



**BİNGÖL UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCE**

**BUSINESS ADMINISTRATION DEPARTMENT**

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT  
PRACTICES ON JOB PERFORMANCE:  
A STUDY OF PUBLIC SECTOR IN ERBIL**

**Prepared By**

**YOUSIF AZAD ISMAEL**

**MASTER THESIS**

**Supervisor**

**Prof. Dr. Muammer ERDOĞAN**

**Bingöl-2017**



**T.C**

**BİNGÖL ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
İŞLETME ANABİLİM DALI**

**YÖNETİM UYGULAMALARIYLA İLGİLİ MESLEKİ  
PERFORMANSTA İNSAN KAYNAĞININ ETKİSİ:  
ERBİL'DEKİ KAMU SEKTÖRÜNDE BİR ÇALIŞMA**

**Hazırlayan**

**YOUSIF AZAD ISMAEL**

**YÜKSEK LİSANS TEZİ**

**Danışman**

**Prof. Dr. Muammer ERDOĞAN**

**Bingöl-2017**

# CONTENTS

BİLİMSEL ETİK BİLDİRİMİ.....	iv
ONAY .....	v
ACKNOWLEDGEMENTS .....	vi
ÖZET.....	vii
ABSTRACT .....	viii
DEDICATIONS.....	ix
List of Tables .....	x
List of Figures.....	x
INTRODUCTION.....	1
<b>CHAPTER ONE.....</b>	<b>4</b>
<b>RESEARCH PROGRAM .....</b>	<b>4</b>
1.1. Statement of the Problem .....	4
1.2. Research Objectives .....	4
1.3. Research Importance .....	5
1.4. Research Model .....	6
1.5. Research Hypotheses.....	6
1.6. Previous Studies.....	7
<b>CHAPTER TWO.....</b>	<b>14</b>
<b>LITERATURE REVIEW .....</b>	<b>14</b>
2.1. Human Resource Management .....	14
2.1.1. Definition Human Resource Management .....	14
2.1.2. Objectives Human Resource Management.....	16
2.1.3. Human Resource Management Functions.....	17
2.1.4. Roles of Human Resource Management.....	17
2.1.5. Characteristics of Human Resource Management.....	22
2.1.6. Scope of Human Resource Management .....	22
2.2. Human Resource Recruitment .....	23
2.2.1. Objectives of Recruitment .....	24
2.2.2. Recruitment Methods .....	25
2.2.3. Recruitment Sources .....	27
2.3. Human Resource Selection.....	30

2.3.1. Aims of Selection .....	32
2.3.2. Selection and Induction .....	33
2.3.3. Steps in the Selection Process .....	33
2.3.4. Selection Processes run up Against a set of Potentially Difficult Problems.....	34
2.3.5. The Most Important Criteria to be Relied Upon in the Selection Process....	36
2.3.6. The Significance of the Selection Process.....	36
2.3.7. The Dimensions of the Selection Process .....	37
2.4. Human Resource Planning .....	37
2.4.1. Objectives of Human Resources Planning .....	38
2.4.2. The Advantages and Disadvantages of Human Resource Planning .....	39
2.5. Training and Development .....	41
2.5.1. Economists Often Distinguish Between two Types of Training.....	42
2.5.2. Evaluation of Training.....	44
2.5.3. Training Needs .....	45
2.5.4. Staff Development .....	46
2.6. Performance Management.....	46
2.6.1. Purpose of Performance Management .....	47
2.6.2. Principles of Performance Management .....	48
2.6.3. Aims of Performance Management.....	49
2.6.4. Job Performance .....	50
2.6.5. The Importance of Job Performance.....	51
2.6.6. Elements of Job Performance .....	52
2.7. Job Analysis .....	52
2.7.1. Team Working and Job Analysis .....	53
2.8. Relationship Between Organizational Effectiveness and Human Resources Management .....	54
2.8.1. Impact of HRM Management on Organizational Performance .....	55
2.8.2. The Impact of Human Resources Management on the Job Performance of Employees .....	56
2.8.3. The Impact of Organizational Structure and Leadership Style on the Performance of Employees .....	56
2.8.4. Impact of Communication Style and Technology on the Functionality of Employees .....	57

2.8.5. The Impact of Technology on the Functionality of Employees.....	58
2.8.6. The Impact of Teamwork, Participation of Decision Makers and Incentives, Promotions on Job Performance of Employees .....	59
<b>CHAPTER THREE .....</b>	<b>61</b>
<b>A STUDY PUBLIC SECTOR IN ERBIL .....</b>	<b>61</b>
3.1. Methodology .....	61
3.2. Methods of Data Collection.....	62
3.3. A Brief History of the International Bank of Kurdistan.....	63
3.3.1. Our Bank .....	63
3.4. Statistical Data.....	65
<b>CONCLUSION AND RECOMMENDATION.....</b>	<b>84</b>
Conclusion.....	84
Recommendation .....	88
REFERENCES .....	90
APPENDIX .....	99
Form Interview .....	99

## **BİLİMSEL ETİK BİLDİRİMİ**

Yüksek Lisans tezi olarak hazırladığım [*Yönetim Uygulamalarıyla İlgili Mesleki Performansta İnsan Kaynağının Etkisi: Erbil'deki Kamu Sektöründe Bir Çalışma*]adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

... / ... /201..

İmza

Öğrencinin Adı Soyadı

**YOUSIF AZAD ISMAEL**

## SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜNE

Yousif Azad Ismael tarafından hazırlanan [Yönetim Uygulamalarıyla İlgili Mesleki Performansta İnsan Kaynağının Etkisi: Erbil'deki Kamu Sektöründe Bir Çalışma] başlıklı bu çalışma, [.....] tarihinde yapılan tez savunma sınavı sonucunda oybirliğiyle başarılı bulunarak jürimiz tarafından işletme Anabilim Dalı'nda Yüksek Lisans tezi olarak kabul edilmiştir.

TEZ JÜRİSİ ÜYELERİ (Unvanı, Adı ve Soyadı)

Başkan : .....

İmza:

Danışman : .....

İmza:

Üye : .....

İmza:

## ONAY

Bu Tez, Bingöl Üniversitesi Sosyal Bilimler Enstitüsü Yönetim Kurulunun ...../...../ 201.. tarih ve ..... sayılı oturumunda belirlenen jüri tarafından kabul edilmiştir.

Unvanı Adı Soyadı

Enstitü Müdürü

## **ACKNOWLEDGEMENTS**

I would like to thank all who in one way or another contributed the completion of this thesis. First, I give thanks to God for protection and ability to do work. I would like to foremost offer my sincerest gratitude to my supervisor, Prof. Dr. Muammer Erdugan. Also I would like to thank all teachers as well as friends in Bingöl University.

Lastly, I would like to thanks my family members my father, my lovely mother, my dear brothers and sisters for their substantial encouragement. I hope the success for all of them and I hope they will be the best when they lead my country in the future.

## ÖZET

Bu çalışma, insan kaynağı uygulamalarının (HRP) Erbil'de bankacılık sektöründeki örgütsel performans üzerindeki etkisini ve farklı değişkenlerin bir organizasyonun amaçlarını etkin ve verimli bir şekilde nasıl gerçekleştirmesine yardımcı olduğunu inceliyor. Çalışma, eğitim geliştirme, performans yönetimi, işe alma, seçme, HRP, iş performansı ve iş analizi olmak üzere insan kaynakları yönetim uygulamalarının yedi değişkeni üzerine odaklanmaktadır. Bu araştırmanın temel amacı, insan kaynakları yönetimi uygulamalarının örgütsel performans üzerindeki etkisini değerlendirmektir. Daha kesin bir ifadeyle Erbil'de bankacılık sektörü. Veri toplamak için kullanılan veri aracı, verileri analiz etmek için betimsel istatistikler ve korelasyon analizi kullanan yedi değişkenin etkisini analiz etmek için anket formudur. Sonuç herkesi doğruluyor. İnsan kaynakları yönetimi uygulamalarının yedi değişkeni Erbil'de bankacılık sektöründeki organizasyonel performans ile pozitif yönde ilişkilidir. Bu da, insan kaynakları uygulamalarının geliştirilmesinin Erbil'de bankacılık sektöründeki performansın artmasına neden olabileceğini göstermektedir.

**Anahtar Kelimeler:** İnsan Kaynakları Yönetimi, İş Performansı.

## **ABSTRACT**

This study is examines the impact of human resource practices on organizational performance in banking sector in Erbil, and how different variables help an organization to achieve its objectives in efficient and effective way. The study focuses on seven Variables of Human resource management practices which: are training development, performance management, Recruitment, Selection, HRP, Job Performance, Job Analysis. The main object of this research is to evaluate the impact of human resource management practices on organizational performance. More precisely, on banking sector in Erbil. The data instrument used for data collection was questionnaire, to analyze the effect of seven variables, using descriptive statistics and correlation analyze in order to analysis the data. The result confirm that all. Seven variables of human resource management practices are positively correlate with organizational performance in banking sector in Erbil. Which indicate that the enhancement in those human resource practices can lead to improvement of performance in banking sector in Erbil.

**Key words:** Human Resource Management, Job Performance.

## **DEDICATIONS**

This thesis is dedicated to my father, and to my cherished mother your lessons and endless support is continuously unforgettable. Furthermore to my brothers and sisters, you are the supports that I will continuously lean on, this project would not have been successfully completed without your massive support, love and persistence, Thank you for your gorgeous and lovely existence, thank you for charitable a sense for life.



## List of Tables

Table 1: Typical Human Resource Specialist Tasks .....	18
Table 2: Percentage and number of forms distributed by gender.....	68
Table 3: Determination of age groups, number of repetitions and percentage of identification.....	69
Table 4: The stages of the certificate and the number of repetitions and the percentage of the denominator .....	70
Table 5: years_of_service.....	71
Table 6: KMO and Bartlett's Test.....	72
Table 7: Communalities .....	73
Table 8: Total Variance Explained.....	75
Table 9: Component Matrix .....	77
Table 10: Rotated Component Matrix.....	82

## List of Figures

Figure: 1 Research Model.....	6
Figure: 2 Human Resource Roles .....	19
Figure: 3 Percentage and number of forms distributed by gender.....	69
Figure: 4 Determination of age groups, number of repetitions and percentage of identification .....	70
Figure: 5 the stages of the certificate and the number of repetitions and the percentage of the denominator.....	71
Figure: 6 years_of_service.....	72
Figure: 7 Component Number .....	77

## INTRODUCTION

This research will attempted to gain an insight of human resource management practices and its organizational performance in public sectors in Kurdistan region of Iraq. The assumption supporting the practices of human resource management is that human is the organizations' essential resource and organizational performance mainly relies on the employees as a consequence, a suitable range of human resource policies and processes are developed and carried out effectively, and therefore the human resource would create and have a significant influence on organizational performance (Jeet & nuzzafar, 2014). Moreover, according to (Barzegar, et al., 2014), organizations are becoming more aware and giving more attention to the employees with high qualification and better performance.

Many of organizational leaders and presidents well conscious of the challenges of the human resource management, they acknowledge the need to sustain talented and commitment employees who will participate extensively to the achievements and success of the organizational; however they may not have the resources to bring about changes that will address organizational performance problems.

Human resource management can be seen as the backbone of the all organization and for the aim of development and sustainability of the organization, adequate investment needs to be made on its human capital. The function of human resource management is to confirm that the organization recruits and sustain the qualified and skilled individuals. For the management to obtain this goal, it has to satisfy the future needs of human; furthermore enhance and provide room for adequate development of human capacity.

Probably, the most significant future of human resource management is the way in which there is a planned integration which comes from the top level of management, its organizational vision, mission, mission statement and the role of leadership that every employees has to be committed to (Darougheha, et al., 2013).

Organizations arrange duties, responsibilities, and tasks on the bases of employees' interaction, and the task which is required to be fulfilled in the line with organizational vision, mission, aim and strategic plan. In order to an organization to be able to develop and expand the market share and gain competitive advantage, human resource considers one of the essential elements to meet organizational goals and objectives. Therefore, employees and organization have to be more effective to perform optimally. According to (Hung & Huang, 2014), the more you want to go global, the more competition you face, and the more you are faced with these competitors the more you get under pressure to become a leader in the marketplace, moreover to lower the cost of the production, also to make and create productive employees, and to get higher performance. Many of organizations view human resource management functions to be an essential player obtaining organizational aim and objectives. The responsibility of human resource management is to bring about deliverables in all aspects and these deliverables should be in position to meet the ever developing competitive and international marketplace, which should be closely related to the organization's business strategic plans.

Many evidence have emerged to demonstrate that organizations with high quality of employees perform higher performance. According to (Atteya, 2013), there is an assumption that high performance of human resource management practices have been seen to have a two way

advantage for the both employees and managers, through the payment of high wages and an increase in job satisfaction. Most organizations are efficiently utilizing a new technology relies on its human resource rather than the technology itself. An appreciable change in technology is influencing the international market in all aspects.

The direct communication that exists between employee and the customers in the service sectors propose that human resource management may be even more significant in the services sector than in the manufacturing sector. Public sector' activities in the service sector are all about "relationship", therefore they must endeavor to provide better services to client with a smile in order to nurture and sustain a long lasting relationship with their clients.

# **CHAPTER ONE**

## **RESEARCH PROGRAM**

### **1.1. Statement of the Problem**

The research will concentrate on human resource management (HRM) practice and its organizational performance in the public sectors in Kurdistan region of Iraq. The impact of human resource management practice on organizational performance has become a dominant research issue in the HRM domain. Therefore, to obtain the research objectives, based on the facts mentioned above is study will attempt to unveil the following:

1. What are the outcomes of human resource management practices in the public sectors in Kurdistan region of Iraq?
2. How do human resource management practices influence on employee retention, employee satisfaction and employee commitment?
3. How do human resource management practices influence organizational performance of public sectors in Kurdistan region of Iraq?

### **1.2. Research Objectives**

1. To identify the human resource management practices and its influence organizational performance of public sectors in Kurdistan region of Iraq.
2. To find out the human resource management practices and its influence on employee retention, employee satisfaction and employee commitment.
3. To determine the outcomes of human resource management practices in the public sectors in Kurdistan region of Iraq.

### **1.3. Research Importance**

The impact of human resource management practices on organizational performance has become a key research issue in its domain. Many scholars have studied the influence of human resource management practices on organizational performance in service sectors such as banks, hospitals, etc. However few researchers addressed human resource management practices and its organizational performance in public sectors' service in Kurdistan region of Iraq.

The findings of this study will be significant to the managers, human resource, organizations which are presently implemented by them and to recognize the human resource management practices outcomes and its impact of organizational performance. Furthermore, managers of public sectors will be able to make basic changes of human resource practices. Finally, the outcome of this study can be utilized to improve the performance of public sectors and to contribute to the economic development of the Kurdistan region of Iraq.

## 1.4. Research Model

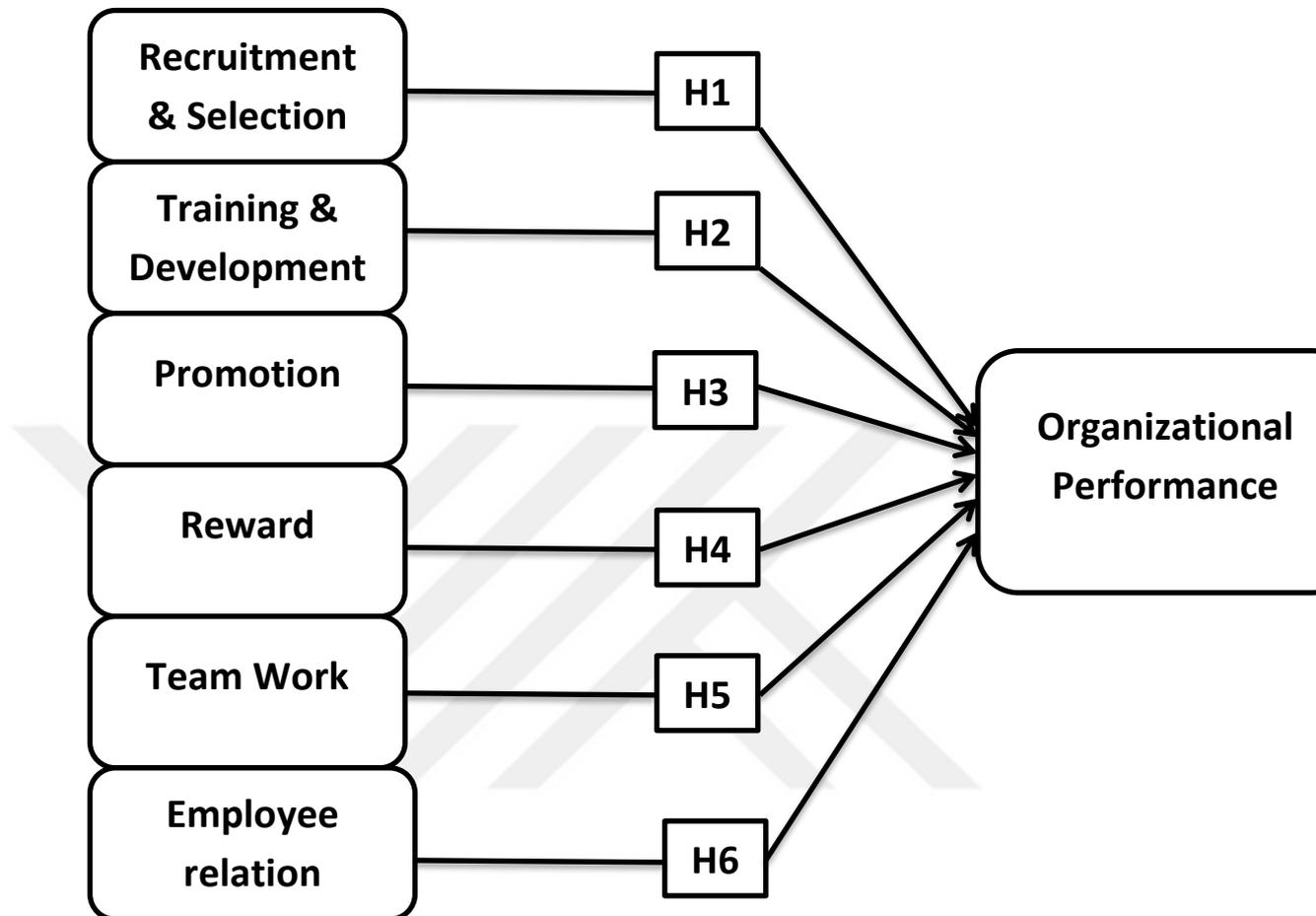


Figure 1: Research Model

## 1.5. Research Hypotheses

**H1:** There is a positive impact of recruitment & selection on organizational performance.

**H2:** There is a positive of training & development on organizational performance.

**H3:** There is a positive impact of promotion on organizational performance.

**H4:** There is a positive impact of reward on organizational performance.

**H5:** There is a positive impact of team work on organizational performance.

**H6:** There is a positive impact of employee relation on organizational performance.

## **1.6. Previous Studies**

- Study (2000, Fey) entitled (**The effect of Human Resource management practices on MNC subsidiary performance in Russia**). The study examined the relationship between human resource management practices related to employee development, compensation, feedback system and the performance of 10 foreign companies operating in Russia. The study used the method of risk regression and correlation. The study concluded that there is a strong relationship between human resources management practices and performance the organization.
- Study (2004, Singh) entitled (**Impact of HR practices on perceived firm performance in India**).The study examined the impact of HR practices on the performance of organizations in India. The researcher found a positive relationship between a number of human resources management practices such as selection, performance evaluation, training, compensation system and the involvement of employees in organizational performance. Among these practices, the greatest impact on the performance of the Organization.
- Study (2005, Sang) entitled (**Relationship between HRM practices the perception of organizational performance, role of**

**management style, social capital, and culture: comparison between manufacturing firms in Cambodia and Taiwan).** The study examined the relationship between human resource management practices and the performance of the organization, which applied to the number of managers in Taiwan and Cambodia, concluded that manpower planning: employment, compensation, incentives, teamwork, training, and employee security had a positive impact on The financial and non-financial dimensions of organizational performance, and the dimensions of performance consisted of product cost, product quality, and product delivery

- Study (Katou, 2008) entitled (**Measuring the impact of HRM on organizational performance**).The study aimed at measuring the impact of human resource management on the performance of materials in the industrial sector in Greece. The researcher used the questionnaire to distribute (178) industrial establishments and the researcher used structural equivalence methodology. The study showed a strong positive relationship between different human resources management practices on organizational performance such as training (R = 0.73), performance appraisal (R = 0.76), compensation (R = 0.75), staff participation (R = 0.84), selection (R = 0.73).
- Study (Shahzad et al, 2008) entitled (**Impact of HR practices on perceived performance of university teachers in Pakistan**). The study aimed to demonstrate the human resources management practices of compensation and promote promotion and

performance evaluation on the performance of staff members of the teaching staff working in Pakistani universities. The study was used on 12 universities covering 94 faculty members. Human performances of workers, these practices are compensation, promotion, performance evaluation.

- Study (Akhtar, Ding, Ge, 2008) entitled (**Strategic HRM practices and their impact on company performance in chinses enterprises**). The study examined the impact of strategic human resource management practices on the performance of organizations in China. The study examined the following practices (training, employee participation, performance appraisal, job security, job description and profit sharing). The sample included 465 organizations; the study used correlation and descriptive statistics to measure the effect of variables. The study concluded that the practices related to (training, employee participation, performance evaluation) had an impact on the financial and non-financial performance of the organizations. The career has had an impact on the increase in production / service and classification, while the participation of profits contributed to the increase in financial performance.
- Study (Dimba, Obonow, 2009) entitled (**The effect of strategic resource management practices on performance of manufacturing multinational companies in Kenya: A Moderating role of employee cultural orientations**). This study focused on linking human resource management practices, cultural trends, employee motivation, and performance of organizations in

50 foreign industrial companies in Kenya. The study aimed to find out to what extent the relationship between human resources management practices and employee motivation is based on the cultural orientations of employees. The study used the following practices as independent variables (polarization and recruitment, training and development, compensation systems, performance evaluation). And using regression analysis. The study concluded that all practices excluding (polarization and recruitment) showed a positive relationship with the performance of organizations.

- Study (Sheikh, 2009) entitled (**Human Resource Practices and their Impact on Employee Productivity: A Perceptual Analysis of Private**) this study focused on human resource management practices (related to management support, work environment, compensation) to retain staff. The study used descriptive statistical technology to investigate the impact of practices. The study was applied to a number of universities and banks in Bhopalpur, Pakistan, For this purpose, a sample of (101) managers in the various organizations mentioned. The study showed a positive relationship between these practices and the retention of workers.
- Study (Gong, Y and Chang, K, Xin, 2009) entitled (**HRM and Firm performance. The differential role Managerial Affective and Contingence Commitment**) the researchers used a human resource management model applied to middle management in 463 organizations operating in China. The researchers selected a sample of (2146) managers in these organizations and applied the regression method Researchers have found a positive correlation

between performance curve and organizational performance. As a retention curve researchers have found a positive relationship with the commitment of middle management but not with organizational performance.

- Study (Ayanda, O.J and Sani, A.D., 2010) entitled (**Strategic Human Resource, Management and Organizational Effectiveness in the Public Sector, Some Evidence From Niger State**) The study aimed to fill the gap in the lack of studies that dealt with the impact of HRM practices on government organizations. The study dealt with 255 civil servants distributed among 30 government ministries in Niger. The study used the method of correlation and multiple regression analysis to reach the results. The results showed that the relationship between human resource management strategy practices was average with the performance of government organizations. The study also showed that practices related to staff training were the most influential practices on the performance of government organizations.
- Study (Katou and Budhwar, 2010) entitled (**Casual relationship between HRM policies and organizational performance: Evidence from the Greek manufacturing sector**) Which was conducted in Greece, the researcher found a positive relationship between the practices of human resources management and training, recruitment and promotion, employee involvement, incentives, safety and health on the one hand and the performance of the organization on the other.

- Study (Caliskhan, Esra, N., 2010) entitled (**The impact of SHRM on Organizational Performance**) The study pointed out that the relationship between human resource management and the performance of the organization will enable HR managers to design programs that will lead to positive operational results for the organization and thus the performance of the organization. As a whole. The study concluded that the way in which the Organization manages its human components determines the performance of the Organization.
- Study (Rathnawerera, R.R.N.T., 2010) entitled (**Do HRM Practices Impact Employee Satisfaction Commitment or Retention?**) (**Empirical Studies of Sri Lankan Public Sector Banks**) The study examined the impact of human resource management practices on human resources management outputs such as job satisfaction, commitment and retention of public sector employees of banks in Sri Lanka. The researcher used the questionnaire tool as a means for all data consisting of (209) workers working in different departments in two public banks Sri Lanka and the use of analysis tools (Regression, Mottiple, Person Correlations, Statistics, Descriptive) to analyze the study data. The study concluded that there is a significant relationship between human resources management and the three variables and job satisfaction, commitment, retention of staff.
- Study (Sani, Abdulkader, 2012) entitled (**SHRM and Organizational Performance in of Organizational Climate**). The study examined the impact of human resource management

strategy practices on human resources management on the performance of insurance companies in Nigeria. It also examines whether the effectiveness of human resource management strategy practices on the performance of organizations is dependent on the workplace environment of organizations. The study community consists of (18) Nigeria, and the researcher used analytical tools (regression and correlation) to analyze the data, and to this end the researcher designed a special questionnaire. The study concluded that the practices of human resources management strategy organized with training, The job planning system and the clear definition of employment are the key to HRM practices in Nigeria's insurance companies. The extent to which these practices dictate the workplace climate has found a moderate relationship.

Despite the above studies, there has been a positive relationship between human resource management practices and organization performance. However, some studies (although few) have not found clear effects on human resource management practices and organizational performance (Batt, 2002).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Human Resource Management**

The new millennium will require many changes in organizations, and therefore the area of human resources management has certainly reached an evolutionary crossroads. Human resources management has highlighted the positive side of workers as irreplaceable assets belonging to organizations that contribute to their success. Two distinct human resource management concepts were developed from workers in the USA, in the 1960s and 1970s (Brewster 1994). In Europe and Australia, the concept of human resources management became an effective and effective management framework for business management, rooted as an academic theory, toolkit for practitioners and an administrative profession in late 1972 and has since been increasingly adopted worldwide (Suzan 2006). Human resources management is defined as a critical and very deterministic function within an organization that classifies this function in recruitment, compensation and development related to organizations, safety, motivation, employee, benefit, wellness, communication, training, performance management, all activities associated with staff and the ways that are provided to them to achieve the objectives of the organization (Ayesh et. Al 2012). Also, Neo (2007) defines Human resources management also consists of policies, practices, and system that affect employee behavior, attitude, and performance.

##### **2.1.1. Definition Human Resource Management**

Defined HRM role is the provision of assistance in HRM issues to line employees, or those directly involved in producing the

organization's goods and services. Acquiring people's services, developing their skills, motivating them to high levels of performance, and ensuring their continuing maintenance and commitment to the organization are essential to achieving organizational goals. The authors proposed an HRM specific approach as consisting of four functions- staffing, training and development, motivation, and maintenance (Robinson, 1997).

The range and variety of definitions for event management are matched by those for human resource management, which is problematic if a single definition is necessary, or indeed desirable. (Maund, 2001).

These issues fall within the scope of leadership and logistics planning for the human resource manager. A strategic approach to human resource management means taking a leadership role in the development of the event organization and the execution of event plans. Furthermore, as mentioned above, logistics of staff planning is far more complex in this environment of temporary structures and transient teams than it is for human resource professionals in traditional environments. As Armstrong (2001, p. 33) suggests, 'the fundamental aim of strategic HRM is to generate strategic capability by ensuring that the organization has the skilled, committed and well-motivated employees it needs to achieve sustained competitive advantage.

### **2.1.2. Objectives Human Resource Management**

The objectives of human resources management derive from the philosophies that bind the emergence and development of human resources management together, both as discipline and as a profession: (Itika, 2011)

The objectives of HRM may be as follows: (Mahapatro, 2010)

1. Create and use a capable and motivated workforce, to achieve basic organizational goals.
2. Establish and maintain the proper organizational structure and desirable working relationships among all Members of the Organization.
3. Ensure the integration of individuals or groups within the organization by coordinating individual and collective objectives with the objectives of the organization.
4. Create facilities and opportunities for individual or group development to suit the growth of the organization.
5. Achieving effective use of human resources in achieving organizational goals.
6. Identify and satisfy individual and collective needs through the provision of wages, incentives, benefits to employees, adequate and equal social security and measures requiring a challenge to work, status, recognition, security and status.
7. Maintain high staff morale and healthy human relations by maintaining and improving various conditions and facilities.
8. To continuously enhance and assess human assets through the provision of training and development programs.

9. Consider socio-economic evils such as unemployment and employment subject to and contribution to the economy, disparities in the distribution of income and wealth, and improve the well-being of society by providing employment opportunities for women and disadvantaged groups of society.
10. Provide an opportunity for voice expression and management.
11. Provide fair, acceptable and effective leadership.
12. Provide facilities and working conditions and create an atmosphere conducive to maintaining employment stability.

### **2.1.3. Human Resource Management Functions**

Managing human resources to achieve better knowledge related outcomes means “Retaining personnel, building their expertise into the organizational routines through learning processes, and establishing mechanisms for the distribution of benefits arising from the utilization of this expertise”. To identify which HRM practices could be employed to help organizations to achieve knowledge related outcomes, a brief review of representative case-based and existing empirical studies undertaken by scholars from different research fields (international HRM, innovation, strategy, international business, etc.) on the link between HRM practices and various knowledge related outcomes is necessary.

### **2.1.4. Roles of Human Resource Management**

Human Resource roles involve people and processes. Part of the human resource professional role is spending time interacting with employees individually. For instance, employees usually contact an organization’s human resource department with questions about

retirement benefits, health concerns, and harassment policies. Another part of the human resource role focuses on developing organizational processes aimed at hiring and motivating talented workers. (Wiley, 2009) Human resource specialists contribute in these roles through activities such as placing recruiting advertisement, helping develop compensation plans, and creating performance measure.

Table 1: Typical Human Resource Specialist Tasks

Administer compensation, benefits, and performance management systems, and safety and recreation programs.
Identify staff vacancies and recruit, interview, and select applicants.
Allocate human resource, ensuring appropriate matches between personal.
Provide current and prospective employees with information about policies, job duties, working conditions, wages, opportunities for promotion, and employee benefits.
Perform difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.
Advise managers on organizational policy matters such as equal employment opportunity and sexual harassment, and recommend needed legal requirements.
Analyze and modify compensation and benefits policies to establish competitive programs and ensure compliance with legal requirements.
Plan and conduct new employee orientation to foster positive attitude toward organizational objectives.
Serve as a link between management and employees by handling questions, interpreting and administering contracts, and helping resolve work-related problems.

*Source: The National O\*Net Consortium at <http://online.onetcenter.org>*

Combining the people and process dimension with the long-term and short-term dimension results in the grid shown in Figure 1. The figure identifies four critical roles for human resource professionals: functional expert, employee advocate, strategic partner, and human capital developer. Understanding these four roles provides insight into the actual activities of human resource specialists.

<b>Strategic Partner</b>	<b>Human Capital Developer</b>
<b>Functional Expert</b>	<b>Employee Advocate</b>

**Figure: 2 Human Resource Roles**

*Sources: figure based on information from Dave Ulrich, *Human Resource Champions*: (Boston: Harvard Business Press, 1997); and Dave Ulrich and Wayne Brockbank, *The HR Value Proposition* (Boston, Harvard Press, 2005)*

## **1. Functional Expert**

The role of functional expert is the most basic human resource role. Most of the activities listed in Table 1.1 fit the role, and many of the chapters in this book examine aspects of this role in more detail. The functional expert role focuses on providing technical expertise related to hiring and motivating employees. In this role, an effective human resource specialist helps build systems and practices to ensure that an organization is using state-of-the-art methods to manage people. This might include creating a testing program to screen potential employees or developing a compensation plan that pays employees more when they produce exceptional result. Human resource specialists also serve as consultants who teach managers ways to improve their interactions with employees. For example, the human resource department might offer manager training in such things as giving appropriate feedback and asking better interview questions (Wiley, 2009).

## **2. Employee Advocate**

Human resource professionals in the employee advocate role listen to employees and provide them with the resources they need to be effective. They look out for the interests of employees and often serve as advocate to make sure management treats employees fairly. Sometimes, too, they help employees who are experiencing personal problems. For instance, human resource professionals may help employees obtain medical care; attend funeral services for family members of employees, and help employees' spouses find work. (Wiley, 2009) Showing genuine interests in employees communicates how much an organization cares about its employees. As a result, loyalty and motivation increase, and employees feel a stronger obligation to work hard.

### **3. Strategic Partner**

In the increasingly important strategic role, human resource specialists work with other organizational leaders to put company strategy into action. They go beyond providing support to other leaders and expertise in human resource practice. To be strategic partners, human resource professionals need to know about other business activities, such as finance, accounting, and marketing. They must also know a great deal about the organization's products and services fit with the company's strategic objectives. With this knowledge, human resource partners can provide important input to help guide organizational decisions and actions. An example of a company where this human resource role is carried out effectively is Lucent Technologies, which is described in the accompanying "Building Strength through HR" feature (Wiley, 2009).

### **4. Human Capital Developer**

Organizations are only successful when they learn faster than their competitors. The human capital developer role focuses on helping employees improve their skills. Sometimes facilitating learning requires human resource specialists to work as trainers who teach formal classes. Other times, the developer role requires sitting down with individuals and helping them make individualized plans for the future. In both cases, the objective is to make sure that employees continue to learn and improve (Wiley, 2009).

### **2.1.5. Characteristics of Human Resource Management**

The characteristics of human resources management concept also emerged from the writings of pioneers and commentators later are that: (Armstrong, 2006)

- diverse;
- strategic, with an emphasis on integration;
- commitment-orientated;
- based on the belief that people should be treated as human capital;
- unitary rather than pluralist, individual rather than collective, with regard to employee relations;
- a management-driven activity – the delivery of HRM is a line management responsibility;
- Focused on business values.

### **2.1.6. Scope of Human Resource Management**

The scope of human resources management was very limited initially. Its activities are limited to management, arranging small parties. This was the old time when Adam Smith saw "factors of production" as land, labor and capital. Things have changed since then. The scope of the Department in general and staff in particular has changed significantly, including more areas and responsibilities. The fact is that there is no general agreement among the authors on the scope of human resources management. (Mahapatra, 2010)

## **2.2. Human Resource Recruitment**

Recruitment is the process of finding and attracting capable applicants to apply for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of job seekers from which new employee are selected (Aarmstrong, 2014).

The concept of the recruitment process can be defined as "searching, and attract a qualified individual to fill vacant jobs (Hassan, 2004). Recruitment also defined as" the step following the announcement of the job vacancy, it may be preceded or compensated in some very limited cases. Some are calling recruitment as attraction due to attract and entice qualified candidates to fill job vacancies (Al-Kubaisi, 2004). Mondy (2005) defined recruitment as the process of finding and hiring individuals for specific implementation needed by the organization.

Recruitment is the first stage in the process of filling a vacancy. It involves the examination of the recruitments for filling the vacancy (particularly in relation to job and person specification): consideration of the sources of suitable candidates: drafting job advertisements and selecting media suitable to carry them: assessing appropriate salary levels for new employees: and arranging interviews and other aspects of selection, the second stage in the staffing process. Selection requires the assessment of candidates by various means and the choice of successful candidates (Hanngan, 1998).

### **2.2.1. Objectives of Recruitment**

The recruitment to achieve the following objectives: (Mahapatra, 2010)

- 1- To attract people with multidimensional skills and experiences that fit current and future organizational strategies.
- 2- To introduce outsiders with a new perspective to lead the company.
- 3- To spread new blood at all levels of the Organization.
- 4- Develop an organizational culture that attracts qualified people to the company.
- 5- To search or chase people who match their skills with company values.
- 6- Develop methodologies to evaluate psychological qualities.
- 7- To seek out non-conventional development grounds of talent.
- 8- To search for talent globally and not just within the company.
- 9- To design an entry salary that competes for quality but not on quantity.
- 10- To anticipate and find people for posts that does not yet exist.

In addition to the primary purpose of recruitment efforts in the search for qualified individuals and attract them to work in the organization, these efforts usually seek to achieve a number of other objectives, the most important of it as the following (Schuler, 1995):

1. Pursuance human resources plans by identifying the required number of individuals, skills and expertise to be met by these individuals, along with sources and ways to obtain them.

2. Expand selection rule among qualified applicants by increasing their number to select the most appropriate among them.
3. Provide equal opportunities for individuals from different sectors of society to fill general jobs.
4. Reduction of non-qualified people to aid applicants in verifying that the jobs are suitable for their qualifications, willingness, interest and their ambitions.
5. Not just focusing on attracting people, but also working to keep them.

Above all, recruitment efforts help in selecting the right person for the job and organization, it also helps to select the appropriate work and suitable organization for the individual. Moreover, many researchers consider it to be an important strategic aspect of the management of different organizations which requires organizations to allocate time, effort and resources (Burdett, 1992)

### **2.2.2. Recruitment Methods**

The major decision in recruiting is whether to recruit externally or internally. Each approach has its relative advantage and disadvantages. Thus, most organizations typically use a combination of both approaches. Another decision concerns the specific external or internal recruiting methods to be used. Finally, organizations need to decide how to develop recruiting contacts and source (Ledvinka, 1988)

#### **1- External Recruitment**

Recruiting from outside the organization can offer many advantage. Outside people can often bring new and innovative ideas to the workplace. They are less likely to be involved in company politics. Thus, the new recruit is less susceptible to conformity pressures and other negative group phenomena that adversely affect employee morale and

productivity. Further, it may be less expensive to hire a well-trained specialists or professional from outside the organization than to train and develop existing personnel (Ledvinka, 1988).

Employee assignment means the use of personal contacts to identify employment opportunities. A recommendation from an existing staff member regarding the applicant. The reasoning behind an employee referral is that "one takes to know one". In this case, staff members of the Organization are encouraged to recommend the names of their friends working in other organizations for possible vacancy in the near future. In fact, this has become a popular way to recruit people in the highly competitive IT industry at present. Companies also offer rich rewards to employees who accept their recommendations - after the routine examination and examination process - and submit job offers to the proposed candidates. As a friendly gesture, companies also consider names recommended by unions from time to time (www.raitechuniversity.in).

## **2- Internal Recruitment**

Internal recruiting usually takes the form of the promotion and transfer within the organization. This approach offers a number of advantages. It can be a motivating factor for employees, since it lets them know that hard work can lead to better jobs. Also, internal candidates do not need the extensive familiarization with organizational policies and politics. Finally, internal recruiting efforts are much less expensive than external efforts (Ledvinka, 1988).

### **2.2.3. Recruitment Sources**

Another critical element organization's recruitment strategy is its decisions about where to look for applicants. The total labor market is enormous and spread over the entire global. As a practical matter, an organization will draw from a small fraction of that total market. The methods the organization chooses for communicating its labor needs and the audience it targets will determine the size and nature of the labor market the organization taps to fill its vacant positions. A person who responds to a job advertisement on the internet is likely to be different from a person responding to a sign outside a factory (Hill, 2007).

#### **1- Internal Source**

Some organizations are preparing an integrated promotion plan that is clear and announced to all employees. These plans may be designed as promotion maps that explains the relationship between the functions and the procedures that should be followed up for a promotion (Abdul Babaqi, 2004).

As we discussed with regard to personnel policies, an organization may emphasize internal or external sources of job applicants. Internal sources are employees who currently hold other positions in the organization. Organizations recruit existing employees through job posting, or communicating information about the vacancy on company bulletin boards, in employee publications, on corporate intranets, and anywhere else the organization communicates with employees. Managers also may identify candidates to recommend for vacancies. Policies that emphasize promotions and even lateral moves to achieve broader career experience can give applicants a favorable impression of

the organization's jobs. The use of internal sources also affects what kinds of people the organization recruits (Hill, 2007).

## **2- External Sources**

Despite the advantages of internal recruitment, organizations often have good reasons to recruit externally, for entry-level positions and perhaps for specialized upper-level positions, the organization has no internal recruits from which to draw. Also, bringing in outsiders may expose the organization to new ideas or new ways of doing business. An organization that uses only internal recruitment can wind up with a workforce whose members all think alike and therefore may be poorly suited to innovation. So organizations often recruit through direct applicants and referrals, advertisements, employment agencies, schools, and Web sites (Hill, 2007).

- **Campus Recruitment:** Different types of organizations such as industries, commercial companies, service organizations, social or religious organizations can get inexperienced candidates from different types of different educational institutions such as colleges and universities, including education in science, trade, arts, engineering, technology, agriculture, medicine, management studies etc. (Mahapatra, 2010)

Candidates trained in different disciplines on topics such as engineering and medicine are trained by state government training institutions, national industrial training institutes for engineers or vocational training centers.

- **Campus Recruitment Techniques:** Companies realize that campus recruitment is one of the best sources for recruiting the

cream of the new blood. The techniques of campus recruitment include: (Mahapatra, 2010)

- 1- Shortlisted institutions based on quality students take college facilities and track record.
- 2- Choose the recruitment team carefully.
- 3- Make smart pay instead of high pay package.
- 4- Provide a clear picture of the company and the culture of the company.
- 5- Provide the company but do not overdo the company.
- 6- Getting in early. Make early bird flu.
- 7- Focus on career growth opportunities offered by the company for registration.
- 8- Include young line managers and business school (B-school) and engineering School (B-school) alumni in the recruiting team.
- 9- Build relationships with faculty, administrators and students to grab them before competitors do (Mahapatra, 2010).

- **Data Banks:** The Department can collect vital data for states from different sources such as job exchanges, educational training institutes, candidates, and feed them on the computer. It will become another source and the company can get the details as and when it needs to recruit (Mahapatra, 2010)
- **Casual Applicants:** Depending on the image of the organization, its rapid response, the involvement of the organization in local activities, and the level of unemployment, candidates apply to post jobs or deliver applications in personnel management. This would

be an appropriate source of temporary and lower-level posts (Mahapatra, 2010).

- **Similar Organizations:** In general, candidates with experience are available in organizations that produce similar products or engage in similar work. Management can obtain the most suitable candidates from this source. This will be the most effective source of executive posts, newly established organizations or diverse or spent organizations (Mahapatra, 2010).
- **Trade Unions:** In general, unemployed or migrant workers or workers seeking to change employment put the word for trade union leaders with the aim of finding suitable employment because of intimacy with management. As such, trade union leaders are aware of the availability of candidates. In the light of this fact and in order to please trade union leaders, the administration asks unions about the right candidates. Management decides on the sources depending on the type of candidates sought, the lapse of time, etc. It has to choose the recruitment method after deciding on the source (Mahapatra, 2010).

### **2.3. Human Resource Selection**

The psychometric model has long dominated the search process, focusing on the effectiveness of the selection tools. The most valuable evidence comes from functional health studies, which are being collected and increasingly used in meta-analysis papers, perpetuating this discussion. Among these researches is the central role of intelligence testing as the best indicator of functionality, above a valid character or value (Schmidt and Hunter, 1998).

The next step for managers is to select the required staff from the group of applicants appointed. In the selection process, employers assess the characteristics of the applicants in an attempt to determine the "relevance" between the characteristics of the job and the applicants. Several selection devices are used to assess applicant qualifications. The most commonly used are the application of, interview, employment test, and evaluation center. Many HR professionals use a combination of these devices to obtain a predictive employee job satisfaction. The validity refers to the relationship between one's degree of choice and future functionality. A proper selection procedure provides high scores that correspond to subsequent high functionality (Richard, 2000).

Recruitment is the discovery of potential candidates for actual or expected organizational vacancies ... The activity is linked to the combination of those who have jobs in decline and those who have jobs to fill and those looking for work. "(Davis at el, 2009)

The selection and placement functions represent the natural extension of the research and recruitment function of the appropriate workforce. The selection process reflects the process of differentiation between the applicants to fill a specific job in terms of their suitability for that job. It also aims to put the right person in the right job in order to achieve compatibility between the requirements and duties of the post, as well as between the qualifications and characteristics of the person applying for the job. Selection and placement activities are necessary because of differences between individuals in terms of preparedness, capacity and tendencies. As well as a distinction between jobs in terms of the mental and physical characteristic's requirements (Abdul Baqi, 2001).

It is usual for an organization that wants to recruit new staff to determine the criteria that can be measured and assess applicants. However, these standards are increasingly being defined in the form of competencies consisting of behavioral characteristics and behavior that cannot be easily measured. Instead of trusting luck, organizations use more sophisticated selection techniques (Herriot et al., 1997).

The selection process according to (Ivancevich, 1995) is the process that through it, the organization selects individuals from a number of applicants to the job that have the highest opportunity to meet the needs of the Organization. The selection process also defined as "the process of selecting individuals with the necessary qualifications to fill jobs in the organization (Mathis & Jackson, 2003, 234). On their part, (Denisi&Griffin, 2001) indicates that selection is the process of selecting the best job candidates from among a group of applicants nominated through the recruitment process."

Responsibility for recruitment usually belongs to the personal department. This responsibility is important because the quality of an organization's human resources depends upon the quality of its recruits. Since large organizations recruit almost continuously. Their personal departments use specialists in the recruiting process. These specialists are called recruiters (Davis at el, 2009)

### **2.3.1. Aims of Selection**

Following a systematic approach to attracting a group of applicants for vacant posts, the next step is to adopt a similar approach to selecting the right person for such vacancy. The right person can be defined as: (Stredwick, 2005)

- For a person who meets the job description requirements.

- has had satisfactory references
- where future predictions indicate their success in the position
- Expressed sufficient interest in the situation in the interview to indicate their willingness to present the position.
- The aim of the selection is to find that person who accepts the attitude and which gives satisfactory service and long term performance.

### **2.3.2. Selection and Induction**

Selection is the assessment of candidates for vacant jobs and the choice of the most suitable people. It involves matching the requirements of a job with the attributes of candidates. This is facilitated by drafting a "person specification" defining the background, education, training, personality and other characteristics of the ideal candidates. (Hanngan, 1998) The person described may not exist, but the process of drafting a person specification creates a standard against which candidates can be compared.

### **2.3.3. Steps in the Selection Process**

Selection is not just a question of interviewing, although this is still the most popular device in use. Selection is largely a process of canceling the selection, which is, gradually eliminating the candidates until finally one left on the vacancy list. (Sometimes there is no one on the list and the process should start again.) No one has yet identified any single waterproof process from selecting an infallible filter altogether. (Stredwick, 2005) Some methods are more reliable than others but, to a large extent, choose about trying to reduce risk and maximize the certainty of making the right decision.

In view of the situation in which recruitment has resulted in a number of applicants, the important steps of choice are as follows:

- Short-listing the candidates for the next stage.
- Preparation of tests for candidates on the shortlist, sometimes in the form of an assessment center (although tests are not conducted on each occasion)
- Conduct interviews with candidates (giving feedback on tests) and allow candidates to interview candidates.
- choosing the successful candidate
- Get references (although this is sometimes done before the interview)
- Make a stand, confirming in writing and gaining acceptance.
- Organizing the induction process.
- Evaluating the result.

#### **2.3.4. Selection Processes run up Against a set of Potentially Difficult Problems (Glover, 2002).**

- Job descriptions should not be unduly restrictive or unjustified insofar as they may exclude large numbers of applicants in terms of gender, race or disability. Care must be taken here in terms of level of skills, use of written and spoken English, mobility and years of experience required. The application form should contain only job-related questions and work generally in the organization. The Code of Practice on Gender Discrimination recommends that issues relating to the social situation and the number of children (which can be requested after selection for pension purposes) be not included.

- A number of organizations use ethnic monitoring systems that provide additional papers for applicants to complete, which are separated from the application form.
- The short list should be included without regard to gender, race, age or disability. This is formalized by some organizations that extract the names and ages of applicants prior to listing. Under the sign of disability, employers provide guaranteed job interviews with disabled applicants.
- Only ethnic selection tests (some old tests in all egg groups) should be used and sufficient additional assistance should be provided in preparation when needed. Disabled applicants may need special assistance in testing.
- Interviews must be conducted in a manner that treats all candidates equally and fairly. The careful preparation and use of the interview system is the best protection against allegations of discrimination. It may not be wise to ask questions about local arrangements, even if all candidates are asked to point out the positive features of the family-friendly benefits of the organization.
- Special needs of interviewees should be taken into consideration. The disabled human resources manager who was paralyzed from the waist down, attended interviews, she presented many of the same difficulties in terms of parking, access, room suitability and interview reactions. Furthermore, it was clear that many interlocutors were only going through requests to meet their requirements under the requirements of the sign of disability.

### **2.3.5. The Most Important Criteria to be Relied Upon in the Selection Process (Robbin, 2005)**

- 1-To be available to the individual Skills required for the organization.
- 2- Be the owner of the experience in Field of employment
- 3- To do the calculation according to the nature of the functions of the job the sexist has developed her to be a man or women.
- 4- Be that level of education held by the prospective employee who will be selected as appropriate.
- 5- Adequate personal qualities Owned by the nature of work.

### **2.3.6. The Significance of the Selection Process**

The significance of the selection process is due to the following reasons: (Shawish, 1996):

1. The selector's performance depends mainly on the degree of performance of his/her assistants. The workers who do not have the appropriate ability will not do their jobs effectively. Thus, the achievement of their manager must be affected by the workers' activity. The management therefore must identify and recognize persons who are not suitable for work before putting their feet in the organization.
2. Effective screening of persons applying for employment in the organization is important because of the high costs that an organization can afford in attracting and recruiting persons who apply for employment. Which means that attention should be given to the selection of workers in order to not lose expenses without achieving the goal of spending that represented in choosing the right individuals.

3. The process of selection is important to emphasize the legality and legitimacy of selection procedures in accordance with laws that provide for non-discrimination and equality of treatment against different minorities or races.

### **2.3.7. The Dimensions of the Selection Process**

After clarifying the concept of selection as shown above, we find that the specific selection includes a set of dimensions and processes as follows:

1-Sorting and interpolation among a group of job seekers

2-Evaluation and prediction of candidates' performance, contribution, behavior and duration in the organization (Nasrullah, 2002).

3-Legal process in terms of the obligation to treat employees within the organization and candidates in a fair and equitable manner and abide by legal and regulatory procedures such as preparing a contract of employment, commitment to working hours, and others (Bary Kishway, 2006).

4-Risk is a risk that it involves potential errors Such as accepting a person who is not eligible for the job or the refusal of a qualified person (Al Heeti, 2003).

### **2.4. Human Resource Planning**

Through the glass look, Humpty says Dumbetti Alice: "When I use a word means exactly what I chose means, no more and no less." The same can be said about "HR planning" (escape) in a number of different ways. The main distinction between those who see the term as a synonym for "workforce planning" and those who believe that "human resources planning" is something rather different (Taylor, 2005).

Human resource planning is ‘the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements’ (Armstrong, 2009).

Human resource Planning is the comparison of an organization’s existing labor resources with forecast labor demand, and hence the scheduling of activities for acquiring, training, redeploying and possibly discarding labor. It seeks to ensure that an adequate supply of labor is available precisely when required. Specific human resource planning duties include: (Hannagan, 1998)

- Estimation of labor turnover for each grade of employee and the examination of the effects of high or low turnover rates on the organization’s performance.
- Analysis of the consequence of changes in working practice and hours.
- Predicting future labor shortage.
- Devising schemes for handling the human problems arising from labor deficits or surpluses.
- Introduction of early retirement and other natural wastage procedures.
- Analysis of the skills, educational backgrounds, experience, capacities and potentials of employees.

#### **2.4.1. Objectives of Human Resources Planning**

Human resources planning are designed to ensure that the Organization has a number of people with appropriate skills to meet expected needs. Research conducted by the Institute for Employment Studies (Armstrong, 2009) shows that there are a number of reasons why

organizations choose to engage in some form of human resources planning, which fall into the following three groups:

1- Planning for technical reasons, it have a practical impact by optimizing resources and / or making them more flexible, acquiring and nurturing skills that take time to develop and identify potential problems and reduce the chances of making a bad decision.

2- Planning because of the benefits of the process, involving the present understanding in order to face the future, challenge assumptions and free thinking, make explicit decisions that can later be challenged, stand up and provide an overview and ensure that long-term thinking does not lead by short-term focus.

3- Planning for organizational reasons, involving communicating plans in order to obtain support / commitment, linking HR plans with business plans in order to influence them, (re) acquiring control of the operating units, coordinating and integrating the organizational decision-making process and procedures.

#### **2.4.2. The Advantages and Disadvantages of Human Resource Planning**

HRP Escape, in both its traditional and more contemporary forms, can be seen to have a number of distinctive features. First, it is said that planning can help reduce uncertainty as long as plans are adaptable. Although unpredictable events occur, the majority of organizational change does not occur overnight until the planning process can provide an element of control, even if it is relatively short-lived. (Taylor, 2005) suggests that in the area of human resources there is greater room for change and adaptation within six months of capital investment in the plant and new machinery. Thus, many assumptions

about planning difficulties are generally less important for human resources.

Other benefits relate to the contribution of planning to organizational performance. For example, the planning process can make a significant contribution to the integration of human resources policies and practices with each other and with the business strategy of horizontal and vertical integration. He suggested that HR plans could be developed to match strategic objectives or that they could contribute to the development of business strategy, but concluded that "in either direction, the escape is seen as a key broker of competitive advantage." Another way that WFP can contribute to helping to build flexibility in the organization is through either more flexible forms of employment or by identifying the skills and qualities required in the staff (Beardwell et al, 2007).

The importance of escaping contemporary organizations can also be questioned. Taylor (2005) says that the traditional methodological approach is still appropriate for large organizations operating in relatively stable product and market markets, but other conditions may be less consistent. For example, moving towards decentralization and the transfer of human resources issues to managers at the business unit level can make detailed planning impractical. At the same time, increased liquidity in some organizational structures (such as the emphasis on overlapping structures, the lack of clearly defined functions and the diversity of contractual arrangements) may conflict with some substantive methods of forecasting.

## **2.5. Training and Development**

The purpose of training is to improve employees' performance in their current jobs and / or equip them for more demanding roles. It is expensive: special instructors may have to be employed: external courses must be financed: internal courses require resourcing with materials, personnel and physical facilities. Moreover, there is no guarantee that trainees will actually benefit from participating in programs. Employees are usually unproductive while undergoing training, and there are many incidental expenses (hotel accommodation, travel, meal allowance, etc.) (Hannagan, 1998).

Training is defined as the systematic and continuous process that aims at providing and acquiring new knowledge, abilities and skills, or changing the views, ideas and previous foundations of individuals in line with the changes that occur in the work environment, especially in the technological aspects and Organizational structure. Thus, the training aims to deepen the specialized knowledge of the individual to accomplish a specific work or several jobs or perform a job. The objectives of the training are not only to develop the capabilities of the working people and to develop their skills in performance, but also to develop their behavioral aspects in their relations with the organization's working group and its external environment (Bosnian and Farsi, 2003)

Common wisdom tells us that the owner of the household knows better than the neighbor. Line managers are involved in day-to-day operations of the department. They are expected to know both general and specific knowledge, skills and attitudes required to effectively perform specific tasks by individuals, teams, and the whole department. They are also expected to know the kind of competencies that will be

required in the future and help staff develop such competencies through career development programs (Itika, 2011).

Training is also an investment in the organization's human assets. In addition, training is seen as a useful tool for changes sponsored by technological innovations, market competition, organizational structure and demographic shifts (Hoque, 1999)

Training and development comprises three main activities: training, learning and development, and the organizations that provide training to them, they make a worthwhile investment in workers, and from their positive results, this investment increases staff capacity (Wright and Nishii, 2004).

### **2.5.1. Economists Often Distinguish Between two Types of Training**

1-Special training: It provides the worker with specific skills, or skills that will increase worker productivity only with the current employer.

2-General training: This type of training contributes to the human working capital in general, and increases the productivity of the worker who works for similar organizations.(Garibaldi, 2006) This type of training may increase the risk of the organization, because after training, staff may decide to leave the organization to find a better job in another organization.

(Al-Azzawi, 2006) believes that there are many theories of training:  
Performance of employees

Measurement of organizations' performance is subject to the measurement focus. From a financial perspective, it is initially considered that the measurement of performance takes a non-financial

direction to include the causal relationship between the operational dimension and the strategic dimension of the organizations.

For a long period of time, the focus was solely on measuring the performance of financial indicators and failed to address other views that affect the high performance of organizations. As the competitive environment of organizations is increasing day by day, it is not possible to think only of financial indicators as a basis for measuring performance (Eccles, 1998)

Training and development Employees. Providing the training necessary to ensure that your employees have the knowledge and skills needed to accomplish their tasks: concepts and techniques for developing more capable employees, managers, and organizations (Dessler, 2003)

Putting aside questions of staff morale, it might not make economic sense to spend enormous sums on training existing employees for higher-level work if competent people can be recruited cheaply from outside, equally is the (not uncommon) practice of training far more employees in a certain type of work than there are vacancies in that area. This policy, while ensuring a ready supply of qualified internal applicants whenever needs for a particular skill arise, causes high labor turnover as workers become increasingly frustrated at not being able to perform from the work for which they were trained. Indeed, "overtraining" policies can backfire, resulting in shortages of trained internal applicants for higher-level jobs (Hannagan, 1998).

Another type of on the job training is mentoring, which means a more experienced employee is paired with a new-comer or a less-experienced worker to provide support, and learning opportunities (Daft, 2003).

The systematic approach to training follows this program: (Hannagan, 1998)

1-The job is analyzed and defined.

2-Reasonable standards of performance are established, perhaps by reference to experienced employees.

3-The employees being considered for training are studied to see if the required performance standards are being attained.

4-The difference (if any) between 2 and 3 considered. It is often called the training though it may be partly due to faults in the organization, poor materials or defective equipment.

5-Training programs are devised to meet the training needs revealed in 4.

6-Training is given and appropriate records kept.

7-The performance achieved after training is measured: if the training programs have been successful, the performance standards set in 2 should now be achieved (validation).

8-An attempt is made to calculate the cost of the training and compare it with the financial benefit gained by the improved performance of the employees. The training programs may be revised if a method can be seen achieving the same result at lower cost (evaluation).

### **2.5.2. Evaluation of Training**

Training can improve workers' morale, create better interpersonal relationships, instill in employees a sense of loyalty to the organization, and provide other intangible benefits. Note, however, that is not sufficient merely to ask workers whether they feel more efficient as a consequence of attending a course: hard, objective evidence is also required (Hannagan, 1998). Courses which participants have particularly enjoyed (especially residential courses) may be popular not because of their intrinsic educational value but because of their "holiday camp"

atmosphere, recreational facilities, friendships established among course members, and so on.

The following procedures should be adopted when evaluating the effectiveness of training:

- Ask the question, (What difference would it make if the training did not take place?) If the answer is not very much critically reassess the value of the training.
- Relate the outcomes of the training to the organization's initial training objectives. Isolate divergences and explain why they occurred.
- Interview people on completion of a course and ask them whether it was relevant to their work, whether it tough them things they did not previously know, whether it was too easy or too difficult, how well supported the programs was in terms of course materials, instructors, facilities, etc, and how they think the knowledge gained will help their future careers. Keep a written record of the answers, and repeat the interview after at least six month have elapsed since finishing the course.

### **2.5.3. Training Needs**

The training and educational needs of staff in a retail business obviously vary widely. The broad classes of training may be described as for: (Brittain, 2000)

- New entrants.
- Established staff.
- Selected staff, e.g. for promotion.
- Management.

#### **2.5.4. Staff Development**

Staff development seeks to improve a person's overall career prospects rather than train him or her to perform duties necessary for present job. Hence it normally comprises a series of planned training activities and work experiences designed to improve a manager's performance and equip him or her for higher-level work. Activities might include attendance at courses, job rotation, understudying (i.e. spending a short period as a personal assistant to a more senior manager), attachments to project committees and special working parties, and the completion of longer-term academic qualifications in the management field. Programs may cover: (Hannagan, 1998)

- Background knowledge of the organization, its trading environment, products, production methods, markets and personnel.
- Administrative procedures, the legal environment, specialist techniques.
- Management methods, analytical skills, organization, delegation and control, time management.
- Interpersonal skills, communication, leadership and coordination.
- Creative abilities, decision making and problem solving.

#### **2.6. Performance Management**

Performance management can be defined as a strategic and integrated approach to achieving sustainable success of organizations by improving the performance of their people and developing the capacity of teams and individual contributors (Armstrong, 1998).

This definition of performance leads to the conclusion that in performance management, inputs (behavior) and outputs (outcomes)

should be considered. It is not just a matter of looking at the goals, as in the "management by objectives" plans. Efficiency factors should be included in the process. This is called the "mixed model" of performance management, which covers achieving the expected levels of efficiency as well as setting goals and auditing (Armstrong, 2006).

Performance Management Strategy In the sense that it is concerned with the broader issues facing the business if it has to function effectively in its environment, and with the general direction you intend to go to achieve longer-term goals (Armstrong, 1998).

### **2.6.1. Purpose of Performance Management**

The organizations establish performance management systems to meet three of the Board's objectives: strategy, management and development. Strategic Purpose Effective performance management helps the organization achieve its business objectives. It does so by helping to link staff behavior to the organization's goals. Performance management begins by defining what the organization expects from each employee. It measures the performance of each employee to determine where those expectations are and are not met. This enables the organization to take corrective action, such as training, incentives or discipline. Performance management can achieve its purpose only when metrics are really connected to organizational goals and when feedback targets about performance and transfer to employees (Hill, 2007).

The performance management strategy aims to provide the means by which better results can be obtained from the organization, teams and individuals through understanding and managing performance within an agreed framework of objectives, standards and requirements. It involves the development of processes to establish a common

understanding of what should be achieved, and approaches to managing and developing people in a way that increases the likelihood of achieving them in the short and long term. It is owned and paid by Line Management (Armstrong, 2006).

Finally, performance management has a development objective, which means that it forms the basis for the development of staff knowledge and skills. Even employees who meet expectations can become more valuable when they hear and discuss performance feedback. Effective feedback performance makes employees aware of their strengths and areas that can be improved. Discussing areas where staff are short can help staff and their offices identify the source of problems and identify improvement steps. Although the discussion of weaknesses may feel uncomfortable, it is necessary when performance management has the purpose of mental development (Hill, 2007).

### **2.6.2. Principles of Performance Management**

The research conducted by (Armstrong et al, 2004) identified the following 10 principles of performance management as stated by practitioners:

- 1-It's about how we manage people – it's not a system.
- 2-Performance management is what managers do: a natural process of management.
- 3-A management tool that helps managers to manage.
- 4-Driven by corporate purpose and values.
- 5-To obtain solutions that work.
- 6-Only interested in things you can do something about and get a visible improvement.

7-Focus on changing behavior rather than paperwork.

8-Based on accepted principle but operates flexibly.

9-Focus on development not pays.

10-Success depends on what the organization is and needs to be in its performance culture.

### **2.6.3. Aims of Performance Management**

Performance management is a way to get better results by providing the means for individuals to perform well within an agreed framework of planned goals, standards and efficiency requirements. It involves developing a common understanding of what needs to be achieved and how to achieve it. The goal is to develop the capacity of people to meet and exceed expectations and realize their full potential in favor of themselves and the Organization. Another objective is to clarify how individuals are expected to contribute to the achievement of the Organization's goals by aligning individual objectives with the Organization's strategic objectives. Performance management provides the foundation for self-development, but more importantly, it is also about ensuring that the support and guidance people need to develop and improve are readily available. Performance management can play an important role in rewarding employees by providing them with positive feedback and recognizing their achievements. Performance management is often seen as a development process in the first place, and can therefore be referred to as performance management and development. It can also be used to generate evaluations that are guided by wage performance decisions (Armstrong et al, 2014).

Explained that a performance management system has a fourfold purpose: (Shields, 2007)

1-Strategic communications – convey to people what doing a good job means and entails.

2-Relationship building – create stronger work relationships by bringing managers and those they manage together regularly to review performance achievements.

3-Employee development – provide performance feedback as a basis for the joint analysis of strengths, weaknesses and areas for improvement and an agreement on a personal development plan and learning contract.

4-Employee evaluation – assess the performance of employees (performance appraisal) as a basis for making decisions on job reassignment, promotion or performance-related reward.

#### **2.6.4. Job Performance**

Functionality is the degree to which the completion of the individual components of the function and tasks is to reflect how to achieve or satisfy the individual requirements function often overlap between the performance and effort, It refers to the energy effort with the efforts of performance on the results Vegas achieved by an individual basis (Mohammed, 1999)

Is an individual about different activities and tasks that make up his work, and we can distinguish between three partial dimensions can be measured by the individual and these dimensions is the amount of effort and quality of effort and performance style (Saqr, 2005)

It is clear from the above, the definitions of the performance of the job, some of them believe that the completion of work and of them believes that the completion of the functions of the composition of the

individual function and as a summary of the performance of the job includes the following: (Lafaydeh, 2007)

- The output achieved by the worker
- Is the overall interaction between each effort and abilities and perception of the role
- It is a process that involves converting input to output
- Is the outcome of the interaction between motivation, work environment and ability to accomplish?
- A coordinated effort to accomplish work accurately, shorter time and less expensive.

### **2.6.5. The Importance of Job Performance**

Job performance is very important in any organization, including:

1-Performance is the main component of production processes or service delivery, which is the living part of it because it is linked to the human element that wants the process and transforms the resources into material materials of material value that are sold to the consumer and thus achieve profit. Therefore, the stability of the cost of resources and activation of human productivity makes us reach the goals of the organization With the best efficiency, less cost and more profit (Abdul Raouf, 2001)

2-The importance of job performance at the level of the organization does not depend only on the importance of performance in the success of economic and social development plans in the country (Mohammad, 2008)

3-Job performance is very important within any organization that tries to achieve success and progress as the final product. If this output is high, it is a clear indicator of its success, stability and effectiveness (Salihah, 2010).

#### **2.6.6. Elements of Job Performance**

There are several basic components or components of functionality that can be summarized as follows:

1-Knowledge of business requirements: (Mohammed, 1999)

It includes general knowledge, technical and professional skills, the ability to organize and implement work without mistakes, and the individual's own experience of work.

2-Quantity of work done:

The amount of work that the worker can accomplish in the normal circumstances of the work and the amount of the speed of the achievement.

3-Perseverance and reliability:

These include seriousness, dedication to work and the ability of the worker to take responsibility for the work and completion of the work in a timely manner.

### **2.7. Job Analysis**

Function analysis identifies key components of the role, including skills and level of responsibility. This usually results in a written job description that guides selection, training and performance evaluation (Boddy, 2017).

The purpose is to describe the purpose of the post, its main duties and activities, the circumstances under which it is carried out, and the knowledge, skills and capabilities required. The functions are divided into elements that are categorized on dimensions such as the extent of use, importance, amount of time and frequency. Job analysis becomes difficult because of the size and complexity of the data (McEntire et al, 2006).

The results of the analysis are a job description, which will usually include these headings:

- Job title.
- Job purpose.
- Job dimensions (e.g. responsibilities for managing budgets for staff).
- Organization chart (who reports to you and who you report to).
- Role of department.
- Key result areas.
- Assignment and review (who allocates and monitors work).
- Communication and working relationships (internal and external).
- Most challenging part of the job.

### **2.7.1. Team Working and Job Analysis**

The work of the team has implications for job analysis, as the work done by each person may be fluid, especially if managers encourage members to develop a set of skills. As teams work, members develop new skills, so analyze the individual dates of the work son (Boddy, 2017).

## **2.8. Relationship Between Organizational Effectiveness and Human Resources Management**

States that human resource management practices enhance organizational effectiveness and performance by attracting, retaining and retaining staff with skills, skills and abilities and acting in a manner that supports the Organization's mission and objectives. Thus, the effectiveness of human resources management practices depends on how to generate and implement appropriate attitudes and behaviors for staff (Acquaah, 2004).

It is important that the company adopts human resources management practices that benefit its employees in the best possible way. This trend has led to increased attention to the impact of human resources management on organizational performance, and a number of studies have found a positive relationship between so-called "high-performance work practices" and various performance measures. Moreover, there is some empirical support for the premise that companies that coordinate HRM practices with their business strategy will achieve superior results (Huselid, 1995).

The Organization needs to adopt specific HR policies and practices for different strategies. Thus, for the Organization's human resources policies to be effective, they must be consistent with other aspects of the Organization. Using appropriate human resource policies and practices, organizations can motivate staff behaviors that are consistent with the Organization's strategy (Rose & Kumar, 2006).

It is clear that HRM practices should be an important part of any strategy for a large company. However, researchers who base their views on the behavioral psychology perspective have argued that human

resource management practices can contribute to competitive advantage as long as they promote skills, attitudes and behaviors that reduce costs and promote product differentiation. The important role of human resources practices in contributing to the competitive advantage of the company therefore overlaps with the concept of efficiency as a strategy for human resources for effective performance (Ozcelik & Ferman, 2006).

### **2.8.1. Impact of HRM Management on Organizational Performance**

The assumption that human resources management is based on is that man is the main supplier of the organization, and the performance of the organization depends largely on individuals, (Armstrong, 2006) Thus, if a set of human resources policies are developed and implemented effectively; human resources can have a significant impact on the performance of the organization.

It is clear that human resources rarely directly affect the performance of the organization. This is especially true when the business logic of the impact of human resources requires that human resources drive the performance of the organization by contributing to the implementation of an effective strategy. Human resource experts (and executive directors) need to recognize that the implementation of an effective strategy is a system of intermediate outputs. Thinking as a strategic manager means recognizing the importance of causal relations between HR decisions and these intermediate outcomes that ultimately drive the success of the organization's strategy (Huselid & Becker, 2005).

## **2.8.2. The Impact of Human Resources Management on the Job Performance of Employees**

The impact of human resource management on the performance of employees by studying the impact of the following elements (organizational structure, leadership style, communication style, technology, teamwork, participation of decision makers and incentives) on the job performance of employees.

## **2.8.3. The Impact of Organizational Structure and Leadership Style on the Performance of Employees**

1-Organizational Structure Influence on Employee Functionality the organizational structure is defined as the structure or framework that defines internal departments or parts, it defines power lines, decision-making positions and implementation of administrative decisions. In order to achieve the organizational structure of the organization efficiency and effectiveness in accomplishing the tasks must be characterized by characteristics (Balance, flexibility, continuity) (Mohammed, 2008).

The impact of the organizational structure on the job performance includes:

- Organizational structures characterized by the three characteristics and characteristics of the previous three will result in decision-making, creativity, innovation, morale, and increased performance (Bashir, 2008)
- The inflexible organizational structure, both in terms of systems and policies, can sometimes lead to frustration and anxiety among workers (Bukhmak, 2010)

## 2-Effect of leadership style on the performance of employees

The effect of leadership style on the performance of the employees mention the following: (Ahmed, 2003)

- Leadership in the context of management practice is a gesture, inspiration or influence in others to make them work with a high commitment and perseverance to accomplish and perform the tasks required of them.
- The role of leadership in the organizational aspect is not limited to issuing orders and instructions, but the main role is to provide employees with all that motivates them and maintains their moral spirit.

### **2.8.4. Impact of Communication Style and Technology on the Functionality of Employees**

The effect of the communication and technology pattern on the functionality of the employees is as follows: (Mohammed, 2006)

- The absence of effective channels of communication between presidents and subordinates and the consequent absence of the foundations of objectivity in dealing with workers and the non-establishment of relationships based on confidence leads to a negative impact that creates feelings of concern and frustration for workers and reduces their production and vice versa.
- Communication helps the flow and flow of information within organizations and increases the efficiency of work whenever there are good systems for listening.

- Communication helps FAO staff keep abreast of developments affecting the organization and reflect on their practical environment.

### **2.8.5. The Impact of Technology on the Functionality of Employees**

The impact of technology can be divided into a positive effect and a negative impact on the performance of the workers (Musa, 2002)

#### **Positive impact on functionality (Hitti, 2004)**

- Technology helps speed in performance, reduce costs and maintain high quality in service delivery.
- Technology contributes to the distribution of tasks and duties and to work properly among individuals and groups.
- Contribute to the efficiency of the performance of individuals in the organization in terms of speed and reduce the efforts of human and material and informatics.

#### **Negative impact on functionality (Hitti, 2005)**

- The control of the machine on individuals and isolation and the weakness of their social relations and therefore the impact on the role of the individual within the organization.
- Developments in modern technology have raised concerns such as increasing unemployment and reducing the morale of workers.

## **2.8.6. The Impact of Teamwork, Participation of Decision Makers and Incentives, Promotions on Job Performance of Employees**

**1-Effect of teamwork on the performance of employees: (Al-Hiti, 2004)**

- Emphasis on the principle of individuality and underestimation of the community leads to less interaction and climate tends to negative.
- The group influences the individual and his / her awareness, motives, actions, efforts and productivity at work.
- Groups facilitate communication

**2-The impact of participation of employees in decision-making on job performance: (Mohammed, 2007)**

- Make decisions more realistic and more acceptable implementation of those who participated in the manufacture and the desire and conviction.
- Express one of the means that helps the administration to meet the psychological needs of workers.
- It gives the workers of the organization a sense of their importance, leading to sincerity and heterogeneity in work.

**Effect of incentives and promotions on job performance of employees: (Muhammad, 2009)**

- Contribute to achieving an atmosphere of satisfaction with the work of individuals, which drives them to be careful and strive to

increase productivity and achieve the objectives of the Organization.

- Are the factors that drive the worker to perform his work with the highest efficiency and effectiveness?
- Attention to motivation leads to a desire to improve their performance and raise their productivity to ensure the objectives of the organization.



## **CHAPTER THREE**

### **A STUDY PUBLIC SECTOR IN ERBIL**

#### **3.1. Methodology**

This research will include five chapter will be describe and explain the topic of the study, identify the research problem, the significant of the study the framework which includes research hypothesis and research model. The second chapter will review the relevant literature and theoretical models that concentrates on human resources management practices and organizational performance. The third chapter will provide the research methodology which includes the design of the study. The fourth chapter Research methodology, will be the finding of the study, lastly, the fifth chapter will be the conclusion, and Recommendations.

This research will carry out in public sector in Kurdistan region of Iraq and particularly in Erbil city. The researcher will use a quantitative method to collect relevant information regarding to the impact of human resources management on organizational performance. Methods comprise the procedures used for generating, collecting and evaluating data. The researcher will gather data for the study through distributing data. Questionnaire will be prepared and distributed to employees. Secondary data will be needed for conducting research work will be collected from recent academic articles, books and previous studies related to the human resource management practices.

The researcher will use SPSS version 23, the researcher will start implementing factor analysis to deduct the unnecessary and weak factors, the reliability analysis will be implemented to measure the reliability of each item, ,moreover, the correlation analysis will be

implemented as well to find the relationship between variables, and finally the researcher will implement the regression analysis to test the research hypotheses.

### **3.2. Methods of Data Collection**

In order to obtain the data needed to complete this MS and to reach the results with the achievement of thesis objectives, the researcher adopted the following methods:

- **Theoretical framework**

In order to cover the theoretical side of the thesis, the researcher relied on many Arab and foreign resources, such as books, magazines, studies and the masters' community.

- **Practical Framework**

In practice, the researcher relied on a number of methods for data collection, such as:

- Interviews were conducted with the sample members, with the aim of clarifying some of the questionnaire items if necessary, in order to obtain correct answers.
- The questionnaire is the main tool in data collection. Therefore, in its formulation, it took into account its ability to diagnose and measure the variables of the Masters. The researcher relied on a number of studies and research to determine the variables of the master. The questionnaire consists of two sections. The first section includes information on the sample of the study such as age, type, academic achievement and years of experience. The second section consisted of (30) closed questions to measure the impact of human resource management in job analysis.

### **3.3. A Brief History of the International Bank of Kurdistan**

Established in 2005, the Bank offers banking services of various types to individuals such as accounting, issuing certificates of deposit, selling foreign currencies, establishing export and import guarantees, brokerage in the stock market and others. Wireless Technology Institute.

#### **3.3.1. Our Bank**

The Kurdistan International Bank for Development and Investment is the leading bank in the Kurdistan Region and one of the most successful private Islamic banks in Iraq. KIB was established in 2005 as a private sector company by a group of prominent Iraqi businessmen including bankers and financiers and with the participation of five well-known Iraqi private banks.

In the Iraqi market for securities, the International Bank of Kurdistan currently has a capital of 100 billion Iraqi dinars, but according to the Central Bank is moving Iraq to increase the capital of the bank to 400 billion Iraqi dinars. KIB is trying to meet the new capital requirements within three years.

#### **Bank Statement**

KIB aims to be a pioneer in the field of banking services in the Kurdistan Region and Iraq, by providing world-class services to customers while maintaining the cost of these services at reasonable competitive prices. In addition, IBK follows a clear vision to meet the requirements of the important economic sectors and keeps abreast of the technological developments in the banking industry, thus enabling the IBK to make contributions towards the reconstruction and development process in the Kurdistan Region in particular and Iraq as a whole.

## **Corporate Governance**

The Bank's organizational structure is based on corporate governance and is based on the integration of banking systems as well as the means of preventing the provision of data and information to protect the interests of shareholders. The Bank's organizational structure includes the General Assembly of Shareholders and its subcommittees, the Board of Directors, the Chairman of the Board of Directors, the Vice President, the Director General, the Consultants, the Senior Executive Management, the various committees, as well as the legal auditors and other supporting functions.

## **Bank Banking System**

The Bank is working to build the banking institution through the use of advanced technology and for the purpose of providing services through the implementation of the banking system, and the transfer of funds is in a few moments due to the availability of advanced machines and programs and protection. The Bank uses the most advanced Oracle DP software supported by secure and fast servers to ensure the accuracy of time to transfer money.

## **Bank Networks**

Bank branches have been linked together through networks. It is also possible to transfer money through the soft network. As well as the transfer of funds through the Western Union. Also, the bank is trying to open 20 additional Western Union centers throughout Iraq to expand its services.

## **Bank Services**

Services are provided to all individuals, companies and investors.

- Savings accounts
- Confirm import and export warranties
- Securing local and international letters of credit
- Providing a sophisticated banking system through the internet and SWIFT network
- Fast money transfer through Western Union
- Buying and selling foreign currencies
- International income and financial transformation
- ATM service to withdraw the Iraqi dinar and US through the use of cards, and will be issued Visa card, Mastercard, and other types of insurance cards
- Investment in tourism, industrial, agricultural and commercial projects.
- Play the role of broker for the exchange of shares in the Iraqi market for securities
- Partnership in the investments of domestic and foreign companies
- Participate in the reconstruction of insurance companies and national and international investment
- Involving the shares of domestic and foreign companies
- Commercial investment in a subsidiary of the bank or investment in ordinary sectors
- Now you can get your trust fund in the Kurdistan International Bank to deposit your trust in the branch of Dohuk.

### **3.4. Statistical Data**

#### **Introduction**

The application aspect is the most important part of the research which includes this chapter use of global analysis in the main vehicle

method (Principal Components Method), The information was obtained through the distribution of the questionnaire to each employee of the Kurdistan International Bank For an employee Ray on this subject The results of the analysis were extracted using the automatic calculator through the adoption of statistical software ready (Statistical Package for social sciences) SPSS.

### **Description of the Data**

The data in this study were collected as a research tool, the sample was selected (200) form, which represents the visible (185) employees of each employee Bank of Kurdistan has been used randomly, after obtaining the investments were audited and categorized and tabulated in the tables, which contains a set of questions and all questions are considered variable and each variable was given a symbol of  $(y_1.....y_4)$  and  $(x_1.....x_{30})$ .

The data represent a set of variables that took into consideration the following variables:

1-Gender ( $y_1$ )

2-Age ( $y_2$ )

3-Degree ( $y_3$ )

4-Years of Service ( $y_4$ )

5- Our organization places the right person in the right job ( $x_1$ ).

6- Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment ( $x_2$ ).

7- The training needs of the employees in our organization are assessed on the basis of their performance appraisal ( $x_3$ ).

8- Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business (x<sub>4</sub>).

9- The contents of the training programs organized are always relevant to the changing needs of our jobs and our business (x<sub>5</sub>).

10- Our organization follows the policy of matching pay with performance (x<sub>6</sub>).

11- The benefits we receive in our organization are similar to what most of the other organizations in the industry provide to their employees (x<sub>7</sub>).

12- Rewards in our organization are strictly linked to employee performance (x<sub>8</sub>).

13- In our organization good performers get promoted first (x<sub>9</sub>).

14- Our organization is a recommendable place to work (x<sub>10</sub>).

15- Our performance goals are set at realistic levels (x<sub>11</sub>).

16- Our organization does not ignore complaints from its employees (x<sub>12</sub>).

17- Our organization cares about our opinions (x<sub>13</sub>).

18- Our organization duly supports its employees facing any problem (x<sub>14</sub>).

19- The organization cares for employees' general satisfaction at work (x<sub>15</sub>).

20- Each employee is treated with genuine respect (x<sub>16</sub>).

21- Management respects each employee's ability and knowledge of the job (x<sub>17</sub>).

22- Most of my co-employees would perform their duty sincerely even if supervisor is not around (x<sub>18</sub>).

23- I have full confidence in the competencies of my co-employees (x<sub>19</sub>).

24- I help new workers, even when not asked to do so (x<sub>20</sub>).

- 25- I make suggestions for improvements ( $x_{21}$ ).
- 26- I volunteer for things that are not part of the job ( $x_{22}$ ).
- 27- I avoid taking up extra duties and responsibilities ( $x_{23}$ ).
- 28- Whenever a need arises I stand up to protect the reputation of my organization ( $x_{24}$ ).
- 29- I rarely try to correct a faulty procedure or practice ( $x_{25}$ ).
- 30- The process of recruitment based on established clear rules and standards depending on loyalty and experience ( $x_{26}$ ).
- 31- The organizations depend on the standard of education in the recruitment of individuals ( $x_{27}$ ).
- 32- The selection process at the organization is based on personal interviews ( $x_{28}$ ).
- 33- Selection criteria measure all areas that allocate vacant administrative function ( $x_{29}$ ).
- 34- The employees at the organization are usually placed temporarily at the beginning ( $x_{30}$ ).

Table 2: Percentage and number of forms distributed by gender

		Gendar		
		Frequency	Percent	Valid Percent
Valid	Male	148	80.0	80.0
	Female	37	20.0	20.0
	Total	185	100.0	100.0

Table (2) shows that there is a difference between the number of males and the number of females in the distribution of forms, but it is not intended, but the forms were distributed randomly and we obtained this percentage (80%) Male and (20) Female.

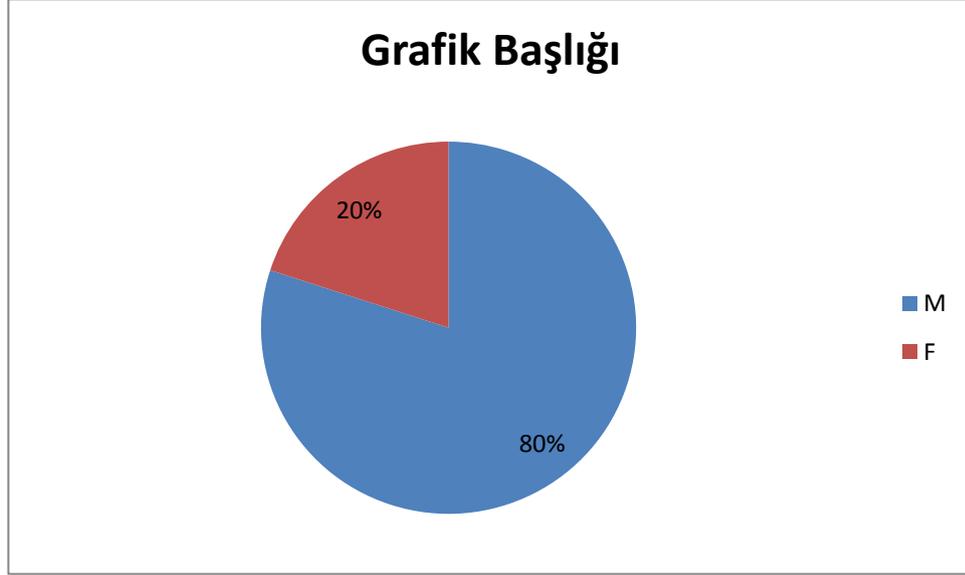


Figure 3: Percentage and number of forms distributed by gender

Table 3: Determination of age groups, number of repetitions and percentage of identification

		Age		
		Frequency	Percent	Valid Percent
Valid	21-25	77	41.6	41.6
	26-31	79	42.7	42.7
	32-36	27	14.6	14.6
	37-41	2	1.1	1.1
	Total	185	100.0	100.0

Table (3) shows that there is a difference between the age groups of Saul's response to the importance of sport. It was found that the most age group according to the selected sample is (21-25) which comes from the first place and was (77) of the employee has responded to questions for (41.6%) the second category (26-31) comes from the second rank for (42.7%) then the third category (32-36) comes from the third rank for

(14.6%) and the fourth category (37-41) comes from the fourth rank (1.1%).

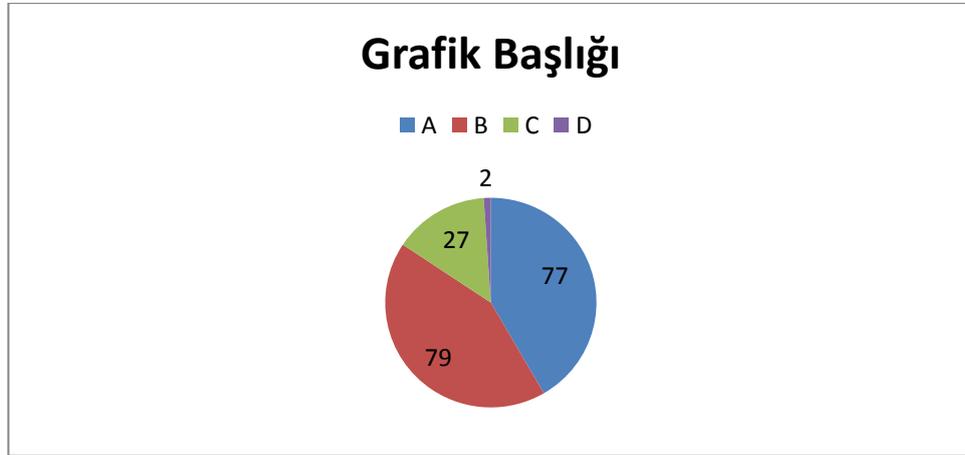


Figure: 4 Determination of age groups, number of repetitions and percentage of identification

Table 4: The stages of the certificate and the number of repetitions and the percentage of the denominator

		Dgree		Valid	Cumulative
		Frequency	Percent	Percent	Percent
Valid	high school	1	.5	.5	.5
	DIPLOMA	15	8.1	8.1	8.6
	BA	16	8.6	8.6	17.3
	HIGHER DIPLOMA	136	73.5	73.5	90.8
	MA	4	2.2	2.2	93.0
	PDH	13	7.0	7.0	100.0
	Total	185	100.0	100.0	

Table (2) shows that there is a difference between the number of employees of the bank in the stages of the certificate in the distribution of forms, but it is not intended, but the forms were distributed randomly

he percentage of students receiving the degree was 5.0%, 8.1% for diplomas, 8.6% for bachelor's degree, 73.5% for high diploma, 2.2% for master and 7% for doctorate).

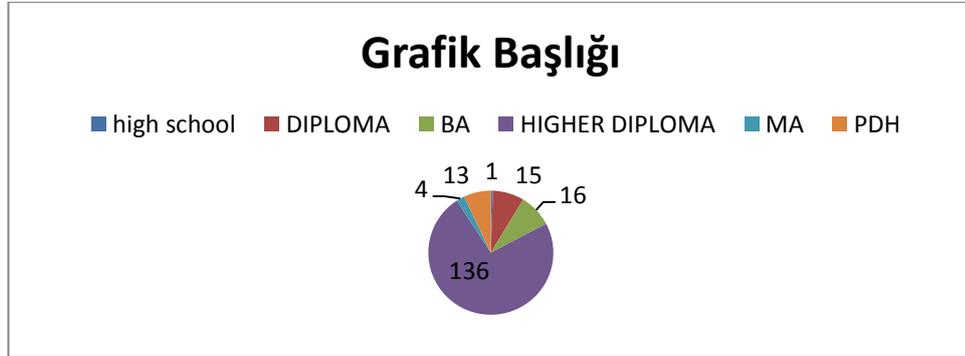


Figure: 5 the stages of the certificate and the number of repetitions and the percentage of the denominator.

Table 5: years\_of\_service

	Frequency	Percent	Valid Percent
Valid 1-5	105	56.8	56.8
6-10	52	28.1	28.1
11-15	26	14.1	14.1
16-20	1	.5	.5
26-30	1	.5	.5
Total	185	100.0	100.0

Table (5) shows that there is an employees of the bank years of Service (1-5) rate (56.8), (6-10) rate (28.1%), (11-15) rate (14.1%), (16-20) rate (0.5%), (26-30) rate (0.5%).



Figure 6: years\_of\_service

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.509
Bartlett's Test of Sphericity	Approx. Chi-Square	515.830
	Df	435
	Sig.	.005

From the KMO table it is noted that:

Value KMO Is equal to (0.509) and is close to the mean and the larger (80% or 90%) indicated the accuracy of the test and there is no problem in testing the second hypothesis of the test  $\chi^2$  and Sphericity Or the so-called Bartlett test, although if the value of KMO less than 50% indicated that the accuracy of the test that I have through the Bartlett test is tested the following hypothesis:

$$H_0 : \sum = 1$$

$$H_1 : \sum \neq 1$$

This is confirmed by the value of p - calculated equal to zero, which is less than the level of significance 0.05, which means rejecting the hypothesis of nothingness and acceptance of the alternative hypothesis, which states that the independence of the questions between them and the inequality of the same disparities correct.

Table 7: Communalities

	Initial	Extraction
x1	1.000	.649
x2	1.000	.563
x3	1.000	.614
x4	1.000	.685
x5	1.000	.566
x6	1.000	.698
x7	1.000	.687
x8	1.000	.633
x9	1.000	.640
x10	1.000	.603
x11	1.000	.568
x12	1.000	.544
x13	1.000	.588
x14	1.000	.656
x15	1.000	.669
x16	1.000	.685
x17	1.000	.677
x18	1.000	.632
x19	1.000	.623
x20	1.000	.621
x21	1.000	.640
x22	1.000	.652
x23	1.000	.583
x24	1.000	.521
x25	1.000	.679
x26	1.000	.556
x27	1.000	.657
x28	1.000	.526
x29	1.000	.577

Extraction Method: Principal Component Analysis.

The table below contains the values of the variables (Communalities) variables, And socialism is the variable variance ratio that can be explained by the factors extracted, Note that the first column contains the initial social (Initial) assumed for each variable and value 1 for each variable, The second column contains the socialism of each variable after extracting the factors from the analysis, For example, variable socialism ( $X_1$ ) is 0.649. This means that the factors extracted from the analysis together explain 64% of the variance of the price variable. Of course, the higher the social value of the variable, the better.

The amount of variation is shown in the table below, A review of the contents of this table notes that 13 factors have been extracted, The standard used is called the distinctive root (Eigen Value), The characteristic root of the factor is the amount of total variation interpreted by the factor, It may be used when applying the limit (1), That is to ask the computer to consider the factor whose value is only 1 and above, If the value of the characteristic root of a factor is less than 1, this means that this factor is not really different from a single independent variable of the study variables and therefore cannot be considered a factor.

**Table 8: Total Variance Explained**

Component	Initial Eigenvalue			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.143	7.143	7.143	2.143	7.143	7.143	1.582	5.272	5.272
2	1.895	6.317	13.460	1.895	6.317	13.460	1.578	5.261	10.533
3	1.736	5.785	19.245	1.736	5.785	19.245	1.539	5.129	15.662
4	1.587	5.291	24.536	1.587	5.291	24.536	1.523	5.077	20.739
5	1.457	4.858	29.394	1.457	4.858	29.394	1.482	4.939	25.678
6	1.446	4.819	34.214	1.446	4.819	34.214	1.473	4.911	30.589
7	1.355	4.516	38.729	1.355	4.516	38.729	1.462	4.874	35.463
8	1.264	4.213	42.942	1.264	4.213	42.942	1.414	4.712	40.175
9	1.246	4.154	47.097	1.246	4.154	47.097	1.319	4.396	44.570
10	1.193	3.976	51.072	1.193	3.976	51.072	1.318	4.392	48.963
11	1.105	3.684	54.757	1.105	3.684	54.757	1.304	4.348	53.311
12	1.089	3.631	58.388	1.089	3.631	58.388	1.285	4.283	57.594
13	1.044	3.482	61.869	1.044	3.482	61.869	1.283	4.275	61.869
14	.993	3.310	65.179						
15	.918	3.061	68.241						
16	.871	2.904	71.144						
17	.820	2.732	73.876						
18	.787	2.624	76.501						
19	.775	2.583	79.083						
20	.759	2.529	81.612						
21	.689	2.297	83.909						
22	.676	2.254	86.163						
23	.622	2.072	88.235						
24	.602	2.005	90.240						
25	.565	1.882	92.122						
26	.554	1.846	93.968						
27	.511	1.702	95.670						
28	.467	1.556	97.226						
29	.445	1.484	98.710						
30	.387	1.290	100.00						

The explanatory amount is shown in the table below. By reviewing this table, 13 factors have been extracted. The standard used is

called the Eigen Value, and the characteristic root of the factor is the total amount of variance explained by the factor. , Ie we asked the computer to consider the factor whose value is only 1 and above, but if the value of the characteristic root of a factor is less than 1, this means that this factor is not really different from a single independent variable of the study variables and therefore cannot be considered Factor. Note that there are 13 factors, the characteristic root value of the first factor of 2.143, and the second is 1.895 and so on ... and factor 13 has a distinctive root of 1.044.

It is also noted that the first factor alone was able to explain 7.143% of the total variance, while the second factor explained 6.377% of the total variance and so ....., and by combining the number of factors 13 together we can see that they interpreted 61.86% High value, and this means to benefit from the global analysis in the interpretation of most of the variance in the phenomenon with fewer variables and therefore fewer questions.

The ideal situation for the researcher is that the variable has high saturation on one of the factors and low projections on the rest of the factors, called variables that achieve this situation Marker Variables, which is very important in determining the nature of the factor directly and clearly, The non-ideal or complex that a person does not wish is that the variable is linked by factors and approximations, which makes it difficult to locate it, as we observed during the analysis steps, and this value can change. As for the criterion used to estimate saturation, there is a criterion for the use of denunciations greater than 0.30, and another criterion is the Stevens (1996) standard, which is as follows:

Considerations greater than (0.30) are acceptable, and the grading greater than (0.40) is significant, while the variations greater than (0.50) are essential.

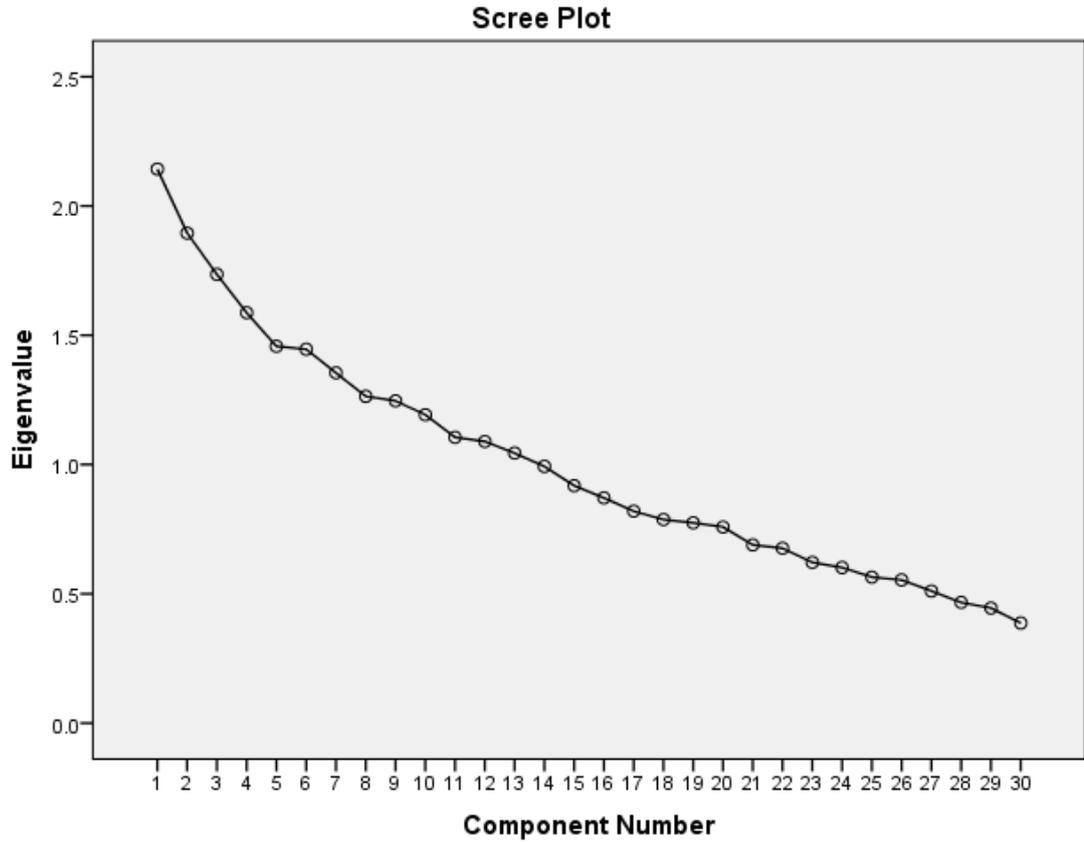


Figure: 7 Component Number

Table 9: Component Matrix

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
X30	.508												
X6	.435												
X1	.415												
X8	.405												
X12													
X2		.509											
X17		.483											
X5		.433											

X22		-.412											
X24													
X28													
X29			-.525										
X13			.459										
X23													
X21				-.553									
X18				.408									
X3						-.482							
X9						.436							
X20							-.549						
X14													
X10													
X7			.429					.482					
X27									-.523				
X25													
X19													
X26										.599			
X11										-.485			
X4											-.419		
X15												-.507	
X16						.442							-.480

Extraction Method: Principal Component Analysis.

### The first factor

This factor is very significant and significant in influencing the practice of running in Kurdistan as it explains (7.143%) of the total variance, and saturation of this factor is a significant saturation of the following variables in sequence:

(X30) (The employees at the organization are usually placed temporarily at the beginning) By (0.508), (X6) (Our organization follows the policy of matching pay with performance) by (0.435), (X1) (Our organization

places the right person in the right job) by (0.415), (X8) (Rewards in our organization are strictly linked to employee performance) by (0.405).

### **The second factor**

This factor comes second in importance, it explains (6.377%) of the total variance, and satisfies this factor significant saturation of the following variables:

(X2) (Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment) by (0.509), (X17) (Management respects each employee's ability and knowledge of the job) by (0.483), (X5) (The contents of the training programs organized are always relevant to the changing needs of our jobs and our business) by (0.433), (X22) (I volunteer for things that are not part of the job) By (-0.412).

### **The third factor**

This factor comes in third place in terms of importance, it explains (5.785%) of the total variance, and satisfies this factor by the significant saturation of the following variables in sequence:

(X29) (Selection criteria measure all areas that allocate vacant administrative function) By (-0.525), (X13) (Our organization cares about our opinions) by (0.459), (X7) (The benefits we receive in our organization are similar to what most of the other organizations in the industry provide to their employees) By (0.429).

### **The fourth factor**

This factor comes in fourth place in terms of importance, which explains (5.291%), of the total variance, and meets this factor through the great saturation of the following variables sequentially:

(X21) (I make suggestions for improvements) by (-0.553), (X18) (Most of my co-employees would perform their duty sincerely even if supervisor is not around) by (0.408).

#### **The fifth factor:**

This factor is immaterial because the factor is smaller than 0.4

#### **The sixth factor**

This factor comes in sixth place in terms of importance, which explains (4.819%), of the total variance, and meets this factor through the great saturation of the following variables sequentially:

(X3) (The training needs of the employees in our organization are assessed on the basis of their performance appraisal) by (-0.482), (X9) (In our organization good performers get promoted first) by (0.436), (X16) (Each employee is treated with genuine respect) by (0.442).

#### **The seventh factor**

This factor comes in seventh place in terms of importance, which explains (4.516%), of the total variance, and meets this factor through the large saturation of the following variables sequentially:

(X20) (I help new workers, even when not asked to do so) by (-0.549).

#### **The eighth factor**

This factor comes in eighth place in terms of importance, which explains (4.213%), of the total variance, and meet this factor through the large saturation of the following variables sequentially:

(X7) (The benefits we receive in our organization are similar to what most of the other organizations in the industry provide to their employees) by (0.482).

### **The ninth factor**

This factor comes in ninth place in terms of importance, which explains (4.154%), of the total variance, and meets this factor through the large saturation of the following variables sequentially:

(X27) (The organizations depend on the standard of education in the recruitment of individuals) by (-0.523).

### **The tenth factor**

This factor comes in tenth place in terms of importance, which explains (3.976%), of the total variance, and meets this factor through the large saturation of the following variables sequentially:

(X26) (The process of recruitment based on established clear rules and standards depending on loyalty and experience) by (0.599), (X11) (Our performance goals are set at realistic levels) by (-0.485).

### **The eleventh factors**

This factor is ranked 11th in terms of importance, which explains (3.684%), of the total variance, and meets this factor through the large saturation of the following variables sequentially:

(X4) (Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business) by (-0.419).

### **The twelfths factors**

This factor is ranked 12th in terms of importance, which explains (% 3.631), of the total variance, and meets this factor through the large saturation of the following variables sequentially:

(X15) (The organization cares for employees' general satisfaction at work) by (-0.507).

### The thirteenth factors

This factor is ranked 13th in terms of importance, which explains (% 3.482), of the total variance, and meets this factor through the large saturation of the following variables sequentially:

(X16) (Each employee is treated with genuine respect) by (-0.480).

Table 10: Rotated Component Matrix

	Component												
	1	2	3	4	5	6	7	8	9	10	11	12	13
X10	.677												
X20	.619												
X1	.613												
X22		.751											
X29		.733											
X19			.739										
X13			.513										
X30			.480										
X2				.656									
X28				-.547									
X5				.415									
X24					.661								
X27					.524								
X23					.497								
X14						.735							
X13						.488		.433					
X6				.453		.471							
X4							.719						
X17							.717						
X7								.775					
X8								.611					
X9									.748				
X3				.459					-.502				
X18									-.463		.477		

X15										.759			
X12										-.425			
X25											.788		
X11												.673	
X26												-.666	
X16													.797

Retention Method: Varimax with kaiser Normalization



## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

The most important results are the application of the global analysis using the main vehicle method. The most important conclusions of the research can be summarized as follows:

1-The researcher explained that the explained percentage of the total variance of the factors thirteen is (61.869%)

2-It is concluded that these factors (13) may vary for each worker from highest to smallest as shown in the table (half) for variance (7.143%) while factor 13 is the contrast ratio (3.482%).

3-It is concluded that the most important variables affecting human resources management can be identified as (13) main factors, namely:

#### **The first factor**

(3) Variables with a significant effect within the factor, which are as follows:

(X10) (Our organization is a recommendable place to work).

(X20) (I help new workers, even when not asked to do so).

(X1) (Our organization places the right person in the right job).

#### **The second factor**

This factor (2) includes the basic variables of significance according to sequence:

(X22) (I volunteer for things that are not part of the job).

(X29) (Selection criteria measure all areas that allocate vacant administrative function).

### **The third factor**

There are (3) task variables that come in sequence:

(X19) (I have full confidence in the competencies of my co-employees)

(X13) (Our organization cares about our opinions)

(X30) (The employees at the organization are usually placed temporarily at the beginning).

### **The fourth factor**

Within this factor there are (5) task variables which are sequentially:

(X2) (Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment).

(X28) (The selection process at the organization is based on personal interviews).

(X5) (The contents of the training programs organized are always relevant to the changing needs of our jobs and our business).

(X6) (Our organization follows the policy of matching pay with performance).

(X3) (The training needs of the employees in our organization are assessed on the basis of their performance appraisal).

### **The fifth factor**

There are (3) significant variables which are in the following sequence:

(X24) (Whenever a need arises I stand up to protect the reputation of my organization).

(X27) (The organizations depend on the standard of education in the recruitment of individuals).

(X23) (I avoid taking up extra duties and responsibilities).

#### Sixth factor

This factor (3) includes significant variables which are in the following sequence:

(X14) (Our organization duly supports its employees facing any problem).

(X13) (Our organization cares about our opinions).

(X6) (Our organization follows the policy of matching pay with performance).

#### **The seventh factor**

(X4) (Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization and business).

(X17) (Management respects each employee's ability and knowledge of the job).

#### **The eighth factor**

(X13) (Our organization cares about our opinions).

(X 7) (The benefits we receive in our organization are similar to what most of the other organizations in the industry provide to their employees).

(X8) (The benefits we receive in our organization are similar to what most of the other organizations in the industry provide to their employees).

### **The ninth factor**

(X9) (In our organization good performers get promoted first).

(X3) (The training needs of the employees in our organization are assessed on the basis of their performance appraisal).

(X18) (Most of my co-employees would perform their duty sincerely even if supervisor is not around).

### **The tenth factor**

(X15) (The organization cares for employees' general satisfaction at work).

(X12) (Our organization does not ignore complaints from its employees).

### **The eleventh factors**

(X18) (Most of my co-employees would perform their duty sincerely even if supervisor is not around).

(X25) (I rarely try to correct a faulty procedure or practice).

### **The twelfth factors**

(X11) (Our performance goals are set at realistic levels).

(X26) (The process of recruitment based on established clear rules and standards depending on loyalty and experience).

### **The thirteenth factors**

(X16) (Each employee is treated with genuine respect).

## **Recommendation**

In light of the following recommendations

- 1-** Raise the motivation of employees, by supporting them with more material and moral incentives, with emphasis on linking the incentives directly with the results of the business (positively or negatively), and providing all the possibilities that will help them to carry out their functions and assigned to them.
- 2-** The need to upgrade the human resources management (in the organization) to a directorate of human resources, so that the same privilege granted to the other departments, because of the importance and effective role of this function in the organization.
- 3-** The need to acquire and create programming for the management of human resources forecasting, in addition to the human resources information of the organization, so as to be able to obtain an accurate and rapid picture of the development of the census in the future, and easily.
- 4-** Work on recruitment and guidance the latest advanced technologies, towards the establishment of communication network and information linking the various departments, and the leaders of the printer, with the support of communication and coordination between them, in order to raise the level of work performance.
- 5-** Give the employees the opportunity to show their creativity by following the democratic approach in the administration and delegating authority to them. This gives them a sense of their position and the confidence of the administration in them, as well as their self-confidence, and to increase their activity so that they will look forward to

assuming more duties. , Which contemplates a positive impact on their performance.

**6-** Work to eliminate the central patterns, which are not commensurate with the objectives of the organization and the nature of its activity and focus on work, and build a team that leads to outstanding performance.



## REFERENCES

- Abdul Babaqi, S. M.** (2004) Human Resources Management – a strategic approach. University House. Alexandria: Egypt.
- Abdul Baqi, S.** (2001) Scientific and Applied Aspects of Human Resources Management in Organizations, University House for Printing and Distribution, Alexandria: Egypt.
- Abdullah Lafaydeh,** (2007), Predictive Human Resources Management in the Establishment, Memorandum to Completion of the Master's Degree in Management Science, Montessori University, Qustanitania.
- Acquaah, M.** (2004). Human factor theory, organizational citizenship behaviors and human resources management practices: An integration of theoretical constructs and suggestions for measuring the human factor. Review of Human Factor Studies, Vol. 10(1), 118-151.
- Akhtar, Syed; Daniel, R.Z. D I N G, and Gloria L. GE,** 2008, Strategic HER Practices and their Impact On Company performance in Chinese **Enterprises**, Human Resource Management, Spring 2008, Vol. 47, No. 1, Pp. 15–32.
- Al Heeti, Khalid.** Human Resources Management Strategic entrance, Uman, Dar Waeil Publishing, 2003.
- Al- Kubaisi, A.** (2004) Human resources management in service the civilization. Arab Organization for Administrative Development, Cairo: Egypt.
- Alaq Bashir, (2008),** Principles of Management, Dar Al Yazouri Scientific Publishing and Distribution, Amman.
- Al-Azzawi, (Najm)** (2006), Management Training, Dar Al Yazuri Practical Publishing and Distribution, Amman, Jordan.

- Al-Humaidhi Abdul Aziz Bin Mohammed**, 2007, Decision Making Process and its Relation to Job Satisfaction, Master of Science in Administrative Sciences, College of Graduate Studies, Naif University, Saudi Arabia.
- Al-Lozi Musa**, (2002), Organization and Work Procedures, First Edition, Dar Al-Wael Publishing, Jordan.
- Al-Sayer in Muhammad** (2009), The Scientific Encyclopedia of Organizational Behavior, Analysis at the Individual Level, Part II, Modern University Office, Alexandria, Egypt.
- Armstrong, M and Baron, A** (2004) *Managing Performance: Performance management in action*, London, CIPD
- Armstrong, M. (2001). *Human Resource Management*, 8th edn. Kogan Page Ltd.
- Ashour Ahmed Saqer**, (2005), human behavior in organizations, Dar al-Maarifa al-Jami'a, Alexandria, Egypt.
- Ayanda, O.J and Sani, A.D** (2010), Strategic Human Resource Management and Organizational Effectiveness in the Public Sector: Some Evidence From Niger Issue, 9, PP. 142–156.
- Bary Kishway**, Human Resources Management, Department of Translation Bidar Al Farouq, 2<sup>Th</sup> Edition, 2006.
- Bibhuti Bhusan Mahapatro**. 2010, Human Resource Management, NEW AGE INTERNATIONAL (P) LIMITED, PUBLISHERS, Fakir Mohan University, New Delhi, ISBN (13) : 978-81-224-2943-5. P22.
- Bousnina and Farsi**, Human resources, importance, organization, responsibility, duties, Tripoli, Libyan Jamahiriya, Academy of Graduate Studies, 2003
- Burdett, M., & John, O.** (1992) Resritment: More than a side show, the Canadian manager. 17, No3.

- Caliskhan, Esra, N.** (2010), The Impact of Strategic Human Resource Management on Organizational Performance, Journal of Naval Science and Engineering, Vol. 6, No. 2, PP. 100–116.
- Dave Ulrich and Wayne Brochbank,** The HR Value Proposition (Boston, Harvard Press, 2005).
- David Boddy,** 2017. Management an Introduction. Seventh Eddition. New York. ISBN 978-1-292-08859-4.P 355-356.
- David G. Collings and Geoffrey Wood,** 2009. Human Resource Management A critical approach. British Library Cataloguing in Publication Data. ISBN 0-203-87633-4 Master e-book ISBN. P10.
- Denisi, A. S. & Griffi, R. W.** (2001) "Human Resource Management" , Houghton Mifflinc Company, Boston.
- Dharmasiri, Ajantha S,** 2009, Strategic Orientation Of HR Managers In Commercial Banks In South Asia, International Review of Business Research Papers Vol. 5 No. 6 November, Pp.121.
- Dhodbhallapur Nelmangala Road, SH -74,** Off Highway 207, Dhodbhallapur Taluk, Bangalore – 561204 E-mail: info@raitechuniversity.in | Web: [www.raitechuniversity.in](http://www.raitechuniversity.in)
- Dimba, Beatrice; K'Obonyo, Peter,** 2009, The Effect of Strategic Human Resource Management Practices on Performance of Manufacturing Multinational Companies in Kenya: A Moderating Role of Employee Cultural Orientations Proceedings of the 10<sup>th</sup> Annual Conference, IAABD.
- Dr.S.Ganesan,** International Journal of Business and Administration Research Review, Vol.1, Issue.6, July - Sep, 2014, ISSN -2348-0653.
- ECCLES, Robert G.** The Performance Measurement Manifesto. In: Measuring Corporate Performance. Boston: Harvard Business Review, 1998. p. 25–54.

- Faisal Abdul Raouf, (2001),** Human Performance Technology, National Library, Amman.
- Fey, F.C., & I. Bjorkman, (2000).** The Effect of Human Resource Management Practices on MNC, Subsidiary Performance in Russia. SSE/EFI Working Paper Series in Business Administration 6.
- Garibaldi P. (2006),** Personnel Economics in Imperfect Labour Markets, Oxford University Press, Oxford.
- Garry Dessler, 2003.** Human Resource Management, New Jersey. ISBN 0-13-066492-8. P 19.
- Glover, C. (2002)** Ticked off. People Management, 24 January, p. 38.
- Gong, Yaping and Chang. K and Xin, Katherine, (2009),** Managerial Affective and Continuance commitment. Journal of Applied Psychology, Vol. 94, No. 1, PP. 263–275.
- Hassan, R. M. (2004)** Human Resource Management. University House for Publishing and Distribution, Cairo: Egypt.
- Herriot, P., Manning, W.E.G. and Kidd, J.M. (1997)** The content of the psychological contract, British Journal of Management, 8(2): 151–62.
- Hoque, K. (1999),** "Human Resource Management and Performance in the UK Hotel Industry", British Journal of Industrial Relations, Vol. 37, PP. 419–443
- Huselid, M.A. (1995).** The impact of human resource management practices on turnover, productivity, and corporate financial performance. The Academy of Management Journal, Vol. 38(3), 635-672.
- Hussain Rawayeh Mohamed, (1999)** Human Resources Management, Modern University Office, Alexandria, Egypt.
- Ibrahim Faisal bin Fahd Mohammed, (2008),** Factors affecting the participation of employees in decision-making and its relation to the

level of their performance, Master's degree in Administrative Sciences, Naif Arab University for Security Sciences, Saudi Arabia.

**-Ivancevich, J.M** (1995) *Human Resource Management*" 6<sup>th</sup> edition, Irwin Inc USA.

**-John Stredwick**, 2005. *An Introduction to Human Resource Management*, Elsevier Butterworth-Heinemann, Linacre House, Jordan Hill, Oxford OX2 8DP. ISBN 0 7506 6534 3. P 162-163.

**-John Wiley & Sons, Inc.** (2009), *Human Resource Management*, University of Iowa USA, P 18-21

**-Josephat Stephen Itika**. 2011, *Fundamentals of human resource management, Emerging experiences from Africa*, University of Groningen / Mzumbe University. ISSN 2211-8284. P15-17.

**-Julie Beardwell**, 2007. *Human Resource Management A Contemporary Approach*, Leeds Metropolitan University. ISBN: 978-0-273-70763-9. P 172-173.

**-Kamoche, K.** (2000), *From boom to bust: The challenges of managing people in Thailand*. *International of Human Resource Management*, 11(2), 452–468.

**-Katou A.A.** (2008), *Measuring the impact of HRM on organizational performance*, *Journal of Industrial Engineering and Management*.(2)142.

**-Katou, A.A. & P. S. Budhwar**, (2010), *Causal relationship between HRM policies and organizational performance: Evidence from the Greek manufacturing sector*. *European Management Journal*, 28,25–39.

**-Khalid Abdul Hamid Al-Hiti**, (2005), *Human Resources Management*, Second Edition, Dar Al-Wael Publishing, Amman, Jordan.

**-Khan, Muhammad Asif**, (2010), *Effects of Human Resource Management Practices on Organizational Performance – An Empirical*

Study of Oil and Gas Industry in Pakistan, European Journal of Economics, Finance and Administrative Sciences.

**-MAHIR AHMED**, (2003), Organizational Behavior, Skills Building Entrance, University House, Alexandria, Egypt.

**-Maund, L.** (2001). *An Introduction to Human Resource Management*. Palgrave. P139.

**-McEntire, L.E., Dailey, L.R., Holly, K. and Mumford, M.** (2006), Innovations in job analysis: Development and application of metrics to analysis job data, Human Resource Management Review, vol. 16, no. 3, pp. 310.

**-McGraw-Hill**, 2007. Fundamental Human Resource Management, Higher Education, by the McGraw-Hill companies, Inc. New York. ISBN-10: 0-07-110707-x. p156-158.

**-Michael Armstrong and Stephan Taylor**, 2014. Human Resource Management. United Kingdom. ISBN 978-7479-6965-1. P335.

**-Michael Armstrong.** 1998, Strategic Human Resource Management, Printed and bound in the United States by Thomson-Shore, Inc. p ISBN 0-7494-4511-4. P32-33.

**-Michael Armstrong.** 2006, Strategic Human Resource Management, Printed and bound in the United States by Thomson-Shore, Inc. p ISBN 0-7494-4511-4. P8-9.

**-Michael Armstrong.** 2014, Human Resource Management. Printed and bound in the UK by Ashford Colour press Ltd. ISBN 978-0-7494-6964-1. P9-10.

**-Mondy, R. (2005)** "Human Resource Management", Prentice Upper Saddle River, New Jersey, 9th Edition.

**-Morsi Nabil Mohammed**, (2006), Skills and Administrative Functions, Modern University Office, Alexandria, Egypt.

- Nasrullah, Hanna**, Human Resources Management, Uman, Dar Zahran, 2002.
- Ozcelik, G. & Ferman, M.** (2006). Competency approach to human resources management: Outcomes and contributions in a Turkish cultural context. *Human Resources Development Review*, Vol. 5(1), 72-91.
- Paul Brittain**, 2000. Retail Management, London Guildhall University. ISBN 0-237-63428-3. P251.
- Rathnawetera RR.NT**, (2010), Do HRM Practices Impact Employee Satisfaction, Commitment or Retention? Empirical Studies of Srilankan University of Agder.
- Richard L. Daft**, 2003. Management, United State of America. ISBN 0-03-035138-3. P422.
- Robbin P. and Coulter M.**( 2005), Management, New Jersey Prentice.
- Robinson D.** (1997) "HR information systems: stand and deliver" Institute for Employment Studies, Report 335, IES, Brighton.
- Rose, R. C. & Kumar, N.** (2006). The influence of organizational and human resource management strategies on performance. *Performance Improvement*, Vol. 45(4), 18-24.
- Salahadin Al-Hiti (2004)**, The Effect of Career Development in Employee Satisfaction, *Damascus University Journal of Economic and Legal Sciences*, Volume 20, No. 2.
- Sang, C.** 2005. "Relationship between HRM practices and the perception of organizational performance, roles of management style, social capital, and culture: comparison between manufacturing firms in Cambodia and Taiwan", National Cheng Kung University, Tainan, Taiwan. *India*". *Asia pacific Journal of Human Resources* 42(3) 301–317.
- Sani, Abdulkadir, D.** (2012), SHRM and Organizational Performance

in the Nigerian Insurance Industry. The Impact of Organizational Climate, *Business Intelligence Journal*, Vol. 5. No. 1, PP. 8–20.

**-Schmidt, F. L. and Hunter, J. E.** (1998). The validity and utility of selection methods in personnel psychology: practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124: 262–74.

**-Schuler. Randall, S, Managing Human Resource**, (1995) Min, St, Paul. West.

**-Shahzad, K., S. Bashir, & I.M. Ramay** (2008), Impact of HR Practices on Perceived Performance of University Teachers in Pakistan, *International Review of Business Research Papers*, 4, 2 pp. 302-315.

**-Shami Salihah**, (2010), Organizational climate and its impact on the job performance of employees, a note to complete the requirements for obtaining a master's degree in economic sciences, University of Amhamed Bougherra, Boumerdes.

**-Shawish, M. N.** (1996) *Human Resources Management*. Dar Al-Shwroq for Publishing and Distribution. Amman: Jordan.

**-Shields, J** (2007) *Managing Employee Performance and Reward*, Port Melbourne, Cambridge University Press

**-Shikha N. Khera**, 2010, *Human Resource Practices and their Impact on Employee Productivity: A Perceptual Analysis of Private, Public and Foreign Bank Employees in India*, *DSM Business Review* v Vol. 2, No. 1

**-Singh, K.** (2004). "Impact of HR practices on perceived firm performance in India". *Asia Pacific Journal of Human Resources* 42(3) 301–317.

**-Taylor, S.** (2005) *People Resourcing*, 3rd edn. London: CIPD.

-*The National O\*Net Consortium at <http://online.onetcenter.org/>.*

-**Tim Hannagan**, 1998. Management Concepts and Practices, Former Principal and Chief Executive of Uxbridge College. ISBN 0-273-63103-9. P 319.

-**Wright, P. & Nishii, L.** (2004), "Strategic HRM and organizational behaviour: integrating Multiple level analysis", Paper presented at the What Next For HRM? Conference, Rotterdam.





**T.C  
BİNGÖL UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCE  
BUSINESS ADMINISTRATION DEPARTMENT**

## **APPENDIX**

### **Form Interview**

This questionnaire to complete the current study on the subject **(THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON JOB PERFORMANCE)** this is part of the requirements for obtaining an MBA degree from Bingol University in Turkey.

Please respond to the attached paragraphs according to the existing situation by placing a reference inside the box that corresponds to your response. Your objective and realistic answers will help to increase the effectiveness of the expected results of this message and support its credibility and accuracy.

We appreciate your sincere cooperation with us and your constructive contribution to the service of knowledge and knowledge. Please accept our special thanks and appreciation.

**Student  
Yousif Azad Ismael  
ERDOĞAN**

**Supervisor  
Prof. Dr. Muammer**



1 1	Our performance goals are set at realistic levels.					
1 2	Our organization does not ignore complaints from its employees.					
1 3	Our organization cares about our opinions.					
1 4	Our organization duly supports its employees facing any problem.					
1 5	The organization cares for employees' general satisfaction at work.					
1 6	Each employee is treated with genuine respect.					
1 7	Management respects each employee's ability and knowledge of the job.					
1 8	Most of my co-employees would perform their duty sincerely even if supervisor is not around.					
1 9	I have full confidence in the competencies of my co-employees.					
2 0	I help new workers, even when not asked to do so.					
2 1	I make suggestions for improvements.					
2 2	I volunteer for things that are not part of the job.					
2 3	I avoid taking up extra duties and responsibilities.					
2 4	Whenever a need arises I stand up to protect the reputation of my organization.					
2 5	I rarely try to correct a faulty procedure or practice.					
2 6	The process of recruitment based on established clear rules and standards depending on loyalty and experience.					
2 7	The organizations depend on the standard of education in the recruitment of individuals.					
2 8	The selection process at the organization is based on personal interviews.					
2 9	Selection criteria measure all areas that allocate vacant administrative function.					
3 0	The employees at the organization are usually placed temporarily at the beginning					

## ÖZGEÇMİŞ

### KİŞİSEL BİLGİLER

Adı Soyadı	YOUSIF AZAD ISMAEL
Doğum Yeri	ERBİL
Doğum Tarihi	

### LİSANS EĞİTİM BİLGİLERİ

Üniversite	SELAHUDDİN ÜNİVERSİTESİ
Fakülte	İKTİSAT FAKÜLTESİ
Bölüm	

### YABANCI DİL BİLGİSİ

İngilizce	KPDS (.....) ÜDS (....) TOEFL (....) EILTS (....)
Arapça	

### İŞ DENEYİMİ

Çalıştığı Kurum	İŞ İŞLERİ BAKANLIĞI
Görevi/Pozisyonu	GÜVENLİK GÖREVLİSİ
Tecrübe Süresi	10 yıl

### KATILDIĞI

Kurslar	
Projeler	