The Role of Electronic Training in Rehabilitating Tourism Human Resources: a Case Study in the Iraqi Tourism Board

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Undoubtedly, the contemporary world has witnessed rapid development in the fields of information technology and all fields and sectors as well as human societies, including the Arab societies. At the head the list, the techniques and methods of education and training have emerged which forces heads of centres of human resources development and training to be accompanied with these developments, especially electronic training within their plans. In the age characterised by the rapidity and constant change, the importance of training of tourism human resources becomes essential; without it, the workers cannot go on working efficiently and constantly. The continuous training develops the competence of individuals by transferring knowledge and new information to reality. In this study, we presented a proposal about the benefits and determinants of electronic training. We also explained the importance of adopting electronic training techniques in human resources development and training centres, and then explained how to emerge electronic training within the system of these centres. Eventually, according to our study and experience, we presented a framework represented map road to transforming the traditional training into electronic one in the Iraqi Tourism Board, and we reach to a set of conclusions and necessary recommendations.

Keywords: *Rehabilitation, Tourism human resource, Contemporary*

Introduction

It is well known that tourism is a social phenomenon and a pattern of individual and collective behaviour to a set of continuous and interrelated activities, characterised by their

diversity and renewal. It is a part of the civilisation requirements and specifications is the orientation towards providing services after knowing the needs and desires of the consumer. Hence, the tourism board adopts philosophy depended on essential and strategic principles to achieve satisfaction for its guests. As the orientation toward introducing better services includes a set of principles to achieve excellence in the touristic market, it was important to have the best specialisation of the human resources depending on the level of training to achieve the needs of the market.

The training process is considered one of the essential elements of modern tourism management no matter whether it is for the new employees to acquire the necessary skills and successfully qualify them to perform their jobs, or for the current employees who are in urgent need of training to provide them with modern skills efficiently and effectively in their fields of work, and activate this in solving the problems they face. It can be said that it is necessary to plan the training programs for their importance in raising the efficiency of the human resources in the tourism sector.

Research Methodology

Research Problems

The development of the tourism sector made it most appropriate ways to gain a competitive advantage to improve the level of service by investing the human resources working in this sector. This may help improve their performance in the specialised field, which leads to raising the level of performance of workers in introducing services compared to other countries. Hence, this encouraged to trace this problem in an attempt to find solutions. It can be confirmed that the problem focuses on answering the following questions:
1. Is there awareness among the higher management of touristic facilities in the importance of training programs for their employees and planning, which reflects the efficiency and effectiveness of the provided service?
2. Are the plans for training programs of workers in touristic facilities able to meet the requirements of the touristic market?

The Importance of Research

The importance of this study lies in the following:
1. The role of training in raising the efficiency of specialised tourism staff and its impact on the quality of provided services.
2. It contributes to revealing the weak points of the Tourism Board in the light of qualified human resources and making them more developed towards the training and development of their workforce.

Research Objectives

The study aims to:

1. Emphasise on the importance of training in this sector through the level of services provided by touristic facilities to their guests to achieve the appropriate income of an investment.
2. Work on increasing the awareness of the higher and concerned authorities of the Iraqi Tourism Board about the importance of planning of training programs to improve services towards adopting a strategy to meet the requirements of the tourism labour market through building plans for tourism.
3. Propose the establishment of a system of electronic courses going along with the technological and technological progress and to save time, effort and cost of the trainee and trainer.

The Hypothesis of Research

Electronic training has an important role in developing, improving, preparing and upgrading the performance of human resources in the tourism sector. Hence, this will meet the requirements of the tourism labour market.

Spatial and Temporal Limits

a. Spatial limits: The study was applied to employees of the Iraqi Tourism Board.
b. Temporal limits: we tackle the period of time from 2010 to 2018.

Research Methods

It has been depended on more than a method to achieve the objectives of the study and test hypotheses as follows:

a. Descriptive-analytical and historical approach: historical and descriptive-analytical approaches cover the theoretical side of the study and analyse the most important indicators related to variables of the study.
b. Survey: The preliminary survey of the Tourism Board in the city of Baghdad, where primary data have been collected.
c. Interviews: Through the interview of the higher authorities who are responsible for training and officials in the Tourism Board, it has been reached to pay attention to evaluate skills and provide training programs.
d. Field visits: Field visits to the Iraqi Tourism Board to cover the paragraphs of the study and achieve its objectives in order to obtain data and statistics by the concerned authorities.

Conceptual Framework of Electronic Training

Training Concept

Training is one of the basic tools of management that must be used to raise the efficiency of employees' performance. It helps to achieve the chosen goals through preparing a staff armed with science, knowledge, skills and individual behaviour. On the other hand, it must achieve individuals' ambition to increase their competence, knowledge, and confidence by themselves to reach the maximum amount of profit and promotion in work (Boella, 1983, p. 108).

Many types of research and studies that tackle the concept of training are illustrated as follows:
1. Training is a planned effort that helps employees to learn knowledge, skills, and attitudes related to their work (Stewart & Brown, 2011).
2. It is a planned, organised effort aimed to grant employees the skills related to working and acquiring knowledge through an educational experience in order to achieve more effective performance reaching to reach the objectives of the organisation (Maaytah &Hamuri, 2012).
3. It is an ongoing process of improving workers and attempting to improve their current and future performance and change their behaviour towards achieving the goals of the organisation (Amin et al., 2013).

In the field of tourism, training provides services for several segments, and it is not restricted to a particular segment. These services are the result of efforts of human resources working in this sector, and it is characterised by having a direct impact on the provision of services. In fact, this sector depends primarily on the human element, and it is different from the rest of the productive economic sectors such as industry, agriculture, and other sectors. Therefore, they have to set plans of training programs that meet the needs of the touristic market. Touristic training in general and in hotels, in particular, is considered one of the most important tasks to develop human resources working in providing services to tourists beginning from the lower jobs to intermediate and highly responsible staff in this sector (Al-Barzanji, 2009).
1. The Arab Journal of Tourism defines the touristic training as "a set of methods that consist of expertise and skills that enable them to perform their work efficiently and skilfully, which lead to the gain of workers the field of knowledge and necessary information to perform their duties" (Arab Journal of Tourism, Issue 32).
2. Touristic training has also been defined as the process that increases the degree of specialisation among individuals working in the tourism and hotel sector by providing them constantly with information, experience, and skills and to all levels that increase their efficiency, improve their performance and perfect their specific work in touristic establishments (Shabar, 1997).

3. It is also known as feeding the employees of touristic organisations and hotels with efficient skills and developing their abilities to provide services and respond quickly to the requests of guests, and satisfy their desires with vital information in the hotel business in a clear, proper and planned way according to the international service standards in various specifications, taking into consideration the behavioural aspects and trends related to the workers to create a suitable, appropriate and convenient ambience to teach them the methods. The researcher, through the definition, manages to reach to the basic elements of touristic training in terms of Khalifa (2000).

In this sense, it can be given a procedural definition of the touristic training, which is:

"It is a set of methods that feed the staff of the organisations with all the expertise and skills that make them be able to do their duties and their work efficiently. These methods are previously prepared and planned by the responsible authorities to prepare the human resources in a compatible manner with the existing specialties and resources to help the development of the organisation and achieving their objectives in the best way ".

After tackling the concept of training, we will tackle the concept of electronic training by giving many definitions; most of them have many interpretations in this field. Below are some of these definitions:

1. Al-Zanbaqi defines it as "This type of training based on the computer network of the training institution by designing its site for its own specific materials or programs. The trainees train through the computer in which they can get feedback. It aims to attract the trainees who cannot work with a traditional training program under normal circumstances" (Hanan, 2011).

2. It is also defined as "the kind of training that uses technological media and multiple techniques to ensure direct communication between the trainer and the trainees within an institutional organisation that allows the opportunity of direct contact among as if they were in one training site" (Ahmed, 2011).

The Importance of Training

The importance of training lies in the following:

1. The importance of training lies in the direct relationship between the increase of touristic demand and the services of touristic establishments after the employees pass training courses (Hijazi, 2002).

2. The importance of training is measured through the ability of touristic training in satisfying the wishes and needs of guests.

3. It highlights the physical and psychological capacity of trainees to distinguish the positive and negative aspects in introducing the services. Therefore, guests have an important role in the publication of advertising and touristic propaganda to their colleagues about the nature of services in this facility (Kanah, 2004).

4. It reduces the cost of training and raises the efficiency of trainees.

5. It encourages trainees to browse the internet using hyperlinks to reach to additional information about the subject of the lesson (Abu Shaban, 2013).

Training Objectives

1. It aims to adopt an effective concept and strategy to draw specialised training programs for workers in this industry (Zouen, 2003).
2. The training aims to design the appropriate training programs of the capabilities and professional skills of employees. The tourism and hotel training gives benefits for both sides of the service relationship (management, employees and guests when it has been planned according to an organised program to reach to improve the performance efficiency and achieve the highest stages of touristic service).
3. It provides modern training methods that are different from those used in traditional training institutions.
4. It overcomes the problems of large numbers of trainees.
5. It enhances self-training and encouraging constant training (Agonist, 2015).

Advantages of Training for the Organisation or Touristic Establishment

At present, there is the need to pay attention to training in the touristic organisations, as what is spent on training represents an investment in human resources because of the return that appears in the total increasing productivity in the touristic organisations. Individually, the importance of training lies in increasing knowledge and skills, consequently leads to an increase in the individual's motivation for work and creativity. Good training has an advantage to individuals and organisations, as well. The advantages are (Shubar, 2009; Alash, 1985; Zewelif, 1980):

1. Gaining customer satisfaction.
2. Achieving an increase in sales by an increase in demand, which means an increase in profits and reducing costs.
3. Saving and exploiting time.
4. Safe working methods lead to reduce damages and accidents.
5. Reducing the rate of waste.

Identify Training Needs in the Tourism Sector

Preparation of the Training Program

After providing a set of data for each section of the touristic facility, an analytical study of the need for the training has been prepared, including the following (Ali, 1988; Obaid, 1964):

1. Problems and its causes which face departments.

2. Skills and specialisations according to the need of each department.
3. The department needs additional skills.

Data are collected from various sources, including statistics in the facility or direct meetings with training officials, with departmental heads about the level of production and costs in cases of leaving work, vacancies, and work accidents. After collecting and analysing the information, a report is submitted to the hotel board and inducing the higher administration with the importance of training and provision of training needs besides convincing the training officials working in the training course about the importance of the success of the training objectives.

Designing the Training Program (Ashour, 1975; Sarhan, 1999; Hashim, 1989)

The design of the training program requires several steps that must be followed which are identifying the topics and curricula that should be included in the program which to be changed, as well as the skills, experiences, and information that can be innovated or developed by the trainees. Moreover, it specifies the contents and time that lasted to be explained and delivered to the trainees. The preparation and design of the program and limit time which individual needs to make the target change and determination of type and style used in the training program will be done by the responsible department. Actually, training is an administrative activity that needs the appropriate methods which are lectures, symposia or particular decisions. If the training is for technicians, the applied method will be more appropriate, and the preparation of the program time schedules is also suitable by dividing the subject into sub-sections and then they will be distributed on the specific days to implement the program, including a program of each day of training articles, and distributing the daily articles to the training hours scheduled for today. In the process of designing the program, it is observed to choose the appropriate helping means suitable for the type and method of the specific training, training program articles, and identifying audio-visual aids, or drawings which can be used in implementing the training program. It must determine the conditions that candidates have in order to participate in the program. These conditions include scientific qualification, scientific experience, the number of courses that the participant involves, and occupation degrees and other conditions that qualify the trainee to join the course. Another step is to determine the criteria used in designing the training work and choose the style and methods of evaluation that will be followed in measuring the effectiveness and success of the training program, identify the responsibility of the program implementation. Usually, the responsibilities will belong to one person who participates in a group of individuals who are one of the following (Abu Shaaban, 2013): program supervisors, training program managers, lecturers or trainers, administrative supervisors of program, assessment specialists, specialists of aids and means of clarification, preparation of the study plan, lecture or scientific exercises, follow-up of those who prepare them in accordance with incorrectly scientific

methods. Also to determine the cost of each of the previous steps and then determine the overall budget of the training program (calculate the cost of each program and then collect the cost of all programs to prepare the budget of training).

The basic purpose of the training is to form and rehabilitate the human resources of the institution to improve the actual performance and reach the level of required performance by learning from each individual in the training sites, then to prepare and manage experience in the training sites through which the trainees achieve the acquisition of knowledge, skill and required behaviour. The determination of the training needs in the hotel and tourism industry is an organised training process, and it is expressed with the following equation (Aqili, 2005):

Gap in Performance = Performance Required - Current Performance

Conceptual Framework for Qualifying Tourism Human Resources

The Concept and Importance of Touristic Human Resources

Human resource is considered as one of the important resources in the various organisations because it depends on the efficiency of the human element in management. It is the key to success in achieving the effectiveness of various elements (raw materials, management, marketing, funds) (Bader, 2011). The rapid development in all sectors increases the importance of human resource development as being input to progress. This will increase the interest in the role of training and rehabilitation in the development of human capabilities and competence. Without it, the other resources cannot be invested, and there will be a clear deficit in achieving high levels of performance and quality (Hilal, 2001).

Human resources are of great importance because they are important elements of the business organisations in general and tourism in particular. It is considered the main motive of the various activities of the organisation and one of the important resources for its effectiveness, especially the quality of skills and knowledge, abilities and capabilities suitable for the nature of the workloads carried out in the organisation (Hitti, 2003).

Therefore, human resource management is concerned with the most important departments in organisations that it deals diagrammatically, organised and guideway with an individual of the organisation planning, i.e, with the motive of other activities in the organisation (Madhoun, 2005).

In the tourism sector, the role of human resources is very important, extended to be more comprehensive and specialised (Kaneh, 2004). It becomes a strategic role that requires the

availability of touristic competencies to carry out activities because the tourism sector is one of the sectors that are in direct contact with human resources (Jean, 1998).

The rehabilitation of touristic human resources aims to improve the quality of provided services to ensure the effectiveness of employees' performance and their satisfaction with the rehabilitation and training of good touristic human resources can be an essential source to improve services (Khalifa, 2012). In this sense, many definitions of touristic human resources are as follows:

1. It is defined as "the process of caring for all the human resources needed by any organisation to achieve its objectives, including the acquisition, supervision, use, maintenance, and management of these resources to achieve the organisation's goals" (Berno, 2007).
2. It is also defined as "a management and essential function in organisations that works to achieve the best use of human resources in which it works through a strategy that encompasses a set of policies and various in a compatible mode with the strategy and mission of the organisation and to contribute in achieving them" (Akili, 2005).

The human resources of tourism have the utmost importance as including one of the most important elements of service production, which is the human element. Through the management of touristic human resources, it has recruited and attracted workers in touristic facilities (Nahedh, 2015); thus, the efficiency and effectiveness of employee performance is based on the efficiency and effectiveness of the performance of human resource management in providing required human resources and how to develop it. Moreover, human resource is considered as a productive element which cannot be imitated by competitors and it is a competitive advantage of the touristic organisation (Khalifa, 2012).

Objectives of touristic human resource rehabilitation are identified as the following:
Social Objectives: These objectives include the use of the organisation's resources in a positive manner that ensures the service of the community and does not intersect with the private and public objectives of the organisation as well as regulations and legislations related to workers (Zuwain, 2003).

Organisational objectives: This objective is achieved through the role of human resource management in an effective way for the organisation whose role is to support the organisation in achieving this goal (Shubar, 1997).
Functional objectives: it means that human resource management works to involve the level that achieves a set of objectives, which meets the needs of the organisation from its human and material resources.

Personal objectives: Human resource departments should help employees achieve their personal goals, which enable them to participate effectively in the organisation. Otherwise, the workers will leave their jobs and consequently, it leads to human and material losses that the organisation needs to invest (Aswathappa, 2005).

Dimensions of the Possibility of Qualifying Touristic Human Resources

Efficiency Dimension: it includes the physical and intellectual ability of growth and professional qualification.

Personal dimension: Through this dimension, the compatibility of the personal characteristics of the worker is measured with the requirements of growth and vocational qualification.

Interest or value dimension: This dimension includes a motivational character, i.e., to form motivational management of the individual to achieve his/ her personal goals and goals of the organisation, (Yves, 1999).

The State of Training in the Iraqi Tourism Board

This section aims to analyse the data of the Iraqi Tourism Board in relation to the training and the interest of preparing and implementing it and preparing the trainees, which is considered the essence of this study besides extracting the results to know the reality of training and an attempt to reach to practical solutions.

1. Preparing members (trainees) inside and outside the board.
Training courses of the TRA staff (trainees) are divided into two categories: external courses (outside the country), which are characterised by few participants due to the Board's reliance on the rationalisation of spending policy (directions of the General Secretariat of the Prime Minister and the supervisory Boards), and internal courses (inside Iraq), which are the courses held at the Board's headquarters and those held in the State institutions and universities.
• A total number of employees in the Tourism Board was 2178 for 2016 and 2017.
• The number of trainees for 2016 was about 317 employees.
• The number of trainees for 2017 was about 265 employees.
• The percentage of developing the abilities of employees was about 15%.The number of training courses held by the Board in 2015 was about 23 courses with the participation of 491 employees compared to 2016, which was 26 courses with the participation of 317 employees and in 2017 estimated 14 courses with the participation of 234, while in 2018 was 12 courses with the participation of 34 employees.

It is observed that the number of courses and employees has decreased by about 19% and 55% respectively due to the rationalisation policy as well as the decrease in the number of employees working in the Tourism Board (within the labour force).

• The number of training courses held inside Iraq (outside Board), which were attended by the staff of the Tourism Board for 2015 was about 19 and with the participation of 70 employees compared to 2016, which was 13 courses with the participation of 30 employees while in 2017 was 17 with 241 employees.

• The number of courses and employees participating in the course of the year decreased by 46% and 133% for 2016 and 2017, respectively.

• No training course outside Iraq was held in 2016 compared to 2015 due to the rationalisation policy. In 2017, two courses were held outside Iraq with 3 employees.

Table 1A: Total training courses within the Tourism Board

Serial	Number of training courses (Inside the Tourism Board)	Trainee numbers	Year	Increase & decrease Percentage
1.	31 Course	491 trainees	2015	-
2.	26 Course	317 trainees	2016	**- 64%**
3.	17 Course	241 trainees	2017	**-76%**

Source: Tourism Board Statistics, Planning and Follow-up Department.

Table 1B: Total training courses outside the Tourism Board

Serial	Number of training courses (Inside the Tourism Board)	Number of trainees	Year	Increase & decrease Percentage
1.	13 Course	30 trainees	2015	-
2.	19 Course	70 trainees	2016	**+ 133%**
3.	15 Course	15 trainees	2017	**-21%**

Source: Tourism Board Statistics, Planning and Follow-up Department.

Table 1C: Total training courses outside Iraq

Sequence	Number of training courses (Outside Iraq)	The number of Trainees	Year	Increase & decrease Percentage
1.	10 Course	20 trainee	2015	-
2.	There is no course	There are no trainees	2016	-
3.	2 Course	3 trainees	2017	-

Source: Tourism Authority Statistics, Planning and Follow-up Department.

Table 2A shows the participation of 317 employees from the Tourism Board in the developing courses program. Administrative courses and leadership development courses were the major part of these courses, followed by courses in planning and computers. In contrast, courses decreased in 2017 as in Table 2B to the participation of 25 employees of the Tourism Board in the program developing courses. The administrative courses and leadership development courses formed the lower part of those courses.

Table 2A: Number of employees of the Tourism Board participating in the training courses according to their type in 2016

Inside Iraq			Total	Outside of Iraq			Total	The state
Course Type	Number of participants			Course Type	Number of participants			
	Male	Female			Male	Female		
Management	49	28	77	----	----	----	77	----
Computer	19	23	42	---	---	---	42	---
Geometric	---	---	---	---	---	---	---	---
Artistic	---	21	21	---	---	---	21	---
Designs	---	---	---	---	---	---	---	---
Maintenance	6	---	6	---	---	---	6	---
Languages	---	---	---	---	---	---	---	---
Occupational safety	---	---	---	---	---	---	---	---
Development of leadership skills	78	32	110	---	---	---	110	---
Planning area	27	9	36	---	---	---	36	---
Professional	22	3	25	----	----	----	25	----
Total	201	119	317	----	----	----	317	----

Source: Tourism Board Statistics, Planning and Follow-up Department.

Table 2B: The total number of employees of the Tourism Board participating in the training courses according to their type in 2017

	Inside Iraq			Outside of Iraq				
Course Type	Number of participants		Total	Course Type	Number of participants		Total summation	The state
	male	Female			male	Female		
Management	3	7	10	1	1	----	1	**Singapore**
Computer	---	1	1	----	----	----	----	---
Geometric	-----	----	----	----	----	----	----	---
Artistic	---	1	1	---	----	----	----	---
Designs	1	----	1	----	----	----	----	---
Maintenance	1	----	1	----	----	----	----	---
Languages	1	----	1	----	----	----	----	---
Occupational safety	1	----	1	----	----	----	----	---
Development of leadership skills	----	----	----	----	----	----	----	---
Planning area	6	----	6	1	1	1	2	**Egypt**
total	13	9	22	2	2	1	3	----

Source: Tourism Board Statistics, Planning and Follow-up Department.

Implemented Training Courses

The number of courses implemented by the Training Division reached 10 courses for the year 2010, while the number of courses was 16 for 2011. In 2012, the number of courses reached 15 courses meaning that there was a decrease of one degree while the number reached to 17 courses for 2013). In the year 2014, the number of courses decreased to 18 courses, which means there was a decrease of 40%. In 2015, the number of courses planned was 24 courses and implemented 31 courses, while in 2016, 31 are planned, and 26 courses were implemented 14 courses, while in 2018, 12 courses were planned, but 11 courses were implemented only. We can see the mismatch between the planned and implemented annual courses; yet, it can be noted that the deviation ratio is not significant, and in 2015, 2017, the implementation was higher than in 2016, 2018 in which the number of executed cycles was lower than planned.

Table 3: The total number of training courses implemented by the Tourism board from 2010-2018

Year	Number of courses	Number of participants	Terms of reference
2010	10	113 participant	In all specialisations, "Etiquette and protocol, service and hospitality, the art of dealing, hotel management, media and relations, industrial security, hospitality, hotel maintenance, advanced English" note that the scheme was 10 courses and 10 implemented courses did not receive any increase.
2011	16	291 participant	In all disciplines, "Etiquette and protocol, service and hospitality, the art of dealing, hotel management, media and relations, industrial security, hospitality, hotel maintenance, advanced English" note that the scheme was 16 courses and implemented 16 courses did not get any increase.
2012	15	350 participant	In all specialisations, "Etiquette and protocol, service and hospitality, art of dealing, hotel management, media and relations, industrial security, hospitality, hotel maintenance, advanced English" note that the plan was 15 courses and 15 implemented courses did not get any increase.
2013	17	508 participant	In all the above specialisations, note that "The plan was 17 courses implemented 30 sessions, an increase of 13 courses carried out at the headquarters of the Commission and the Ministry of Human Rights and as requested in the Attic and protocol, hospitality and hotel and first aid and work pressure and food production".
2014	18	445 participant	In all the above disciplines note that "the scheme was 18 courses and implemented 18 courses, which did not get any increase".
2015	24	491 participant	2 courses in Karbala Institute, 2 courses in the Baghdad Hotel, 1 session in the House of Representatives, 1 session in the acceleration /the headquarters of the Commission, One course in the Ministry of Planning.
2016	31	317 participant	In all specialisations above, note "The plan was 31 courses implemented only 26 courses.

| 2017 | 12 | 243 participant | In all specialisations above. The plan consisted of 12 courses, 14 courses were implemented, 2 courses were implemented from one side and the other according to the request of different parties". |
| 2018 | 12 | 34 participant | In all specialisations above, note: "The plan was 12 courses implemented only 11 courses". |

Source: Tourism Authority Statistics, Planning and Follow-up Department.

There are a number of courses that were implemented outside the annual plan. As for the year 2013, 13 out-of-plan courses were implemented, which were: hotel training, the acceleration course, the Excel system and the course of teaching methods. In 2015, 7 courses were done outside the plan which were: 2 courses in the Karbala Institute, 2 courses in the Baghdad Hotel, one course in Iraqi Parliament Council, one course in the Acceleration /Headquarters of the Board, one course in the Ministry of Planning, while in 2017, two courses were held outside the plan. The first was the concept of administration in functional work, the second was managers' and senior managers' promotion, besides workshop guards in bride training islands.

It is noted that the Board does not have well-knitted plans for the training process, but rather they are spontaneously placed according to the request of different parties for to candidates. They are not set according to the sound plans, well-studied in the stages of the training program preceded by the identification of training needs, on which appropriate courses, training centres and trainers, the efficiency of the programs and the traditionally used methods and style of the lecture are being prepared. The modern technology was not used in the training of the participants who work in the Board or those from outside. Through what is mentioned above, we see an evident weakness in the work of the Board.

The Proposals

The researcher reached to indicators in which a proposal is submitted to develop training programs for employees and provide a service with a distinct performance to raise the touristic service through the proper planning of tourism training programs in an attempt to meet the requirements of the touristic work market. The researcher proposed a system called "management of training centres and electronic courses" to plan the training program based on a strategy of solving problems in a creative way. The researcher proposed preparing plans to deliver courses by using modern technology, in which training courses are set through the internet to trainees online to develop workers' ability at the lowest cost as possible. The plan of this system is set according to the theoretical background of the current study and the procedural definition. This proposal was submitted to the Tourism Board and was agreed according to the procedures followed for the purpose of implementing this system.

The idea of the system: Because of the circumstances that face the country of the fluctuated financial situation and because of the book of the General Secretariat of the Prime Minister to rationalise spending, an idea occurred in the mind of the researcher to make online courses controlled by the Board to establish a video conference hall to broadcast these courses on the net. In return for the company takes simple prices from the trainee. The profits will be 60% to the Board and 40% to the company after signing a contract between them. The system will contain two special interfaces, one for the Board to control them to add courses, and to add new courses and announce their start and certificates of the courses besides another interface to the trainee to register on these courses according to the following steps:

Trainee Interface

A link has been done that contains a set of training courses. When a trainee clicks on this link, interface number 1 will appear that contains a set of courses and icons. One of these icons is to enter the trainee after registration to any required course. The other icon is the icon of the certificate after which after the end of the course, the trainee enters this icon to know the date of certificates delivery. In this icon, there is a note of the delivery of the certificates at the Tourism Board located on Haifa Street. As for the group of courses when clicking on any course, it will show another interface No. 2; this contains the name and duration of the course weekly, the number of those enrolled in these courses and the hour's rate. When clicking on the name of the course, interface number 3 will be opened containing the name and period of the course, the number of pivots as well as a summary of the course and it also contains an icon, which is the start of registration as shown in Figure 1). The system was prepared and implemented by Iraqna Business Training Services and IT Systems L.L.C, programmer: "Suleiman Saadoun Fawzy" to put the system in operation after the completion of the agreement and the signing of the contract with the Iraqi Tourism Authority and at the expense of the researcher.

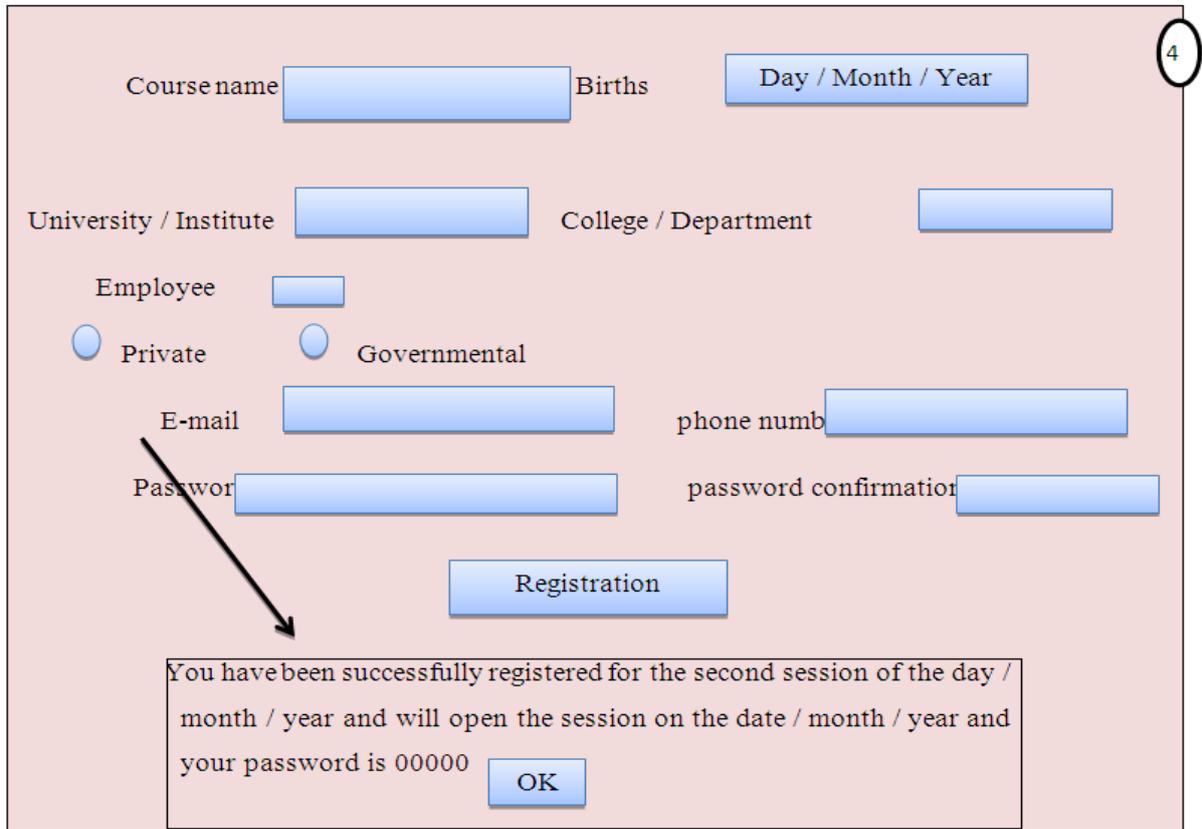**Figure 1.** Faced with the management system of training centres and electronic courses
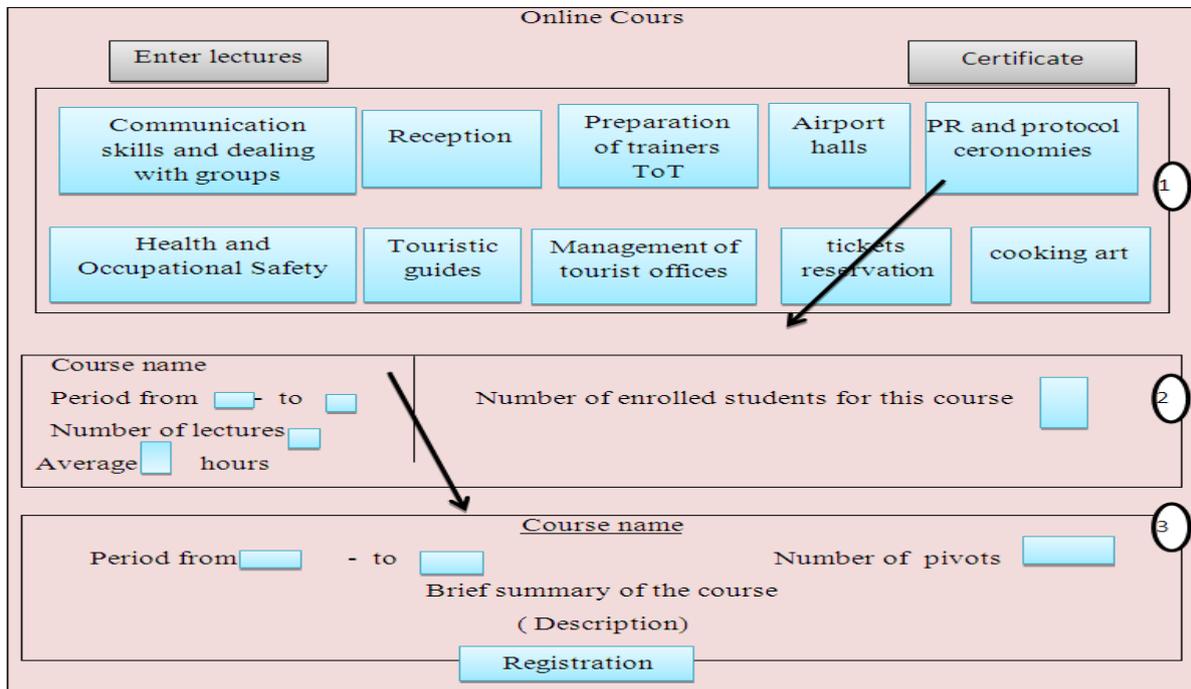
Source: The researcher's proposal for the management system of training centres and training courses.

After clicking on the registration icon, interface number 4 will appear. They are information concerning the name, birth, university, college and department of the trainee. If the trainee is employee, it will show two icons, one is governmental, and the other is a private one and phone number for the trainee and his own e-mail besides a password added by the trainee himself. Each course has its own password known by the trainee. After filling the data of this interface, it will be clicked on the registration icon below. The e-mail that is registered in the interface will be sent to you (you have successfully registered on the date and opened in this date and your own password). At the end of the message, there is a square containing the word OK, as shown in Figure 2.

The courses that have been developed in this system are modern courses. A modern method has been developed includes the basics for each course in cooperation with the Planning Manager Dr Eyad Kazem Hassoun and the Training Division Manager Imad Khairallah.

Figure 2. The interface of the management system of training centres and electronic courses

Source: The researcher's proposal for the management system of training centres and training courses.

Before the date of the course, a message will be sent to the e-mail that the course will be opened on the specified date and time. The trainee will enter the course from the same registration link from face number 1. There is a registration icon that is directly converted to interface number 5 containing many icons, one of the icons with the list of courses that have been launched, and an icon for the entered e-mail previously besides an icon of the password. The trainee selects the pre-registered course and enters the password and e-mail that is already registered. After that, a window appears containing the name, duration, the number of pivots and summary of the course, as well as the TxT file containing a course program, a screen to view the live broadcast of the course; this screen directly links to the board headquarters by broadcasting the video-conference hall as shown in Figure 3.

Figure 3. The interface of the management system of training centres and electronic courses
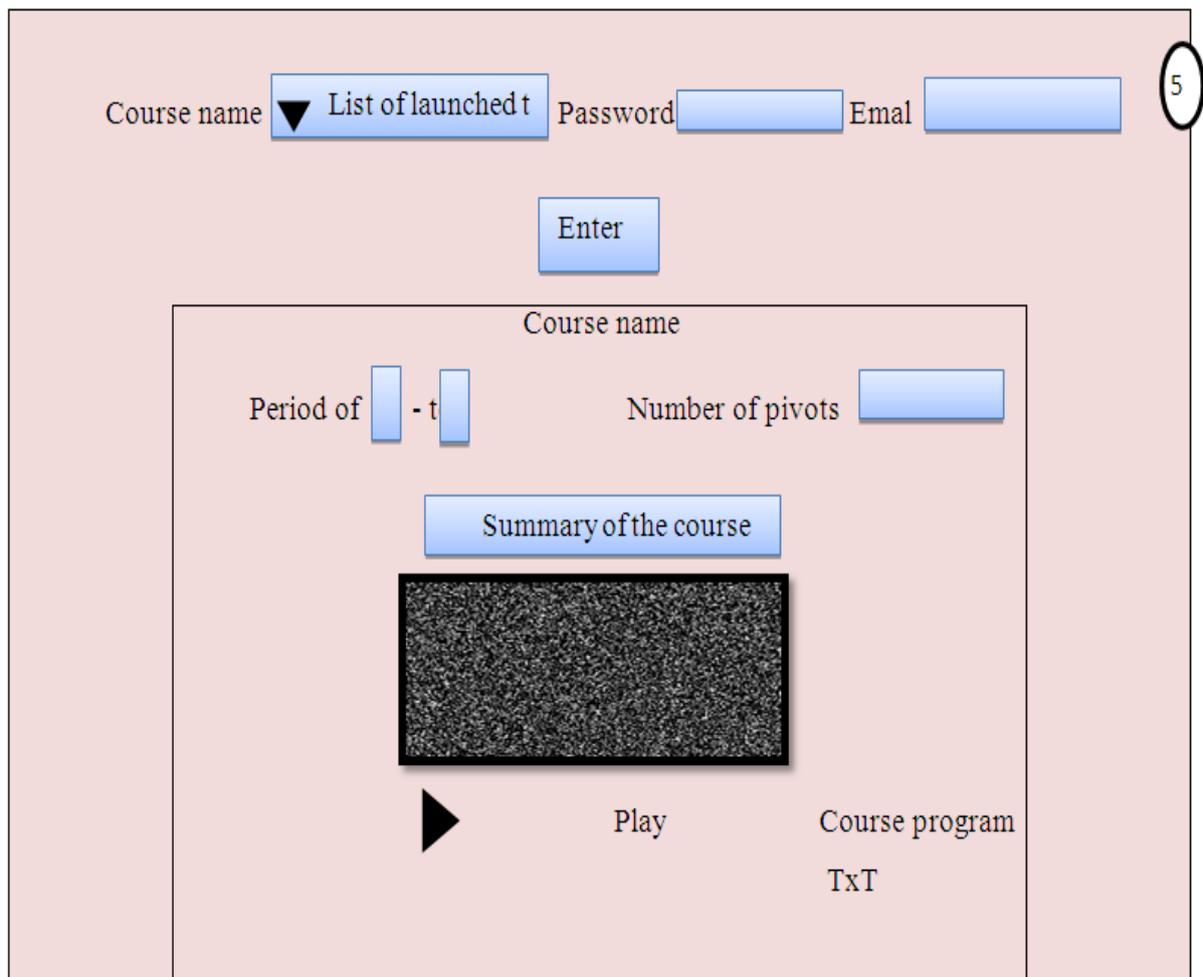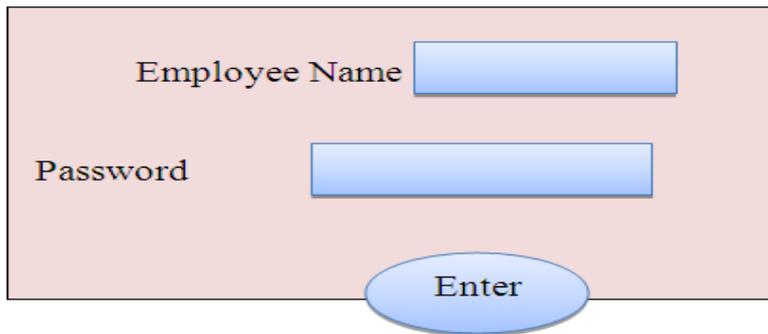

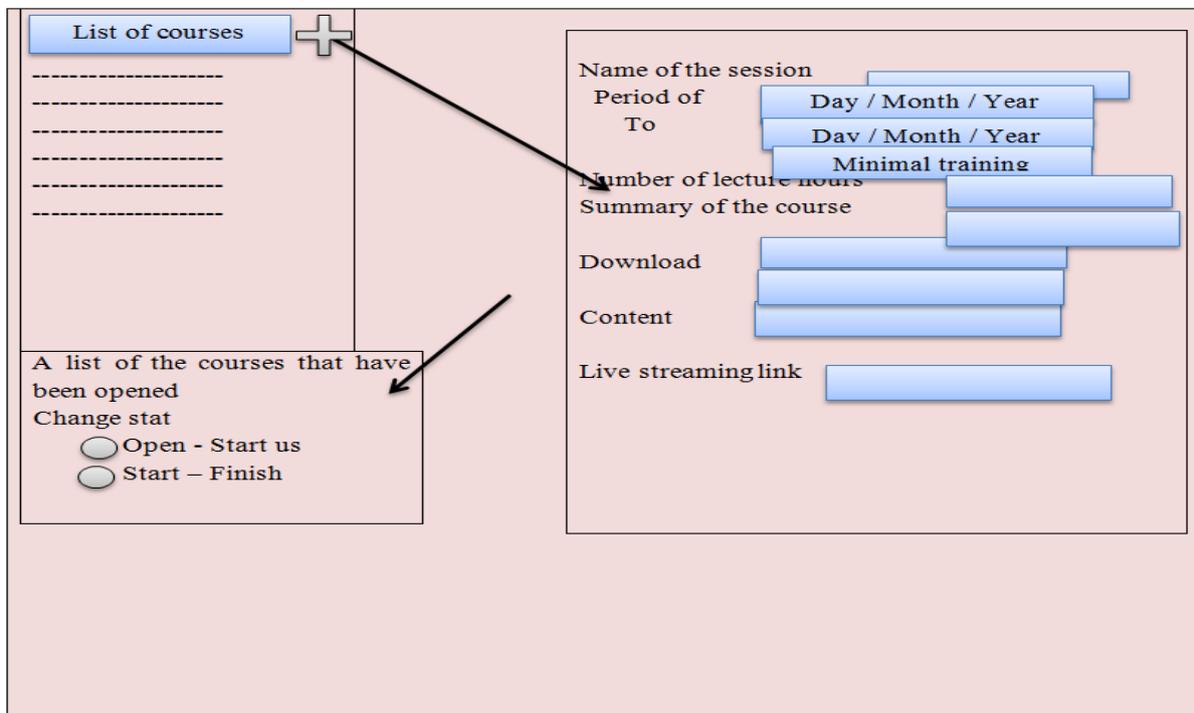**Source:** The researcher's proposal for the management system of training centres and training courses.

Board Interface

This interface contains the name of the employee who is responsible for the system and its password and then entering the system database, as shown in Figure 4.

Figure 4. The interface of the management system of training centres and electronic courses

Source: The researcher's proposal for the management system of training centres and training courses.

In entering, two lists are shown; one of them appears a list of tables containing the courses. In addition, they contain (+) sign at the top of this list to add new courses. The other list includes a list of the opening courses and an icon to change the status. When clicking on (+) sign in the first list, it will appear a list containing information about adding a new course containing the name of the course, the period from – to, the minimum number of trainees required to open the course, the course summary, the program of the course and direct links as shown in Figure 5.

Figure 5: The interface of the management system of training centres and electronic courses

Source: The researcher's proposal for the management system of training centres and training courses.

The objective of the Management System of Training Centres and Electronic Courses

1. To reduce the cost of training and raise the efficiency of trainees.
2. To build an interactive relationship between trainees and trainers.
3. To reduce the costs of the trainer and trainee arrival to the training place and the risks involved.
4. To encourage trainees to browse the internet by using sub-links to access to additional information about the topic of the lesson.
5. To develop the ability of the trainee in using computer and benefit from the internet, which helps to develop his future career.
6. To encourage and stimulate the trainee to rely on himself and to reach the stage of construction in his life.
7. To implement the largest possible training programs all along the year and not to be seasonal training.

Conclusions and Recommendations

Conclusions

1. The methods used for training in the Iraqi Tourism Board are traditional and not compatible with the nature of real training because the higher departments of the Tourism Board are not keen to provide appropriate training methods. Training centres is provided with modern equipment and basic techniques that the training needs. Despite the importance of the training programs, the Tourism Board does not allocate funds from its annual budget to invest in the human element.
2. The tourism sector in Iraq suffers from the negligence in the field of training at the internal and external levels. Therefore, we find workers in this vital sector do not have the competences and skills qualified to work in the tourism sector in what is appropriate with the developments in the touristic market.
3. The absence of an organised and accurate database may be dependent on training program planning for the employees of the Board (if any, they are scattered and unclear), for the touristic training programs planned during the year and implemented. There is no reliable database of planning the training programs for the employees of the Board. Therefore, if there is a vacant job, the person is not able to work.

Recommendations

1. Designing an electronic database that can depend on planning the training programs according to the needs of the touristic market.

2. Studying the obstacles that hinder the achievement of the objectives of the training programs, and find the appropriate solutions to make the training programs highly efficient and not just add a burden on the budget of the Board.

3. Engaging workers of the touristic sector (public, private and mixed) in determining their training needs, as the training programs implemented are not commensurate with the needs of the actual trainees.

4. Allocating a part of the budget for the purposes of the electronic training activity to ensure that the programs of this type of training are applied at all levels and not limited to certain levels.

5. Interest in selecting the most efficient and influential trainers to implement the electronic training programs presented to workers in the touristic sector and to benefit from the agreement of the World Tourism Organisation in this field.

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