

The Impact of Human Recourses Training and Motivation Programs on Organizational Creativity in government hospitals in the Najran region

Mohammed Ali Al Shaban (**Main author**)^a, Ali Hasen Mohamed Al Shareef^b, Hasen Mohsen Al Zowaied^c, Khaled Ali Al Goraia^d, Ali Abdullah Al Shareef^e, Naje Saud Al Shareef^f, Mohammed Ali Al Shareef^g, Mahdi Al Hareth^h, Yosef Al Shabanⁱ, Hasen Ahmed Al Mosham^j, Mansor Mhammed Al Bataj^k

^{a,b,c,d,e,f,g,h,i,j,k} **Ministry of Health – Najran**

Abstract: The study aimed to identify the Impact of Human Recourses Training and Motivation Programs on Organizational Creativity in government hospitals in the Najran region. The study adopted the descriptive approach, while it used a questionnaire as a tool, which applied to (248) workers in government hospitals in the Najran region. The study results showed that there is a high degree of appreciation for each of Training Programs, Motivation Programs, and Organizational Creativity in government hospitals in the Najran region. The study results also showed that there is a statistically significant effect of human resources training on organizational creativity in government hospitals in the Najran region. In addition, there is a statistically significant effect of human resources motivation on organizational creativity in government hospitals in the Najran region. In light of the results, the study recommended enhancing organizational creativity at government hospitals in KSA.

Keywords: Human resources training, human resources motivation, organizational creativity.

Introduction:

The ability of thinking and acting for any activity is limited, therefore improving performance is a necessary that leads to significant performance improvement in any organization, which each team member's cooperation is needed (Umar et al., 2020).

The performance of the human recourses in the company is a main factor for developing it and keep it in the competition, which leads the company to take consideration of developing and improving its employees' performance and their way of dealing with challenges (Hanaysha and Tahir, 2016).

In order to improve the quality of its all operations, the company have to improve its human recourses performance through the acquisition of knowledge, the improvement of skills, and the increasing of efficiency in the workplace (Schmidt, 2010).

However, training and motivation programs for employees improve their skills and their way of thinking and dealing with challenges that happens in the work environment (Nashar et al., 2018).

According to Rahayu et al. (2019), training and motivation programs help the company to deal positively with employee dissatisfaction practices such as bureaucratic procedures, low commitment and absence and decreased productivity and quality, which makes the company to achieve its goals and gain optimum returns on investment.

Training and motivation programs increase the abilities of employees and meet their needs that leads to work engagement and boost up the motivation of employees, in addition to advance the employee job related knowledge and skills resultantly helps to solve complex problems (Muhammad et al., 2020).

However, creative ideas can be used for problem resolution, process improvements and the

development of new services and/or products, that means that individual creativity is important for organizational innovation (Anwar and Abdullah, 2021).

Thus, organizational creativity can be practiced when a working environment facilitates idea generation, knowledge sharing and creative problem solving, individuals in that environment are more likely to generate creative ideas that involve unique concepts or new applications of existing concepts (Gupta and Banerjee, 2016).

Aim of study:

The study aims to identify the Impact of Human Resources Training and Motivation Programs on Organizational Creativity in government hospitals in the Najran region

Objectives:

- 1) Identify the efficiency of human resource management in terms of (Training and Motivation Programs) in government hospitals in the Najran region.
- 2) Identify the level of organizational creativity of the medical and nursing staff in government hospitals in the Najran region?
- 3) Analysis of the Impact of Human Resources Training and Motivation Programs on Organizational Creativity in government hospitals in the Najran region?

Hypothesis:

First hypothesis:

H1: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources training on organizational creativity in government hospitals in the Najran region.

Second hypothesis:

H2: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources motivation on organizational creativity in government hospitals in the Najran region.

Training and Motivation Programs

Training programs of employees are one of the main the processes in the improvement and development of employee's performance. Training programs are aspect that needs for employee to deal with proportionately and professionally continuous and sustainable (Dalimunthe and Muda, 2017).

The concept of training represents a systematic learning and improvement programs, with a specific short period, for anyone who has worked in an organization that aim to increase employee competency and performance at present, in order to increase the effectiveness of achieving an organization's goals (Abdullah, 2020).

Development practices such as training help organizations to retain talented employees and provide personal development opportunities. Also employee development through training, skills and learning can result in making employees more engaged with respect to the job and the organization. Thus, employees tend to invest in companies that invest in them by planning for their career development (Chandani et al., 2016).

Training program is a main strategy of human resources department strategies that aim to improve the employees' skills and ability in order to deal with challenges that face the organization. Challenges may occur inside the organization or outside such as competition conditions and situations (Nashar et al., 2018).

Rahayu et al. (2019) added that training programs also help the organization to deal effectively with employees' problems that may affect the development of the organization and its performance.

There are common benefits of employee training and development, Rodriguez and Walters (2017)

described them as the following:

- It increases employees' morale, confidence, and motivations.
- It lowers production costs because individuals are able to reduce waste.
- It promotes a sense of security which in turn reduces turnover and absenteeism.
- It increases employees' involvement in the change process by providing the competencies necessary to adjust to new and challenging situations.
- It opens the doors for recognition, higher pay, and promotion.
- It helps the organization in improving the availability and quality of its staff.

Training and development of employees also including the following benefits: consistency in job performance, greater job satisfaction, higher guest satisfaction, and reduction in business costs, to name a few (Jaworski et al., 2018).

In addition, programs of training and development have an importance that gives the best utilization of human resources, upgrade capacity advancement, blast usefulness and benefits, improving hierarchical lifestyle, upgrade excellent and assurance, as well as upgrading corporate ethical quality and picture (Haralayya, 2022).

However, Training is a continuous process through which employees obtain the necessary knowledge and be able to know how to perform well in an organization. An organization that has a designed environment which emphasizes on training that can be valued by its employees will have better chances to obtain greater commitment (Hanaysha, 2016).

In order to keep the continuation of the training process, there are specific steps that have impact on the employee performance, these steps are described by Imran and Tanveer (2015) as the following:

- Needs assessment and outcomes identification.
- Checking out for employees' readiness for Training.
- Planning out for the Training design with clear learning objectives.
- Offering the Training by selecting a method i.e. traditional or e-learning.
- Making sure the transfer of Training and developing an evaluation plan.
- Monitoring and evaluating the Training program.

Therefore, training programs considered as a planned efforts that are aimed at increasing individual skills. They also referred as systematic processes of changing the behavior of employees towards achieving organizational goals. In addition, trainings are a source of increasing intellectual capital and escalating employee commitment (Al Qudah et al., 2018).

On the other hand, motivation programs are practices that improve and develop employees in the work environment, such programs based on understanding employees' needs and using appropriate motivating methods that activate, direct, and sustain behavior (Nguyen, 2017).

According to Guillén et al. (2015), understanding the needs of employees is vital to the success of organizational objectives. Therefore, the organization has to capture and explain the full range of such motivations and needs.

Motivation of the employees in workplace is an essential factor in determining employees' productivity

and efficiency, it is a management process of influencing behavior based on the knowledge of what make people think (Salleh et al., 2016).

In organizational level, motivation is a behavioral, affective and cognitive process that influences the willingness of workers to perform their duties in order to achieve personal and organizational goals, influencing the extent and level of their effectiveness at work. Simply, motivation is the desire of individuals to act or behave in certain ways (Okello and Gilson, 2015).

There are motivators that related and affect directly employees' satisfaction about their jobs, Castillo and Cano (2004) described these motivators as the following:

- **Recognition:** Acts of notice, praise, or blame supplied by one or more superior, peer, colleague, management person, client, and/or the general public.
- **Achievement:** Accomplishment of endeavors including instances wherein failures were incurred. Similarly, instances were included wherein neither success nor failures were incurred.
- **Possibility of Growth:** Whether a change in status was possible, irrespective of the fact that the change could be upward or downward in status.
- **Salary:** All sequences of events in which compensation plays a major role.
- **Interpersonal Relations:** Relationships involving superiors, subordinates, and peers.
- **Supervision:** The supervisor's willingness or unwillingness to delegate responsibility and/or willingness to teach subordinates.

Social needs such as love, affection and belongingness are important to motivate and satisfy the employee, such needs must be fulfilled by providing the ability to link with the members of the same community in a meaningful way. As well as, rewards are the factor that make employees feel equitable, they will be motivated and this is likely to result in greater performance effort to achieve organizational goals (Aziri, 2011).

Thus, Training, development and motivation programs help the organization in improving the utilization of its resources, especially the human resources, as well as help employees to achieve organizational goals and their individual goals.

Organizational Creativity

Creativity is an essential factor for the survival and success of any organizations, that is help the organization to adapt with the changing situations, thus the organization have to develop the creative abilities of individuals and teams within organizational contexts (Hirudayaraj and Matić, 2021).

Creativity in the organizational context considered as a process of creating of a useful new product, service, idea, procedure, or process by the employees who work in a complex social environment (Puccio and Cabra, 2010).

Organizational creativity describes the attitude directly related to dealing with and making use of available information with an open-minded approach, organizational innovativeness can be conceptualized as a specific organizational approach to information processing (Uslu and Çubuk, 2015).

Gupta and Banerjee (2016) indicated that practicing organizational creativity must be practiced in order to facilitate idea generation, knowledge sharing and creative problem solving, such ideas involve unique concepts or new applications of existing concepts.

There are three organizational factors that related to creative, Taha et al (2016) describe these factors as the following:

Organizational Motivation: to innovate and organizational support for creativity and innovation.

Resources: understood as everything that the organization has available to aid work targeted for

innovation, e.g., sufficient time for producing novel work, the availability of training etc.

Management Practices: characteristics of work environments that are connected to creative behavior in organizations.

Organizational creativity described as the following: it can be seen as creativity carried out by particular creative individuals within an organization, which refers to creativity possessed by some key individuals (i.e., individual cognition-based view of creativity). Also, it can be seen as group creativity aggregating of individual creativity; understanding creativity resulting from a similar kind of capacity of a group or an organization than what the individual creativity represent. In addition, it can be seen as demonstrated novelty carried out by an organization as a whole, a view that is based on collective (organizational) knowledge, and one that understands creativity carried out by the organization as a whole (Nisula, 2013).

There are four types of organizational creativity that applied in the organization as identified by Tan (2019):

Incremental Creativity: it happens when employees approach their creative efforts towards bounded problems in an analytical fashion, and it involves the application of known solutions within the defined problem space, as opposed to exploring radical ways of doing things, and involves the least risk.

Integrative Creativity: it is the outcome of applying analytical thinking in solving an unbounded problem. In this type organizations rely on existing technical know-how and procedures to understand the dynamics of the undefined problem space before generating alternatives to solve the problem.

Improvisational Creativity: it occurs when employees “discovered” new ways in solving mundane problems in organizations, and it does not follow a rigorous and discipline process in solving the problem. This type adopts an iterative and does not have objective criteria to evaluate the acceptance of the ideas and it based on trial and errors and experiences.

Imaginative Creativity: it is the outcome of applying intuitive thinking to unbounded problems. This type calls for courage to depart from conventional ways of looking at the problem, and it requires multiple iterations of problem and solution finding.

However, individuals play an essential role in the process of organizational creativity through their characteristics, attitudes, values and believes and behaviors (Akan, 2015).

Therefore, the organization have to promote organizational creativity among its individuals through removing barriers and obstacles that prevent creativity and enhance creative skills of all employees (Patterson, 2002).

On the other hand, creativity in the organizational level has four components (creative process, creative outcomes, persons, and situation) that their interaction form the behavioral creative potentiality of an organization. As well as, proposed to be a creative performance of the organization, which is aggregate from the creative performance of its constituent groups, and the organizational enhancement of creativity (Nisula, 2013).

Accordingly, we can indicate that creativity in its individual and organizational context helps employees to enhance their performance through seeking out new technologies, processes, techniques or product ideas. Thus, creativity is a good source that has a new approach to problems.

Literature review:

Chaubey et al. (2022): Examining the Effect of Training and Employee Creativity on Organizational Innovation: A Moderated Mediation Analysis

The study aimed to understand the effects of training and creativity on organizational innovation under the moderating influence of the organizational climate. The sample was employees working in Indian automotive manufacturing organizations. The study used questionnaire to collect data. The results showed that the relationship between training and organizational innovation was leveraged by employee creativity,

which acts as a mediator between the two; also the organizational climate augments the mediation process by coherently creating a positive moderating influence. The study provides prospective insights to management leaders and practitioners by establishing how training can bring about positive change in the innovative front

of the organization; it also offers keys to the organizations for an active engagement of the employees through a supporting climate conducive for harnessing of individual creativity and innovative potential.

Jalil et al. (2021): Training Perception and Innovative Behavior of SME Employees: Examining the Mediating Effects of Firm Commitment

The study aimed to examine the relationship between employees' perceptions of training and their innovative behavior in the Malaysian small and medium-sized enterprises sector. The sample was a total of 635 employees from 200 small and medium-sized enterprises in Malaysia. The study used questionnaire to collect data. The results showed that training in Malaysia significantly engaged small and medium-sized enterprises employees in innovative behavior; also affective and calculative commitment have partial mediating effects on the association between training and innovative behavior. The study recommended that future research can include the other dimensions as well; and to do a study on rural small and medium-sized enterprises or to compare the innovative behavior of employees in rural and urban small and medium-sized enterprises; in addition, future researchers can do longitudinal studies in the future and collect data over different time frames, resulting in a variety of outcomes.

Collin et al. (2020): Human Resource Development Practices Supporting Creativity in Finnish Growth Organizations

The study aimed to increase the understanding of Human Resource Development practices that enhance creativity in Finnish growth companies. The sample includes 98 employees in technology, industrial and artistic design organizations in Finnish growth companies. The results showed that various Human Resource Development practices aligned with the requirements of creativity, including job design, teamwork, career development and everyday supervision and leadership.

Thus, Human Resource Development plays an important role in increasing creativity in the workplace and that it can best support creativity by taking the form of shared responsibilities in teams, clear career paths and everyday fair leadership. The study recommended that it is important to identify the competencies and strengths of people in organizations and to create new practices that are suitable for the organization. Creating new practices also requires courage to renew structures if needed, especially in situations of constant organizational growth, as was the case in our study. In addition, work design, teamwork and recruitment, supervisory work is particularly important.

Chahar et al. (2019): Employees Training and its Impact on Learning and Creativity: Moderating Effect of Organizational Climate

The study aimed to examine the moderating and mediating role of organizational climate between employees training and creativity. The sample of the study was 324 employees working in various Small and medium-sized enterprises of Dehradun area. A survey instrument was chosen for collection of comprehensive data. The study showed that various training activities are used to enhance the employees learning and make them more creative, the success of training in encouraging innovation at the work place is being much less evaluated, and the study found that both employee creativity and employee learning foster organizational climate. Further, the mediation effect of organizational climate on learning and creativity is different, as well as, the study shows that creativity is partially mediated, but learning has no significant effect on organizational climate. The study recommended and suggested that companies must focus on training their employees so that employees become creative and learn new practices for improving their competencies at work, also suggests to find the means of improving organizational climate because of its rich contribution towards improving employee creativity and learning.

Casanovas (2017): Improving Creativity Training: An examination of the Effects of Delivery Method and Problem Realism on Creative Performance in Post-Training Ideation

The study aimed to examine the effect of training on creative performance. The sample of the study

includes 109 groups of employees of 45 Spanish companies (981 participants overall) participated in different training experiences conducted to ascertain if and how the aforementioned factors (type of training and problem realism) affect creative performance. The results reveal a positive effect of training on creative performance and also showed that training based on experience is better suited for creativity training, the results also reveal that working on real-life problems as opposed to fictitious ones, enhances creative performance, in addition the results indicate the existence of a relationship between training delivery method and post-training ideation performance; specifically, ideation performance is enhanced by training delivery based on experiential learning, and there is a positive relationship between training and creative performance; thus, trained groups, produced more ideas and also show superior results in terms of originality and elaboration as compared to untrained groups. The study recommended that future research could address this issue by extending the number of subjects to larger samples, and make studies that provide evidence on how creativity training programs held within organizations helped them to enhance performance indicators related to creativity and innovation.

Jaradat et al. (2016): The Role of the Strategy of Training Human Resources in Creativity from the Perspective of Trainees: A Case Study of the Service Institutions in Hebron Governorate

The study aimed to identify the role of human resources training strategy in creativity from the perspective of the trainees in the service-institutions in the city of Hebron. The sample was 96 employees of the service institutions in Hebron. The study used the descriptive method. The results showed that the role of human resources training strategy in the creative approach from the standpoint of the trainees in the service institutions is very important, and that creativity in the service- institutions is high. The study recommended that the adoption of other community institutions for training strategies as well as the need to link training strategy towards innovation , and the need to build other strategies such as Motivation strategy for strengthening creativity.

Methodology:

The researcher adopted the descriptive approach, which is one of the scientific research methods that is based on describing the problem through the reality of the situation and works to reveal the way in which the various factors affect a phenomenon or to reveal the extent of the influence of each factor on this phenomenon (Obeidat, et. al, 2012)

The method used will be employed as follows:

Where the descriptive approach was adopted in describing the study's independent variables and the dependent variable, and for the purpose of testing the study's hypotheses about the Impact of Human Recourses Training and Motivation Programs on Organizational Creativity in government hospitals in the Najran region.

The Study Population and Sample:

The study population includes workers in government hospitals in the Najran region.

Based on the large size of the community and the difficulty of accessing all its members, the stratified random sampling method was used to include all classes and job sites in government hospitals in the Najran region. The sample size will be determined according to the following table: Table (1) Community and sample size

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

N is population size.
S is sample size.

Source: Sekaran, U., & Bougie, R. (2014). Research methods for business: a skill-building approach (6th ed.). Haddington: John Wiley & Sons.

The study population has more than 10,000 employees in hospitals, and accordingly the sample number is (248). The questionnaire, the study tool, distributed electronically to the members of the study community (230) questionnaire were collected.

Description the study sample Personal Information:

The frequencies and percentages of the study sample personal information were found as follows:

**Table (2)
 Sample's personal information**

The personal information		Frequency	Percent %
Gender	Male	153	66.5
	Female	77	33.5
	Total	230	100.0
Education Level	Diploma or less	12	5.2
	Ba	185	80.4
	Master's	28	12.2
	Phd	5	2.2
	Total	230	100.0

Experience	Less than 5 years	56	24.3
	5- under 10 years old	144	62.6
	10- under 15 years old	30	13.0
	15 years and over	0	0.0
	Total	230	100.0

Source: prepared by the researcher based on the field study

Table (2) shows that most of the study sample members were male (66.5%), while female represented (33.5%) of the study sample in government hospitals in the Najran region.

Table (2) also shows that (80.4%) of the study sample hold Ba degree, while (12.2%) of the study samples hold Master’s degree. Whereas, (5.2%) of the study samples hold Diploma or less degree, while (2.2%) of the study sample in government hospitals in the Najran region hold Phd degree.

In addition, table (2) Shows that (62.6%) of the samples have (5- under10 years old) experience, (24.3%) of the samples have (less than 5 years) experience, and (13%) of the study sample have (10- under 10 years old) experience from the study sample in government hospitals in the Najran region.

Statistical tools:

In this study, the statistical package for social sciences (SPSS) version No. (22) will be relied upon to carry out the statistical analysis of this study, as the following statistical methods will be used:

Descriptive Statistics: Descriptive statistics are used for the descriptive analysis of the study sample’s opinions on the study variables, which will include the percentages used to measure data trends according to each paragraph of the study.

Arithmetic mean: with the aim of determining the relative importance of each statement in the questionnaire items for respondents from the study sample.

Standard Deviation: It was used to measure the degree of dispersion and the deviation of the respondents' answers from the study sample from the arithmetic mean for each paragraph of the questionnaire.

Cronbach alpha test: which is used to know the stability of the tool and the possibility of obtaining the same data when re-study using the same study tool on the same individuals under one condition and to test the stability of the questionnaire and the possibility of relying on it in testing hypotheses and achieving the objectives of the study.

Regression test to test the hypotheses of the study.

Reliability Test:

The Reliability Test, which is the calculation of the Cronbach alpha coefficient, will be tested to verify the internal consistency of the fields included in the questionnaire as a measuring tool, where a value ranges between (1-0) and its value is acceptable at (%60) and above (Sekaran & Bougie, 2014). Table (3) shows the test results as follows:

**Table (3)
 Reliability Test**

Variable	Paragraphs No.	Cronbach's Alpha
Training Programs	7	74.9%
Motivation Programs	5	81.2%
Organizational Creativity	8	85.2%
Total	20	90.8%

Source: prepared by the researcher based on the field study

Table (3) indicates a high reliability of all study variables and the total in general, as the value of (Cronbach alpha) was more than the value (60%) for each variable and for all variables of the study scale.

Ethical consideration:

The members of the study community are free to participate in the questionnaire without any pressure and they have the right to withdraw from participation at any time.

The data will be kept confidential and will be used for scientific research only. Participants will be informed of that.

Consent will be taken to publish the questionnaire in the study community hospitals.

Results:

First, Training Programs: To identify Training Programs, Means and Std. Deviation were applied, where table (4) shows the results:

**Table (4)
 Means and Std. Deviation of Training Programs**

No.	Statement	Mean	Std. Deviation	Rate
1	The hospital trains all its cadres to qualify them for job positions.	4.500	0.819	High
2	Trainers are selected who specialize in all aspects of work.	4.310	0.851	High
3	The hospital administration relies in its training process on modern, highly developed programs.	3.930	1.047	High
4	The hospital is characterized by seriousness and accuracy in implementing training programs	3.402	1.356	Moderate
5	The training programs are described as comprehensive in terms of training topics and objectives	3.947	1.096	High
6	Hospital staff are trained according to a pre-prepared work plan.	4.218	0.861	High
7	The hospital reviews and follows up the results of the training operations	4.144	0.965	High
Average		4.064		High

Source: prepared by the researcher based on the field study

Table (4) indicates the attitudes of the sample towards questionnaire statements of Training Programs; Average mean (4.064) (High appreciation).

Table (4) noted that the Training Programs means ranged [3.402-4.500], where the rating ranged from moderate to high appreciation. The results showed that paragraph (1) has the highest level of appreciation, which stated “The hospital trains all its cadres to qualify them for job positions”, with mean reached (4.500), Std. Deviation (0.819) at high level of appreciation. Paragraph (4), was at the lower level which stated, “The hospital is characterized by seriousness and accuracy in implementing training programs”, where the mean was (3.402) Std. Deviation (1.356) at moderate level of appreciation.

Second, Motivation Programs: To identify Motivation Programs, Means and Std. Deviation were applied, where table (5) shows the results:

Table (5)
Means and Std. Deviation of Motivation Programs

No.	Statement	Mean	Std. Deviation	Rate
8	The hospital offers a system of incentives and compensation commensurate with the expectations of its employees.	4.140	0.904	High
9	The hospital offers remunerative commissions to employees, each according to his performance.	4.149	0.808	High
10	The hospital administration guarantees its employees appropriate social security.	4.171	0.861	High
11	Health insurance covers all family members of the employee in the hospital.	3.825	1.015	High
12	The hospital administration grants sick leave directly as soon as the employee needs it.	4.162	0.883	High
Average		4.090		High

Source: prepared by the researcher based on the field study

Table (5) indicates the attitudes of the sample towards questionnaire statements of Motivation Programs; Average mean (4.090) (High appreciation).

Table (5) noted that the Motivation Programs means ranged [3.825-4.171], where the rating was at high appreciation for all paragraphs. The results showed that paragraph (10) has the highest level of appreciation, which stated “The hospital administration guarantees its employees appropriate social security”, with mean reached (4.171), Std. Deviation (0.861) at high level of appreciation. Paragraph (11), was at the lower level which stated, “Health insurance covers all family members of the employee in the hospital”, where the mean was (3.825) Std. Deviation (1.015) at high level of appreciation.

Third, the Dependent Variable, Organizational Creativity: To identify Organizational Creativity, Means and Std. Deviation were applied, where table (6) shows the results:

Table (6)
Means and Std. Deviation of Organizational Creativity

No.	Statement	Mean	Std. Deviation	Rate
13	The hospital promotes organizational creativity.	4.013	0.881	High
14	Employees initiate behaviors that promote the development of work in the hospital.	4.189	0.821	High
15	The hospital provides the appropriate environment for creative behavior.	4.053	0.913	High
16	The hospital provides all facilities to attract creative individuals and ensure that they continue to work.	4.286	0.699	High
17	The hospital works on delegating to employees the necessary powers to support organizational innovation.	4.149	0.934	High
18	The hospital works to provide security and job stability to enhance organizational creativity	4.210	0.873	High
19	The hospital has a system for developing the creative abilities of the employees.	4.163	0.828	High

20	The promotion system in the hospital is linked to the development of the creative abilities of the workers	4.038	0.883	High
Average		4.137		High

Source: prepared by the researcher based on the field study

Table (5) indicates the attitudes of the sample towards questionnaire statements of Organizational Creativity; Average mean (4.137) (High appreciation).

Table (5) noted that the Organizational Creativity means ranged [4.013-4.286], where the rating was at high appreciation for all paragraphs. The results showed that paragraph (16) has the highest level of appreciation, which stated “The hospital provides all facilities to attract creative individuals and ensure that they continue to work”, with mean reached (4.286), Std. Deviation (0.699) at high level of appreciation. Paragraph (13), was at the lower level which stated, “The hospital promotes organizational creativity”, where the mean was (4.013) Std. Deviation (0.881) at high level of appreciation.

The study hypotheses Test:

The first Hypothesis:

H1: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources training on organizational creativity in government hospitals in the Najran region.

To test the first hypothesis, regression test used to find out if there is a statistically significant effect of human resources training on organizational creativity at government hospitals in the Najran region, at significance level ($\alpha \leq 0.05$).

Model Summary:

Table (7)
Model Summary first hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	.232	.229	.52566

a. Predictors: (Constant), Training

Source: prepared by the researcher based on the field study

Table (7) shows the value of the Regression coefficient between the human resources training & organizational creativity, reaching its value (0.482) as shown, the value of the coefficient of determination (R^2) reaches value of (0.232), which indicates that (23.2%) of changes in human resources training caused by organizational creativity.

Table (8) represents the results of analysis of human resources training on organizational creativity to test the significance of regression model:

Table (8)
ANOVA^a human resources training on organizational creativity

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	18.947	1	18.947	68.570	.000 ^b
	Residual	62.725	227	.276		
	Total	81.672	228			

a. Dependent Variable: Creativity

b. Predictors: (Constant), Training

Source: prepared by the researcher based on the field study

Table (8) analysis of variance, which aims to identify the explanatory model of human resources training on organizational creativity through examined (F).

The Examined (F) value was equal to (68.570) with possibility value (0.00) which is lower than the specific value (0.05), and that shows that there is a statistically significant effect exists at significance level ($\alpha \leq 0.05$).

Therefore, we reject the null hypothesis and accept the alternative:

i.e., There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources training on organizational creativity in government hospitals in the Najran region.

The Second Hypothesis:

H2: There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources motivation on organizational creativity in government hospitals in the Najran region.

To test the Second hypothesis, regression test used to find out if there is a statistically significant effect of human resources motivation on organizational creativity at government hospitals in the Najran region, at significance level ($\alpha \leq 0.05$).

Model Summary:

Table (9)
Model Summary Second hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700 ^a	.490	.488	.42838

a. Predictors: (Constant), motivation

Source: prepared by the researcher based on the field study

Table (9) shows the value of the Regression coefficient between the human resources motivation & organizational creativity, reaching its value (0.700) as shown, the value of the coefficient of determination (R^2) reaches value of (0.490), which indicates that (49%) of changes in human resources motivation caused by organizational creativity.

Table (10) represents the results of analysis of human resources motivation on organizational creativity to test the significance of regression model:

Table (10)

ANOVA^a human resources motivation on organizational creativity

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	40.015	1	40.015	218.054	.000 ^b
Residual	41.657	227	.184		
Total	81.672	228			

a. Dependent Variable: Creativity

b. Predictors: (Constant), motivation

Source: prepared by the researcher based on the field study

Table (10) analysis of variance, which aims to identify the explanatory model of human resources motivation on organizational creativity through examined (F).

The Examined (F) value was equal to (218.054) with possibility value (0.00) which is lower than the specific value (0.05), and that shows that there is a statistically significant effect exists at significance level ($\alpha \leq 0.05$).

Therefore, we reject the null hypothesis and accept the alternative:

i.e., There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources motivation on organizational creativity in government hospitals in the Najran region.

Conclusion:

The study concluded that there is a high degree of appreciation for Training Programs in government hospitals in the Najran region, where the study found that the hospital trains all its cadres to qualify them for job positions. Whereas, the study results showed there was no seriousness and accuracy in implementing the training programs in government hospitals in the Najran region. The study results also showed that Motivation Programs was at high degree of appreciation in government hospitals in the Najran region, where the study found that the hospital provides incentives and compensation in line with the expectations of its employees. It provides them with equivalent commissions according to performance, appropriate social security, and health insurance for all family members. The hospital administration also grants sick leave directly as soon as the employee needs it.

In addition, the study concluded that there is a high degree of appreciation for Organizational Creativity in government hospitals in the Najran region; as the hospital promotes organizational creativity, by providing the appropriate environment for creative behavior, providing all facilities to attract creative individuals, and providing job security and stability to enhance organizational creativity.

Moreover, through testing the study hypotheses, the study concluded the following results:

There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources training on organizational creativity in government hospitals in the Najran region.

In addition, there is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of human resources motivation on organizational creativity in government hospitals in the Najran region.

Recommendation:

The study recommends enhancing organizational creativity at government hospitals in KSA, with a focus on the following points:

- Hospital staff should be trained according to a pre-prepared work plan.
- The hospital must review and follows up the results of the training operations
- The hospital must offer a system of incentives and compensation commensurate with the expectations of its employees.
- Health insurance should covers all family members of the employee in the hospital
- The hospital should provide the appropriate environment for creative behavior

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