The Role of Human Resources Training in Achieving Outstanding Marketing Performance in the Hotel A Case Study of the Tourist Complex "HammamChellala"

in the city of Guelma.

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Abstract:

The aim of this study was to clarify and highlight the role of human resources training in achieving marketing performance from the perspective of a sample of employees at the tourist complex "HammamChellala" in the city of Guelma. To achieve this goal, a descriptive method was used in the study, with three independent variables (training programs, trainers, and trainees) and one dependent variable (marketing performance). Thirty questionnaires were distributed, and the study found a set of results, including the most important one, which is the statistically significant positive impact of all study variables (training programs, trainers, and trainees) in achieving marketing performance in the institution under study.

Keywords: Human resources, training programs, trainers, trainees, marketing performance.

JEL classifications codes: p3; M35; M37

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I-   Introduction:

The topic of human resources training in hotel establishments is one of significant importance, focusing extensively on the development, enhancement, and improvement of managerial, technical, marketing, behavioral, innovative, and creative capacities and skills of individuals working within these organizations. This emphasis is driven by the necessity to keep pace with continuous developments and changes occurring in the methods and approaches to delivering tourist services, thereby impacting and influencing customers. Consequently, it becomes imperative for hotel establishments to formulate a clear future strategy and plan that delineates programs and methods for human resources training aligning with the requirements, motivations, needs, and desires of tourists.

The success of the human resources training process in tourist organizations contributes to elevating their distinct marketing performance. The enhancement of the competencies and skills of employees in delivering tourist services reflects positively on the marketing standing (market share) of these establishments compared to competitors in the tourism sector. Moreover, it leads to increased profitability and customer satisfaction with the exceptional services provided compared to other competitors. Therefore, measuring outstanding marketing performance is associated with specific indicators (market share, profitability, customer satisfaction, innovation) that can be relied upon to gauge this performance.

1 -Research Model: The study model can be illustrated in the following figure.

Figure n° 01: Research Model

The Independent Variable   CausalRelationship   Dependent Variable

Human resources Training	Marketing performance
Training Programs	
Trainers	
Trainees	
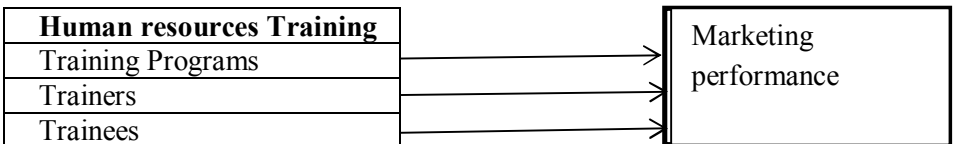
The Source: Compiled by the researchers

The question of the study:

Based on the above, the research problem revolves around the following main question:

To what extent does human resources training impact achieving marketing performance in the tourist complex "HammamChellala" in the city of Guelma (Algeria)?

ugh this main question, we present a set of sub-questions as follows:

- To what extent does the studied institution rely on human resources training in its various marketing activities?

- Is there a positive impact of training programs in achieving marketing performance in the studied institution?

- Is there a positive impact of trainers in achieving marketing performance in the studied institution?

- Is there a positive impact of trainees in achieving marketing performance in the studied institution?

Hypothesis:

Through the research, we will attempt to answer the following hypotheses:

Main Hypothesis:

There is a positive impact of human resources training in its three dimensions (training programs, trainers, trainees) in achieving marketing performance in the tourist complex "HammamChellala" in the city of Guelma.

Subsidiary Hypotheses:

- Hypothesis 1: The tourist complex "HammamChellala" in the city of Guelma does not rely on human resources training in its tourist marketing activities.

- Hypothesis 2: There is a statistically significant positive impact of training programs in achieving marketing performance in the studied institution at a significance level of 0.05.

- Hypothesis 3: There is a statistically significant positive impact of trainers in achieving marketing performance in the studied institution at a significance level of 0.05.

- Hypothesis 4: There is a statistically significant positive impact of trainees in achieving marketing performance in the studied institution at a significance level of 0.05.

The Objectif of the study:

The research objectives are represented by the following elements:

- Attempting to shed light on various theoretical aspects related to hotel human resources training and marketing performance in tourism institutions.

- Clarifying the role played by human resources training in its various dimensions in achieving marketing performance in the studied institution.

- Providing some suggestions and recommendations to the studied institution.

Previous Studies:

- **The first study**: A study by (Ben Aïcha Amar, Ben Wadah Al-Hashemi, 2018) titled "The Role of Human resources Training in Improving the Quality of Algerian Hotel Services," a study of a sample of hotels (Ziban Hotel, HammamSalahin Hotel in Biskra, Qal'at Hotel in M'sila), Arab Journal of Management, Volume 38, Number 2, June 2018.This study aims to clarify the importance of the human resources training process in Algerian hotels and its role in enhancing the quality of hotel services. To understand the correlational relationship between the independent variable (human resources training) and the dependent variable (service quality), the researchers selected a random sample consisting of 70 individuals working in the selected hotels.

The study results indicated a statistically significant correlational relationship between the independent variable of human resources training and the dependent variable of hotel service quality with its dimensions (reliability, empathy, responsiveness, assurance, and tangibles). This means that the training process in hotels has a positive impact on the quality of hotel services.

The second study: A study conducted by Razgar Hama Rachid Ahmed in 2016, titled "The Impact of Training on Improving Hotel Services

Performance: A Field Study on Hotels in the Kurdistan Region of Iraq," published in the Scientific Journal of Business and Environmental Studies, Volume 7, Issue 2, 2016.

This study aimed to analyze the extent of the impact of training on service performance in hotels in the Kurdistan Region of Iraq. The researcher utilized a stratified random sample comprising 86 hotels, distributed among five-star, four-star, and three-star hotels. The descriptive method was employed in this research.

At the conclusion of the study, the researcher identified a statistically significant positive correlation between the independent variable (training) and the dependent variable (service performance) in the study sample. This implies that the more attention given by hotels in the Kurdistan Region to training, the more it reflects on the improvement of the provided hotel services performance.

Ⅱ- **Background of the study:**

1 - Policies Regarding Training in Hotel Institutions:

1. 1. Concept of Training in Hotel Institutions:

Training is defined as an organized process to develop and enhance the individual or group's areas and directions, aiming to improve performance, provide them with organized experience, and create suitable opportunities for behavioral change. This is achieved by expanding their knowledge, skills, and capabilities through continuous encouragement for learning and using modern methods to align with their personal ambitions. This is within a program planned by senior management, taking into consideration their needs and the organization's future needs (Lamia, 2013, p.4).

Training in hotels is defined as: "A pre-planned and clear process aimed at improving the efficiency of employees in their work. This is achieved by developing their knowledge, skills, capabilities, and attitudes, enabling them to contribute to the hotel's goals" (Al-Haimari and MahboubAl-Mumani, p. 131).

In the context of hotel management, the process is outlined as furnishing employees within tourist establishments with contemporary insights into the hotel business. This encompasses a methodical and well-planned approach that adheres to international service standards across various specialties. Furthermore, the program factors in the behavioral and psychological dimensions of the staff, aiming to cultivate an environment conducive to the acquisition of essential methods and skills (Al-Jamili, p. 82).

1 .2 . Objectives of Training in Hotel Institutions:

The objectives of training in hotel institutions, as outlined by (Al-Hadi&Tawazan,2022 , pp.689-704), include:

- Contributing to the development and enhancement of human resources in the tourism sector.

- Developing the skills and knowledge necessary to promote the tourism sector as a fundamental pillar of the economy.

- Increasing the competitiveness of tourism institutions and ensuring their sustainability, effectively contributing to the reduction of unemployment.

- Elevating the quality of tourism services, as service quality is widely recognized as a key factor for success in various fields, especially the tourism sector, which heavily relies on human resources.

1. 3 .Training Methods in Hotels:

Hotel management relies on a variety of training methods, including the following (Kazem, 2012, pp.115-140):

- **Lecture Method**: This method focuses on transferring information from a specialist to a group, providing them with the scientific and practical basics that align with their intellectual capabilities.

- **Role-Playing and Practical Exercises Method**: This method involves the trainer representing a situation among a group of participants,

correcting common mistakes. Examples include reception methods, conversational techniques, global service systems, and telephone etiquette.

- **Case Study Method**: This method is considered one of the group training methods due to its effective participation and interesting discussions to solve a specific problem that may expand across multiple departments within the workplace community.

- **Direct Training Method**: Department heads in professional departments train their employees with the aim of developing their skills in delivering services to guests with the latest techniques.

- **Consultative Method**: This method involves inviting a number of consultants with various specializations to inquire and share knowledge with the employees (e.g., hiring new consultants to introduce the hotel engineering department to operate new devices).

1. 4 . Stages of Developing Training Programs in Hotels:

To carry out the training process, several stages are required, as outlined by(Amar & Ben Wadah, 2018, pp.191-210):

- **Identifying Training Needs**: This involves determining the set of changes and improvements required in the information, skills, and attitudes of hotel employees to overcome problems hindering workflow. It aims to align with the hotel's objectives and meet the long-term progress requirements.

- **Designing Training Programs**: This is the process of transforming training needs into practical steps by designing a program that addresses identified deficiencies in knowledge, skills, or behavior. It includes key elements such as defining training objectives, the content of the training program, its methods and techniques, and preparing the necessary resources.

- **Implementing Training Programs**: This is the practical application of what has been prepared. The execution's scientific approach is defined in light of the data and the content of the program itself, along with its

objectives. It includes educational training situations and procedures aimed at developing knowledge, skills, and behavioral values for the trainee. Implementing the program involves crucial activities such as determining the timetable for program execution, specifying the training location (whether inside or outside the hotel), and daily monitoring of the program's implementation procedures.

- **Evaluating the Training Program**: This is the process of measuring completed tasks and comparing them to what should be evaluated, according to the previously prepared plan for the training process. It aims to discover the strengths and weaknesses of the training programs.

2. Marketing Performance:

2. 1. Definition of Marketing Performance:

According to Le Petit Robert, performance is the digital results obtained by an organization in a competitive environment (Robert & Rey, 1993, p.636).

Marketing performance can be defined as the ability of the marketing management to efficiently coordinate with other departments within the organization to achieve alignment between marketing practices (strategies and policies) within its competitive environment. This is done to achieve a competitive advantage and the desired goals in the marketing plan for effectively achieving marketing results. These results are measured by indicators, including profitability, market share, customer satisfaction, product strength, and brand (Mohammed, 2020, p.19).
Marketing performance is also defined as the extent to which the marketing objectives of the organization are achieved and its success in gaining and

retaining customer preference and stakeholder interest (Sara & Yehiaoui,2017,pp. 149-162).

On the other hand, hotel marketing performance is defined as the outputs or results that the managerial functions in the hotel aim to achieve during a specific time period. These outputs indicate the success or failure of

managerial functions in achieving the goals they seek. Performance is closely related to the specificity of the activity and the flow of consecutive operations to achieve outputs or results (Nesrine&Boushriba, 2019, pp.34-46).

2. 2. Steps for Evaluating Marketing Performance:

To evaluate marketing performance, it is necessary to follow the following steps (Shanai& Mohsen, 2016, pp. 665-689):

- **Identifying what is being measured**: The results and processes that are subject to monitoring and control.

- **Defining criteria or measures of marketing performance**: Based on the overall strategic objectives of the hotel and the specific marketing objectives.

- **Measuring actual marketing performance**: This is done at the appropriate time to discover potential problems before the situation becomes critical or to address them.

- **Comparing actual performance with established standards**: To uncover any deviations from the planned targets.

- **Taking necessary corrective actions**: In case of any discrepancy between actual performance and established standards, taking the necessary corrective actions.

2.3. Marketing Performance Measurement Indicators:

Marketing performance measurement indicators represent the scale relied upon by various institutions to measure their actual marketing results. These indicators are determined during the strategic planning process. The indicator serves as a measure of what the activity should be, specifying a certain type of indicators suitable for measurement standards and performance evaluation. The selection of several indicators should be in line with the nature of the specific activity that needs to be measured and evaluated (Adel &Baali, 2023,pp 179-202).

Marketing performance measurement indicators can be classified into three important categories:

A. Profitability Indicator:

When measuring the profitability of services, various marketing activities, customers, and different market segments, the institution needs to conduct an analysis of the marketing activity's profitability. This is done to identify the activities, services, and markets that can be maintained or improved. Marketing profitability can be measured by following these steps:

- Precisely adjusting the cost of marketing functions.

- Distributing marketing costs across various activities (Saad&Jad Rob, 2009, p. 91).

B. Market Share Indicator:

Market share is an important criterion for measuring performance in hotel institutions. It allows distinguishing between successful and unsuccessful hotel institutions in their activities. Additionally, tourists consider the market share of hotel institutions as an indicator of the quality of tourism services provided, their ability to expand, spread, gain acceptance, and sustain themselves globally (Al-Burawi& Al-Nuqshandi, 2013, p. 347).

Market share is defined as the size of the institution's activity in the same sector compared to other competing institutions in the same sector. It is a significant indicator in measuring the competitive position against other competitors (Hamza &Dahmani, 2021: p. 312).

C. Customer Satisfaction Indicator:

Kotler defines customer satisfaction as a personal feeling experienced by the customer, either of pleasure and joy or disappointment. This feeling results from the customer comparing the performance of the service provided to them with their expectations and previous aspirations for this service. If the customer's expectations and ideas about the service match the

actual performance of the service, the customer is satisfied. However, if there is a deviation in the actual service performance from the customer's expectations before receiving the service, the customer may be dissatisfied with the provided services (Bali, 2022, p. 456).

Customer satisfaction is considered one of the important indicators in improving the marketing performance of hotels. It serves as a criterion for retaining hotel customers, prompting hotels to consistently meet their requirements, desires, and preferences to protect them from competitors. This, in turn, drives hotels to continuously improve and develop the tourism services offered to tourists.

III- The empirical methodology:

1. Introduction of the Tourist Complex "HammamChellala" in the Guelma Province - Study Area:

The tourist complex "HammamChellala" is located in the municipality of HammamDebagh, east of Algeria, 22 km away from the Guelma province. Situated on the banks of the Bouhamdan Valley amidst breathtaking natural landscapes, splendid olive orchards, and at an altitude of 320 meters above sea level, the complex enjoys a calm and dry climate with temperatures exceeding 32°C in the summer and remaining above 10°C in the winter. These conditions make it particularly beneficial for patients with allergies and other chronic diseases.

Established in 1976, the "HammamChellala" tourist complex was inaugurated in July 1976. Its construction took 8 years, from 1969 to 1976, led by French architects. The complex is classified as a three-star facility due to the quality of services provided. It spans a total area of approximately 21 hectares, with a built-up area covering 1 hectare.

2. Study Population and Sample: The study population consists of employees at the "HammamChellala" tourist complex in the Guelma province. A random sample of workers from the tourist complex was selected for analysis. The sample includes 30 individuals distributed according to job categories. Initially, 35 questionnaires were distributed,

resulting in a response rate of 85.71%. However, 5 questionnaires were excluded due to their invalidity, leaving a total of 30 valid questionnaires for analysis.

3. Field Study Methodology:

3. 1. Study Instrument: In order to collect data, a questionnaire form was utilized, structured with direct questions and comprised 48 questions covering all aspects of the subject. The questions had closed-ended answers based on Likert's five-point scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). The questionnaire was divided into two main sections:

- **The first section**: Pertaining to demographic variables (gender, age, educational qualification, occupational status, professional experience).

- **The second section: This part consists of two axes**:

Axis One: Specific statements for the independent variable, Human resources Training, were measured through 26 statements, organized into three dimensions:
  - **The first dimension**: Concerning training programs (9 statements).
  - **The second dimension**: Concerning trainers (10 statements).
  - **The third dimension**: Concerning trainees (7 statements).

Axis Two: Statements specific to the dependent variable, Marketing Performance, were measured through 17 statements.

3. 2. Statistical Methods Used in the Study: The statistical package for social sciences (SPSS) version 25 was employed to analyze the data obtained from the questionnaire. The utilized statistical methods include the following:
- Calculation of Cronbach's Alpha coefficient to measure the reliability of questionnaire items.
- Split-half reliability test to measure the reliability of the study tool (split using the Gettman coefficient).

- Student's t-test analysis for a single sample (T-Test).
- Computation of means and standard deviations.
- Analysis of the normal distribution test to determine whether the data follows a normal distribution (Kolmogorov-Smirnov).
- Simple linear regression analysis.

4. Study Tool Validity and Reliability:

4.1. Face Validity: The content of the questionnaire was presented to a group of professors in the field of marketing and business administration. Their impressions were positive, and they provided some comments on the questionnaire. Based on their feedback, necessary adjustments were made, including deleting certain phrases, rephrasing others, and reorganizing some sections.

4.2. Study Reliability Using Cronbach's Alpha Coefficient: To assess the reliability of the study tool, Cronbach's Alpha coefficient was employed. The results are presented in the following table:

Table n° (01):Results of the Reliability Test for the Study Tool (Cronbach's Alpha Coefficient)

Variables	Dimensions	Number of Items	Cronbach's Alpha Value
Independent Variable: Human Resources Training	**Training Programs**	9	0.719
	Trainers	10	0.655
	Trainees	7	0.707
	Total Number of Items in the First Axis	26	0.672
DependentVariable: Marketing Performance		17	0.784
Total Cronbach's Alpha		43	0.753

Source: Prepared by the researchers based on the outputs of SPSS V25.

We note from Table (01) that the results of the Cronbach's Alpha coefficient for the entire questionnaire are (0.753), which is a statistically good ratio. This indicates that the responses of the study sample are characterized by stability at a rate exceeding (75%). The Cronbach's Alpha value for the first axis was (0.672), which is an acceptable value, while the value for the second axis was (0.784), which is a statistically good value.

4. 3.Guttman's Split-Half Test:

The split-half calculation is based on dividing the questionnaire into two equal parts, determining the correlation coefficient between the two parts, and calculating the split using the Spearman-Brown equation and Guttman's split-half reliability. Regarding the study items, they were divided into two parts (even-numbered items 2-22) and (odd-numbered items 1-21). The following table shows the obtained results:

Table n° (02): Guttman's Split-Half Reliability Test using Guttman and Spearman-Brown Coefficients

	The First Section of Items	Cronbach's Alpha Coefficient for the First Section	0.732
Cronbach's Alpha Coefficient		Number of Items	22a
	The Second Section of Items	Cronbach's Alpha Coefficient for the Second Section	0.738
		Number of Items	21b
Total Number of Items			43
Correlation Coefficient Before Correction (Correlation between the First and Second Sections)			0.645
Spearman-BrownCoefficient	First Section		0.715
	Second Section		0.715
Guttman Coefficient			0.692
	Mean	Variation	Standard Deviation	Number of Statements
Section One	59.35	126.66	14.240	22a
Section Two	58.43	83.53	11.364	21b
Total Number	117.78	281.67	25.604	43

It is evident from the above table that the value of the Guttman test is (0.715). This test requires equality between the values of Cronbach's alpha and variance, which is not available in the above table. On the other hand, **the Guttman coefficient test does not require that condition. Therefore, we** will rely on the value of this test. According to the results in the previous table, the Guttman test value was (0.692), meaning the reliability value according to this test is (69.2%), which is an acceptable value.

5. Testing Study Hypotheses:

In order to test the study hypotheses, it is necessary to conduct a normal distribution test to confirm whether the data follows a normal distribution or not.

H0: Data follows a normal distribution.

H1: Data does not follow a normal distribution.

The Kolmogorov-Smirnov test was adopted for this purpose, and the following table shows the results of this test:

Table n° (03): Kolmogorov-Smirnov Normal Distribution Test

Axes and Dimensions	Statistical Value	Significance Level (sig)
Training Programs	0.101	0.200
Trainers	0.125	0.175
Trainees	0.181	0.053
Human resources Training	0.075	0.193
Marketing Performance	0.135	0.167

The table number (03) shows that the significance level for the first axis (Human resources Training) is (0.193), which is greater than the significance level adopted in the study (0.05). Similarly, the significance level for the second axis was (0.167), also greater than the adopted significance level in the study (0.05).

Therefore, we accept the alternative hypothesis H1, meaning that all data follows a normal distribution, indicating that parametric tests can be applied to the study.

5.1. Testing the First Hypothesis:

First Hypothesis: The tourist complex HammamChellala in the city of Guelma does not depend on human resources training in its tourism marketing activities.

To test this hypothesis, the one-sample t-test was employed, and the following table shows the results:

Table n° (04): Results of the T-Test

T-Test	Number of Individuals	Ddt	Mean	Standard Deviation	Computed t Value	Significance Level (sig)
First Hypothesis	30	29	3.8630	.31112	28.008	.000

Source: Prepared by the researchers based on the outputs of SPSS V25.

We observe from Table N° (04) that the computed T value is (28.008) at a significance level equal to 0.000, which is less than the adopted significance level of 0.05. This leads us to reject the null hypothesis (H0) and accept the alternative hypothesis (H1), indicating that the tourist complex Hamam El Chellala in the city of Guelma relies on human resources training in its tourism marketing activities.

The continuous reliance of the tourist complex Hamam El Chellala on human resources training in managing its various tourism marketing activities contributes to enhancing the efficiency of the employees in the complex, increasing their expertise in improving the provided tourism services. This is reflected in increased profitability, market share, and customer satisfaction with the services provided by the complex.

5.2. Testing the Second Hypothesis:

- **H0**: There is no statistically significant positive impact of training programs on achieving outstanding marketing performance at the studied complex at a significance level of 0.05.

- **H1**: There is a statistically significant positive impact of training programs on achieving outstanding marketing performance at the studied complex at a significance level of 0.05.

To test this hypothesis, simple regression analysis was used. The following table illustrates the results of the test:

Table n° (05): Results of Simple Regression Analysis to Test the Impact of the First Dimension (Training Programs) on the Dependent Variable (Outstanding Marketing Performance).

Variables	Regression Coefficients		Beta Value	t Value	Significance Level (sig)
	B	**Std.Error**			
Regression Constant	0.529	0.635		1.267	0.329
Training Programs	0.837	0.192	0.685	6.736	0.000
Correlation Coefficient (R): 0.685a			**Coefficient of Determination (R_2): 0.469**		
Standard Error of the Estimate: 0.45903			**Adjusted Coefficient of Determination (R_adj): 0.457**		

Source: Prepared by the researchers based on the outputs of SPSS V25.

The above table shows the impact of training programs on achieving outstanding marketing performance at the tourist complex HammamChellala in the municipality of HammamDebagh, Guelma province. The results indicate that the coefficient of determination (R_2) reached (0.469), meaning that the proportion of explaining the training programs in the tourist complex HammamChellala in the municipality of HammamDebagh, Guelma province, "for outstanding marketing performance is estimated at (46.9%), which is an acceptable percentage. The remaining percentage is attributed to other factors not included in this model. The correlation coefficient value was (0.685), indicating an

acceptable positive relationship between training programs and outstanding marketing performance in the study sample.

The results also show the significance of the regression slope, which reached a value of (0.837) with a positive sign, indicating a positive impact relationship between the two variables in the study sample. This means that each increase in the value of the independent variable (training programs) by one unit leads to an increase in the dependent variable (outstanding marketing performance) by (0.837) units. The results further indicate that the significance level was (0.000), which is less than (0.05). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, which suggests the presence of a statistically significant positive impact of training programs on achieving outstanding marketing performance at the study site at a significance level of 0.05.

5. 3. Testing Hypothesis Three:

The third hypothesis was formulated as follows:

- **H0**: There is no statistically significant positive impact of trainers on achieving outstanding marketing performance at the study site at a significance level of 0.05.

- **H1**: There is a statistically significant positive impact of trainers on achieving outstanding marketing performance at the study site at a significance level of 0.05.

To test this hypothesis, simple regression analysis was used, and the following table shows the test results:

Table n.° (06): Results of Simple Regression Analysis to Test the Impact of the Second Variable (Trainers) on the Dependent Variable (Outstanding Marketing Performance)

Variables	Regression Coefficients		Beta Value	t Value	Significance Level (sig)
	B	**Std.Error**			

Regression Constant	0.726	0.637		1.137	0.245
Training Programs	0.868	0.172	0.725	5.687	0.000
Correlation Coefficient (R): 0.725a			**Coefficient of Determination (R$_2$): 0.525**		
Standard Error of the Estimate: 0.5330			**Adjusted Coefficient of Determination (R_adj): 0.507**		

Source: Prepared by the researchers based on the outputs of SPSS V25.

The table above illustrates the impact of trainers on achieving distinguished marketing performance in the tourist complex Hammam El-Chellala in the municipality of HammamDabbagh, Guelma province. The results show that the coefficient of determination (R2) is 0.525, meaning that 52.5% of the variations in the dependent variable (distinguished marketing performance) are explained by the relationship with the independent variable (trainers). This is an acceptable percentage. The remaining percentage is attributed to other factors not included in this model. The correlation coefficient value is 0.725, indicating a positive relationship between the independent variable (trainers) and the dependent variable (distinguished marketing performance) in the study sample.

The results also demonstrate a significant regression slope, with a value of 0.868 and a positive sign, indicating a positive impact relationship between the two variables in the study sample. In other words, an increase in the value of the independent variable (trainers) by one unit leads to an increase in the dependent variable (distinguished marketing performance) by 0.868 units. The significance level is 0.000, which is less than the adopted significance level in the study (0.05). Therefore, we reject the null hypothesis and accept the alternative hypothesis, indicating a statistically significant positive impact of trainers on achieving distinguished marketing performance in Hammam El-Chellala tourist complex in the municipality of HammamDabbagh, Guelma province, at a significance level of 0.05.

5. 4 .Testing the Fourth Hypothesis:

The fourth hypothesis was formulated as follows:

- **H0**: There is no statistically significant positive impact of trainees on achieving distinguished marketing performance in the studied complex at a significance level of 0.05.

- **H1**: There is a statistically significant positive impact of trainees on achieving distinguished marketing performance in the studied complex at a significance level of 0.05.

To test this hypothesis, simple linear regression analysis was used, and the following table illustrates the test results:

Table n°. (07): Results of Simple Linear Regression Analysis to Test the Impact of the Third Variable (Trainees) on the Dependent Variable (Distinguished Marketing Performance).

Variables	Regression Coefficients		Beta Value	t Value	Significance Level (sig)
	B	**Std.Error**			
Regression Constant	0.573	0.748		0.769	0.354
Training Programs	0.863	0.179	0.678	4.667	0.000
Correlation Coefficient (R): 0.678a			**Coefficient of Determination (R$_2$): 0.459**		
Standard Error of the Estimate: 0.56395			**Adjusted Coefficient of Determination (R_adj): 0.438**		

Source: Prepared by the researchers based on the outputs of SPSS V25.

We observe from the above table the impact of the independent variable (trainees) on achieving marketing performance in the tourist complex Hammam El Chellala in the municipality of HammamDebagh, Guelma province. The results show that the coefficient of determination (R2) reached 0.459, meaning that 45.9% of the variations in distinguished marketing performance are attributed to the independent variable (trainees) in Hammam El Chellala Tourist Complex in the municipality of HammamDebagh, Guelma province, which is an acceptable percentage. This

indicates that there are other factors with an impact that have not been included in this model.

The correlation coefficient value is 0.678, indicating an acceptable positive correlation between trainees and distinguished marketing performance in the study sample. The results also show significant regression slope, with a value of 0.863 and a positive sign, indicating a positive impact relationship between the two variables in the study sample. In other words, an increase in the value of the independent variable (trainees) by one unit leads to an increase in the dependent variable (distinguished marketing performance) by 0.863 units.

The level of significance is 0.000, which is less than 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that there is a statistically significant positive impact of trainees on achieving distinguished marketing performance in Hammam El Chellala Tourist Complex in the municipality of HammamDebagh, Guelma province, at a significance level of 0.05.

Conclusion:

Through our study on the topic "The Role of Human resources Training in Achieving Distinguished Marketing Performance in the Hammam El Chellala Tourist Complex in Guelma Province (Algeria)," we attempted to reach **several results:**

1. The continuous reliance of hotel establishments on human resources training leads to the development of skills and knowledge necessary for employees, allowing the tourism sector to flourish. This also enhances the competitiveness and sustainability of tourism establishments and improves the quality of the provided tourism services.

2. Hammam El Chellala Tourist Complex relies significantly on the lecture method among the approaches used in human resources training.

3. The tourist complex works on improving the performance of its employees by training them abroad.

4. There is a statistically significant positive impact of training programs on achieving distinguished marketing performance in Hammam El Chellala Tourist Complex in the municipality of HammamDebagh, Guelma

province, at a significance level of 0.05. Approximately 46.9% of the variations in the distinguished marketing performance variable are attributed to the independent variable, training programs.

5. There is a statistically significant positive impact of trainers on achieving distinguished marketing performance in Hammam El Chellala Tourist Complex in the municipality of HammamDebagh, Guelma province, at a significance level of 0.05. Approximately 52.5% of the variations in the distinguished marketing performance variable are attributed to the independent variable, trainers.

6. There is a statistically significant positive impact of trainees on achieving marketing performance in Hammam El Chellala Tourist Complex in the municipality of HammamDebagh, Guelma province, at a significance level of 0.05. Approximately 45.9% of the variations in the distinguished marketing performance variable are attributed to the independent variable, trainees.

Suggestions:

In this study, we aimed to provide some recommendations, including:

1. Hotel establishments should ensure the provision of various financial, human, and organizational requirements necessary for the success of the human resources training process.

2. The tourist complex should adopt innovative and new methods and approaches in the field of human resources training to face future challenges and keep up with developments in the provision of hotel services.

3. The necessity of adopting integrated and clear training programs by the tourist complex to enhance its marketing performance.

4. Utilizing global models in training methods based on digital transformation and incorporating technological applications in the tourism sector.

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