorate	R^2 – Coefficient of Determination	R^2 – Adjusted Coefficient of Determination	Calculated F-Value	Statistical Significance (Sig.)*	Regression Slope Coefficient (B)	Calculated T-Value	Statistical Significance (Sig.)*
	0.563	0.554	59.158	0.000	0.429	6.500	0.000

Source: Prepared by the researcher based on the results of the statistical analysis using SPSS 26.

***Statistical significance at a significance level of (0.050≤)**

Table (8) illustrates the effect of creative training on enhancing leadership excellence according to the opinions of a sample of employees at the General Directorate of Education in Salah Al-Din Governorate. The results of the statistical analysis indicated a statistically significant effect of training on enhancing leadership excellence among employees at the General Directorate of Education in Salah Al-Din Governorate. The coefficient of determination (R^2) was **0.563**, representing the explanatory power that accounts for **56%** of the changes occurring among employees in the Salah Al-Din Directorate of Education, resulting from changes in the level of creative training application. The effect coefficient (B) was **0.429**, which means that a one-unit increase in the level of training application leads to an increase of **0.429** in enhancing leadership excellence among employees in the Salah Al-Din Directorate of Education. The significance of this effect is confirmed by the calculated F-value, which reached **59.158**, and was statistically significant at the significance level of **(0.050≤)** compared with the tabulated F-value of **4.00**. This confirms the validity of accepting the hypothesis.

H01-3: There is a statistically significant effect of creative training on the knowledge excellence of employees at the General Directorate of Education in Salah Al-Din Governorate at a significance level of (0.05).

Table (9): Results of Testing the Effect of Creative Training on Knowledge Excellence among Employees at the General Directorate of Education in Salah Al-Din Governorate

Dependent Variable	Regression Model			Regression Coefficients			
The Effect of Creative Training on Enhancing Knowledge	R^2 – Coefficient of Deter	Adjusted R^2 – Adjusted	Calculated F	Statistical Significance (Sig.)*	Regression Slope Coefficient (B)	Calculated T	Statistical Significance (Sig.)*
					0.139	9.267	0.000

Excellence: The Opinions of a Sample of Employees at the General Directorate of Education in Salah Al-Din Governorate	**mination**	**Coefficient of Determination**					
	0.511	**0.501**	**48.524**	**0.000**			

Source: Prepared by the researcher based on the results of the statistical analysis using SPSS 26.

***Statistical significance at a significance level of (0.050≤)**

Table (9) shows the impact of creative training on improving knowledge excellence from the perspective of a sample of workers at the General Directorate of Education in Salah Al-Diwn Governorate. The findings of statistical analysis showed a statistically significant effect of training on improving the knowledge excellence among employees in the General Directorate of Education-Salah Al-Din governorates. The coefficient of determination (R2) was 0.511 which means it explained the changes in the Salah Al-Din Directorate of Education employees due to the change in learning application level to 51% The effect coefficient (B) was 0.139, indicating that a unit increase in creative training application causes a unit increase of 0.139 of increasing the knowledge excellence among employees at the Salah Al-Din Directorate of education. This effect is statistically significant at the level of significance (0.050≤) as the calculated F-value was 48.524, which was greater than the tabulated F-value of 4.00. This confirms the validity of accepting the hypothesis.

H01-4: There is a statistically significant effect of creative training on service excellence among employees at the General Directorate of Education in Salah Al-Din Governorate at a significance level of (0.05).

Table (9): Results of Testing the Effect of Creative Training on Service Excellence among Employees at the General Directorate of Education in Salah Al-Din Governorate

Dependent Variable	**Regression Model**			**Regression Coefficients**		
تأثير التدريب الابداعي في تعزيز التفوق الخدمي للآراء عينة من العاملين في المديرية العامة للتربية في محافظة صلاح الدين	**R2** **Coefficient of Determination**	**R-2** **Adjusted Coefficient of Determination**	**Calculated F**	**Regression Slope Coefficient (B)**	**Calculated T**	**Statistical Significance (Sig.)***
	0.550	**0.541**	**52.524**	**0.701**	**3.632**	**0.000**

Source: Prepared by the researcher based on the results of the statistical analysis using SPSS 26

***Statistical significance at a significance level (0.050≤)**

Table (9) illustrates the effect of training testing on enhancing the cognitive excellence of the opinions of a sample of employees in the General Directorate of Education in Salah Al-Din Governorate. The results of the statistical analysis indicated the existence of a statistically significant effect of training testing on enhancing the cognitive excellence of employees in the General Directorate of Education in Salah Al-Din Governorate. The coefficient of determination (R2) reached (0.550), which represents the explanatory power that explains (55%) of the changes occurring among the employees in the Education Directorate of Salah Al-Din as a result of changes in the level of training implementation. The effect coefficient B also reached (0.701), which means that a one-unit increase in the level of training implementation leads to an increase in enhancing the service excellence of employees in the Education Directorate of Salah Al-Din by (0.701). The significance of this effect is confirmed by the calculated F value, which reached (52.524), and is significant at a significance level of (0.050≤), compared with the tabulated F value of (4.00). This confirms the validity of accepting the hypothesis.

H01-5: There is a statistically significant effect of creative training on the continuous improvement of employees in the General Directorate of Education in Salah Al-Din Governorate at a significance level of (0.05).

Table (10): Results of Testing the Effect of Creative Training on the Continuous Improvement of Employees in the General Directorate of Education in Salah Al-Din Governorate

Dependent Variable	Model Summary Regression Model			Coefficients Regression Coefficients			
The Effect of Training on Enhancing Continuous Improvement According to the Opinions of a Sample of Employees in the General Directorate of Education in Salah Al-Din Governorate	R2 Coefficient of Determination	R-2 Adjusted Coefficient of Determination	F Calculated	Statistical Significance Sig*	Regression Slope Coefficient B	T Calculated	Statistical Significance Sig*
	0.319	0.304	21.905	0.000	0.150	8.772	0.000

Source: Prepared by the researcher based on the results of the statistical analysis using SPSS 26

***Statistical significance at a significance level (0.050≤)**

Table (10) illustrates the impact of creative training test on improving continuous improvement from the perspective of a sample of personnel in the General Directorate of Education of Salah Al-Din Governorate. The results of the statistical analysis showed the presence of a statistically significant improvement in continuous improvement in general in the General Directorate of Education in Salah Al-Din Governorate due to training testing. The coefficient of Determination (R2) was obtained (0.319) which indicates the level of explaining changes that occurred between the employees of the Education Directorate of Salah Al-Din due to changes in the creative training implementation level. Moreover, the effect coefficient B was also found at (0.150) which indicates that there is an increase in enhancing continuous improvement of the employees in the Education Directorate of Salah Al-Din with every 1-unit increase in the level of

training implementation. The calculated value for F is (21.905) which is significant at significance level (0.050≤), and this confirms the significance of the effect under consideration, when compared with the tabulated value of F (4.00). This is the confirmation of the acceptance and validity of the hypothesis.

Conclusions

1. The organization demonstrates an interest in implementing the best training methods that enable it to outperform other competing organizations.
2. The organization adopts high-quality standards regarding the selection of competent trainers.
3. The organization provides its employees with the skills necessary to keep pace with developments occurring in the external environment.
4. The organization exchanges expertise and information with local and international organizations.
5. The organization is keen to continuously evaluate training programs and work on reviewing and developing them.
6. The organization provides an appropriate training environment for its employees.

Recommendations

1. The organization should provide employees with the necessary skills and expertise in a manner consistent with new technologies and methods of dealing with them.
2. Employees should be made aware of their importance by involving them in the development of training plans and programs.
3. The necessary technical requirements that contribute to the success of the training process should be provided.
4. The organization should provide trainees with motivational rewards to encourage them to participate in planning programs.
5. Attention should be given to evaluating performance fairly and impartially in order to develop remedial measures, resolve problems, and improve performance levels.
6. There is a need for continuous communication with other organizations, particularly international organizations concerned with education, to gain insight into the educational reality worldwide.

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