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GRADUATE SCHOOL OF SOCIAL SCIENCE

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**THE IMPACT OF HUMAN AND TECHNOLOGICAL
CAPABILITIES TO THE SUCCESS OF ORGANIZATIONS**

**A FIELD STUDY IN THE
SULAIMANI POLYTECHNIC UNIVERSITY (SPU)
KURDISTAN / IRAQ**

MASTER THESIS

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BİNGÖL ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

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**İNSAN VE TEKNOLOJİK YETENEKLERİN,
KURULUŞLARIN BAŞARISINA ETKİSİ**

**KÜRDİSTAN'IN SÜLEYMÂNİYE
POLİTEKNİK ÜNİVERSİTESİ'NDE ALAN ÇALIŞMASI**

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SCIENTIFIC ETHICS

The thesis project [**The Impact of Human and Technological Capabilities to the Success of Organizations**], as soon as the results of the judicial work have been concluded, the scientific ethics and academics rules have been met, I have acquired all the information in the project on scientific ethics and tradition. I undertake, in this work, that I have properly or indirectly done all the work I have done in the course of preparing the project, and that the works I have used are of the kind shown on the source.

Signature

SHADMAN AHMED ABDALLA

3/07/2018

ETHICAL AND SCIENTIFIC NOTICE

This work is prepared in accordance with the rules of thesis writing which I have prepared according to scientific ethics, traditions and all information contained in the letter, which met with scientific ethics and rules of academic carefully until the completion of the recommendation phase of the master's thesis [**The Impact of Human and Technological Capabilities to the Success of Organizations**] announce that work has shown and utilized for each citation It consists of those that appear in the source.

Signature

SHADMAN AHMED ABDALLA

3/07/2018

SOCIAL SCIENCES INSTITUTE

This work entitled [The Impact of Human and Technological Capabilities to The Tuccess of Organizations], prepared by [SHADMAN AHMED ABDALLA], was found to be successful as a result of the thesis defense examination held on the date of [Defense Examination] and accepted by our juror as the Master's Degree in the Department of Business Admiration.

Thesis jury members [**The Impact of Human and Technological Capabilities to the Success of Organizations**], prepared by [Shadman Ahmed Abdalla].

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CONFIRMATION

The jury determined in the (3/07/2018) have accepted this thesis, Session of the Board of directors of the Institute of Social Sciences of Bingöl University.

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ÖZET

Bu çalışmanın amacı, insan ve teknolojik yeteneklerin organizasyonların başarısına yol açan performansı geliştirme üzerindeki etkisini belirlemektir. Bu başarı, iş performansı seviyesiyle ilgilidir, bu nedenle İş, herhangi bir üretken sürecin ana unsurları olan dört temel çıktıdaki (sermaye, emek, arazi, organizasyon) en önemli unsurlarından biridir. Bununla birlikte, emek, üretimin artması, üretkenliğin artırılması ve pazara sunulan üretim ve hizmetlerin iyileştirilmesi ile etkili bir şekilde ölçülen bu unsurlar arasında en önemli unsurdur. Tüketici ihtiyaçlarını karşılayan müşteriler için. Ülkeler, üretkenliği artırmak ve üretimi geliştirmek için örgütlerin düşük fiyat ve kalite bileşeni temelinde bu örgütleri etkili bir rekabet silahı haline getiren rekabetçi fiyatlarla üretim maliyetlerini düşürmek için odaklanmalı ve emek piyasasına odaklanmalıdır .

Çalışma, organizasyonun sahip olduğu strateji uygulamasında ve bu kaynakların kaynakları aracılığıyla süreç ve profesyonel nitelikleri, yetenekleri ve vasıflarını kullanarak misyonunu yerine getirirken benimser nitelikte insan kaynağı tarafından temsil edilir. Oldukça nitelikli ve deneyimli insan kaynakları, organizasyona son derece rekabetçi yetenekler kazandırır ve onları gerçekliği taklit edebilecek ve çevrenin gereksinimlerine cevap verebilecek hale getirir. Başarılı kuruluşlar çalışanlarını eğitmeye ve entelektüel, teknik ve teknolojik yeteneklerini geliştirmeye çalışırlar. Teknolojik bilgi ve çeşitli yolları, işçiler için gerekli ve gerekli hale gelmiştir. Organizasyonun üretkenlik ve hizmet kabiliyetlerini arttırmada ve geliştirmede önemli bir role sahiptirler; aynı zamanda kalite, düşük fiyat, düşük maliyet temelinde rekabete dayanan iş dünyasındaki çağlardan biridir iç ve dış müşterilere güvenilirlik ve hızlı teslimatın yanı sıra, teknoloji ve araçlar yukarıda belirtilenlerin hepsine katkıda bulunur ve organizasyona aslında Rekabet ve mükemmeliği devam ettirebilmek için ek olanaklar sağlar.

Anahtar Kelimeler: insan, insan kaynakları, teknoloji, kapasite.

ABSTRACT

The aim of this study is to identify the impact of human and technological capabilities on improving the performance that leads to the success of organizations. This success is related to the level of business performance, therefore Work is one of the most important elements of the four basic outputs (capital, labor, land, organization), which are the main elements of any productive process. However, labor is the most important element among those elements that is effectively measured in increasing production, increasing productivity and improving the production or services offered to the market. For customers that meet their consumer needs. Countries should focus and focus on the labor market in order to improve productivity and develop production, as well as to reduce the production costs through which organizations can impose competitive prices that give these organizations an effective competitive weapon based on the low price and the quality component.

The work is represented by the human resource that the organization owns and adopts in implementing its strategy and fulfilling its mission through the resources of these resources the abilities, abilities and qualifications of the process and professional. Highly qualified and experienced human resources give the organization highly competitive capabilities and make them more able to simulate reality and respond to the requirements of the surrounding environment. Successful organizations seek to train their employees and develop their intellectual, technical and technological capabilities and capabilities. Technological knowledge and its various means have become necessary and necessary for workers. They have an important role in increasing and developing the organization's productive and service capabilities as well as being It is one of the means of the age in the world of business, which depends on the competition on the basis of quality, low price, low cost in addition to reliability and fast delivery to the customer internal and external, technology and tools contribute to all of the above and give the organization additional possibilities to make it able to actually Competition and continued excellence.

Key Words: Human, human resource, Technology, capability.

SHORTCUT WORDS

ACRONYMS	THE MEANING
AAP	Affirmative Action Plan
ANA	Actor–Network Analysis
CAD	Computer Assisted Design
CHS	Carillion health system
DBMS	Database Management Systems
DOL	Department of Labor
DSL	Dial-Up
EAP	employee assistance program
EDI	Electronic Data Interchange
EEO	Equal Employment Opportunity
ERP	Enterprise Resource Planning
FTES	Foundation of Technical Education in Sulaimaniyah
HCM	Human Capital Management
HPT	Human Performance Technology
HR	Human Resource
HRD	Human resources development
HRIS	Human Resources Information System
HRM	Human Resource Management
HRMS	Human Resources Management System
HRPS	Human Resource Planning Society
IAU	International Association of Universities
ICT	Information and communication technology
JNT	Just-in-time
T&D	Training and Development
MIS	Management Information Systems
R&S	Recruitment and Selection
SCT	Social construction of technology
SHRM	Society for Human Resource Management
SPU	Sulaimani Polytechnic University
SST	Socio-economic shaping of technology
TM	Talent Management
TQM	Total Quality Management
TTM	Technology as text and metaphor
WPS	Work Performance Standards

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INTRODUCTION

The relationship between human and technology capability with organizational performance has been the major concern of academia scholars. Numerous studies have confirmed the positive causative relationship between the human and technology capability with the performance of a corporation.

The purpose of this study is to analyze the impact of human and technological capabilities on success of organization. We divide this success into two types: refinement capability, that is human capability and technology capability. People are the foremost necessary feature of structure capability, and every one different capability springs from the competency and capability of key human resources. If HR capability is lacking, then different capability can essentially be in danger. Capability has, or having the ability to access, the suitable combination of resources, systems, and structures necessary to deliver the organization's outputs to customer-specified levels of performance on a current basis into the long run.

Total structure capability is often over the mixture of HR capability and the physical and internet monetary assets of the entity. This is as a result of organizational capability is organic – it's the results of interactions of individuals, physical and money capital, data and proprietary business systems. HR Capability has each amount and quality dimensions. The HR capability of a corporation consists of reliable access to the desired folks (quantity) with the abilities, attributes and competencies (quality) that the organization has to meet its purpose and deliver its outputs, in accordance with its strategic goals.

And we have Technological capability that's capability to realize an summary of the technological elements on the market, assess their worth, choose that specific technology is required, use it, adapt and improve it and at last develop technologies. This is a skill possessed by both direct producers (farmers, workers) and decision-makers (in companies, in state agencies). The term Technological capability refers to those activities that modify corporations to decide on and use technology to make competitive advantage. Late factors presently, for instance,

Globalization, developing markets, and fast innovative modification and multiplied and fast modification within industrial center contention have cultivated manufacturers to envision higher approaches for fitting and maintaining an inexpensive superiority. Two central points have been generally archived in the writing. First, human resource capability, Companies are developing closer relationships between companies through their human resources to efficiently fit into the supply chain as part of sustainability Second, mechanical capacity is one of the establishments of a company's aggressive capacity It causes firms to expand their capacity to apply specialized learning in making and conveying inventive items that customers may esteem; and in this way influence the general business execution and new item improvement execution of a firm (Latip, Salleh, Omar, and Yaakub, 2013; Wang, Lo, Zhang, and Xue,2006)

CHAPTER ONE

GENERAL FRAMEWORK OF THE STUDY

1.1. THE STUDY PROBLEM

The problem of the study can be determined by observing the decline of the performance of some organizations and their exit from competition and markets because of their reliance on human skills with high levels of technological expertise in addition to their lack of training programs that can rehabilitate and develop the potential of workers to use technology and modern means in their operations Productivity or service that helps the organization to make competitive progress and complete success of its performance.

1.2. HYPOTHESES OF THE STUDY

The hypothesis of the study can be determined by the following hypothesis there is a significant and statistically significant relationship between the extent to which the employees have the technological expertise and their role in the success of the organizations by improving their performance. In other words, there is a positive and statistical relation between the extent to which the employees and staff in the organization possess the technological expertise and the extent of their impact on the success of these organizations.

1.3. OBJECTIVES OF THE STUDY

The study aims to achieve the following objectives:

1. Highlighting important issues related to the success of organizations.
2. The possibility of determining the impact of the ownership of technological good for the performance of the organizations.
3. Diagnosis of the ability of workers to possess the expertise of technology
4. Search for advanced means to acquire workers with technological expertise and modern technology.

1.4. THE IMPORTANCE OF STUDYING

The importance of the study is clarified through the exposure of a very important subject, the subject of the impact of human and technological capabilities on improving performance and improving production and thus positively affect the success of the organizations and their competitive superiority, as well as being able to indicate the success that can be achieved 'compared to all organizations that do not Depend on it.

1.5. STUDY MODEL

The researcher relied on the method of presentation of the ideas and opinions of a group of writers and researchers through the available resources and scientific references on the subject of research on human resources and the extent of ownership of expertise and technical skills. In addition to relying on a number of letters and university papers. On the practical side, the researcher designed a questionnaire consisting of (20) question, was distributed on the (120) sample of the research and (114) was recovered. This form included (10) questions on the subject of human resources and (10) Question about the subject of technology. If the answer is a sign, (correct) in the appropriate box. The researcher analyzed the answers of the sample of the study by relying on the analysis of advanced (SPSS) programs to reach the extent of achieving the hypothesis of the study. The following statistical measures were extracted: To benefit from these measurements to achieve the hypothesis and the objectives of the research

- Frequencies
- Factor Analyses
- Correlation
- Link The middle of my account
- Standard deviation

1.6. LIMITS OF THE STUDY

In order to facilitate the presentation, it is decided to identify the studied object with spatial, temporal and human limits as described below.

1. Spatial boundaries: The study covered the governorate of Sulaymani, where the sample of the study was distributed.
2. The temporal boundary: The study is defined by a known period extending from 2017 until the end of December 2018.
3. In terms of human: The researcher took a certain group of professors, staff and students within the universities of Polytechnic Sulaimani, which amounted to (114) people at different levels of study.

1.7. LITERATURE REVIEW

Jean-Marie Hiltrop, presented the "The impact of human and technology capabilities on structure performance: Theory and research" February 2013, this text, written by Jean-Marie Hiltrop, considers some models that have examined the link between human and technological ability with structure performance. So far, there is little but real evidence that corporate HRM policies and practices - including best practices - are linked to high (financial) performance and can encourage staff behavior and attitudes towards strengthening an organization's competitive strategy. Such "best" practices will vary wide and even contradict each other. Queries within the article concerning these "best practices" square measure raised.

Azhdar Karami, in 26 May 2011 has presented a Dir. thesis on "How Human Capabilities and Technology Affect the Performance of Organizations" The Case of the Electronic Industry in the UK The researcher has talked about the most important forces that have been effectively and consistently impacted on the performance of organizations and companies and thus give organizations a long-term competitive advantage Through both human and technological forces.. One of his conclusions is that human and technological power has a direct impact on the performance of companies, as these variables increase as corporate performance increases. In particular human power, the results of their impact were greater than the strength of technology.

1.8. ABSTRACT ABOUT SULAIMANI POLYTECHNIC UNIVERSITY

(SPU)

Sulaimani Polytechnic University (SPU) is a public academic institution and a member of the International Association of Universities (IAU) and member of the Association of the Arab Universities (AARU). It is situated in the city of Sulaymani, Qirga neighborhood in Kurdistan Locale of Iraq. It was established in 1996 under the name of Establishment of Specialized Organizations, and afterward in 2003, it was changed to Establishment of Specialized Training in Suleiman (FTES), after that it was rebuilt to Suleiman Polytechnic College in 2012. The educational vision of SPU is to supply virtuoso graduates with varied high standard, technical and educational qualifications. Our knowledgeable academic staffs include PhD and Master holders from top tier international universities throughout the world. The university's tutorial schools and institutions vary from a spread of specialties including Engineering, Health, bioscience, Agriculture, Business Administration, computer science, Technological schools and establishments. Among the core values of SPU are the shut inter-relationship between education, scholarship, and tutorial analyzers nonetheless as powerfully supporting the students and the analysis groups. SPU presently is consisted of five faculties and eight Institutes. the most field is found in Sulaimani town, others are within the cities of Dukan, Kalar, Halabja, Chamchamal, Darbandikhan DBK and Khanaqin. SPU presently has quite sixteen, 500-collegian students.¹

Number of Technical Colleges/Institutes/Year of Establishment

1.	Sulaimani Technical Institute (1973)	8.	Technical College of Applied Science (2004)
2.	Kalar Technical Institute (1995)	9.	Technical College of Informatics (2013-2014)
3.	Chamchamal Technical Institute (2000)	10.	Technical College of Engineering (2013-2014)
4.	Halabja Technical Institute (2003)	11.	Technical College of Administration (2013-2014)
5.	Computer Science Institute (2003)	12.	Technical College of Health (2013-2014)
6.	Dukan Technical Institute (2004)	13.	Darbandixan Technical Institute (2005)
7.	Bakrajo Technical Institute (2007)		

¹ <http://spu.edu.iq/en/> A.D.21.11.2017

CHAPTER TWO

HUMAN RESOURCES MANAGEMENT

2.1. WHAT IS THE HUMAN RESOURCE (HR)

Every organization, giant or little, uses a spread of capital to create a business. Capital includes money, valuables or product accustomed generates financial gain for business. For instance, an outlet uses records and inventory, whereas a consulting company could have property code or buildings. In spite of the business, all corporations have one factor in common: individuals should need to create their capital work for them. This can be our focus throughout the text: generating revenue with people's skills and talents.

Humans are social beings, hardly live, and work in isolation. We always plan, develop, and manage our relationships both consciously and unconsciously. Relationships are the result of our actions and depend largely on our ability to run our business. From childhood, each individual acquires knowledge and experience to understand others and how to behave in all situations in life. Later we go ahead with this learning and understanding in managing and managing relationships in our workplace.

The full context of human resources management revolves around this fundamental issue of managing relationships in the workplace. Since mid-1980, the hr administration may be a multidisciplinary graded capability that pulls speculations and thoughts from very different fields, as an example, administration, brain analysis, human science, and money matters. (Cardon and Stevens 2004). p.295-323

The HR division is a basic component in the welfare of representatives in any business, regardless of how little. HR obligations incorporate pay rates, benefits, enlisting, shooting, and staying up with the latest with government and elected assessment laws. Any perplexity about these issues can cause awesome legitimate issues for your business and the worker's fundamental disappointment. Nevertheless, private companies frequently do not have the staff or spending plan to appropriately deal with the points of interest of my striking expectations for HR. Along these lines, an ever-increasing number of private ventures are beginning to outsource their human asset needs.

2.2. HUMAN RESOURCE CAPABILITY.

The Human Resources capability Set is meant to be employed in conjunction with the New South Wales Public Sector capability Framework (the "Capacity Framework") to support a full vary of manpower management and development activities, together with role style and outline, achievement, performance development and learning Development and strategic coming up with of the manpower. The limit structure applies to all open area parts, both official and non-official. Every part requires, at the suitable level, all limits inside the limit, including the limit of people to deal with the parts of others. The HR Proficient Limit Gathering comprises of seven limits that characterize the extra learning, abilities and capacities required for HR parts.

Most human asset parts require just a subset of these limits, subject to the centralization of obligations. At the point when utilized together, the limit system and the HR limit of the staff give a thorough depiction of the limits required for fruitful execution on the part of HR. For instance, keeping in mind the end goal to give key guidance on the potential effects of the work constrain on new administration conveyance models considered by the Legislature, the part may require profoundly created limits in investigation (limit system: considering and critical thinking), and in addition the capacity of specialists to examine business issues (HR Staff Limit Gathering: Methodology and Labor Arranging). The seven skills in the Expert HR Gathering were portrayed through behavioral pointers crosswise over four levels of many-sided quality. Practices' are not comprehensive, but rather give a characteristic rundown of the information, aptitudes, and capacities expected at each level. At the point when perused, overall, behavioral markers give a sensible comprehension of a given level of "evident" limit.

2.2.1. Capability Levels

The framework of the capability has five levels; Roles need a variety of capacities at very different levels, and therefore the levels within the human resources potential vary do not directly correspond to classifications or grades.

Capability at the amount is not meant to use completely to roles at the very best level within the human resources operate.

This is often thanks to the character of the work of human resources roles. Knowledge, skills and specialized abilities that are usually developed through higher education, training and / or relevant professional experience. Rarely require specialized knowledge, skills and capabilities both entry-level roles and agency head roles. This means that, while the core competency framework applies to roles from the level of access to the head of the agency, the human resource group HR generally applies only to roles above the entry level but under the head of the agency.

2.2.2. Applying the Human Resources Capability Set

We note that the "management of individuals" group of capacities within the core capacity framework describes the general public knowledge management and capacity that applies at some level to all sector roles that bear direct responsibility for managing people. The additional capabilities of the human resources staff capacity pool should only be used for roles that are significantly involved in the delivery of human resources services. Some useful indicators that may help determine whether the role requires specific competencies for the profession from the human resource potential set (as well as the core competencies) are:

- The work clearly requires specialized human resources knowledge, skill and/or ability.
- The specialized human resources work occupies an oversized a part of the role, as mirrored within the 'Primary Purpose', 'Key Accountabilities' and 'Key Challenges' contained within the Role Description.
- The job title is powerfully related to the profession e.g. Manager folks and Culture, manpower Planner, Senior Advisor HR.

It is clear that many roles in this sector fall within the human resources profession and therefore require specific human professional capabilities to achieve successful performance. These roles will reflect the capacity required from the additional capacity and capacity framework of the human resources staff capacity pool. Other roles within the Human Resources Unit could be in the organizational

structure, or some knowledge and skills related to the human resources identified in the human resources pool. For these roles, capacities under the capacity framework will adequately determine the capacity requirements for the role.

2.3. DEFINITIONS OF HUMAN RESOURCES MANAGEMENT (HRM):

HRM is that the study of activities concerning folks operating in a company. A social control operate tries to match associate organization's has to the abilities and skills of its staff. There are no higher thanks to manage folks and no director has developed however, folks will effectively manage folks because of folks square measure complicated with complicated desires. Effective human resource management depends heavily on the causes and circumstances provided by structure preparation. An organization has three basic components, people, purpose, and structure. In 1994, a remarkable leader in the field of human resources made the following observation: Yesterday, the company with the most access to capital or the latest technology was the best competitive advantage, today, companies that offer the highest quality products are those that are competitive; But the only thing that will support the company's advantage tomorrow is the caliber of people in the organization. This normal future is the truth of today. Most chiefs in both open and private divisions of all sizes concur that individuals are genuinely the most critical resources of the association. The nearness of finance experts does not ensure that the organization's HR will be a wellspring of the upper hand.

In any case, keeping in mind the end goal to stay aggressive, develop, and enhance an association must guarantee that its workers are qualified, set in proper positions, all around prepared, adequately oversaw, and focused on the organization's prosperity.. The aim of human resources management is to maximize staff contributions to achieve productivity and optimum efficiency, while achieving individual goals (such as hard work and recognition), and community goals (e.g. Legal compliance and social responsibility. (HRM) is that the method of hiring, coaching and compensating folks, developing their own policies and developing methods to stay them. As a theme, human resources management has undergone several changes over the past twenty years, giving it a a lot of necessary role in

today's organizations. Within the past, unit of time management meant process payroll, causation Christmas gifts to staff, arrangement company outings, and

Ensuring that the forms stuffed properly - in different words, over associate degree body role instead of a crucial strategic role for the success of the organization. Jack Welch, former CEO and head of GE, summarizes the new role of unit of time management: "Getting out of parties, birthdays and sorts of registration. Remember, human resources area unit necessary in sensible times, human resources area unit outlined in tough times. (Frasch, et. al., 2010) p.53

Human resources management is defined as a strategic and coherent approach to managing the most valuable assets of the organization - the people who work there who contribute individually and collectively to achieving their goals. set of policies that is interrelated with the ideological and philosophical basis". Four aspects that constitute a meaningful copy of human resources management suggest that it is the process of managing people in organizations in an organized and comprehensive manner. This includes employment (employment of persons), retention of persons, determination of wages, privileges and management, performance management, change management and sponsorship of exits from the company for the eradication of activities.

This is the conventional meaning of HR administration that leads a few specialists to recognize it as an innovative rendition of the work force administration work that was utilized before. (Armstrong 2008). (HRM) is an authoritative capacity identified with enrolling, propelling and keeping up individuals in the association. It centers around individuals in associations. HRM plans administration frameworks to guarantee that human ability is utilized viably and effectively to accomplish authoritative goals. (Farr, 2004). HR is not simply individuals in associations - it is the thing that brings these individuals and adds to authoritative achievement. Human capital is the aggregate estimation of capacities, learning, abilities and beneficial encounters, and the incitement of the hierarchical workforce. Here and there, it is called scholarly funding to mirror the reasoning, learning, innovativeness, and basic leadership that individuals add to associations. (Bread cook and Gerhart 1996).

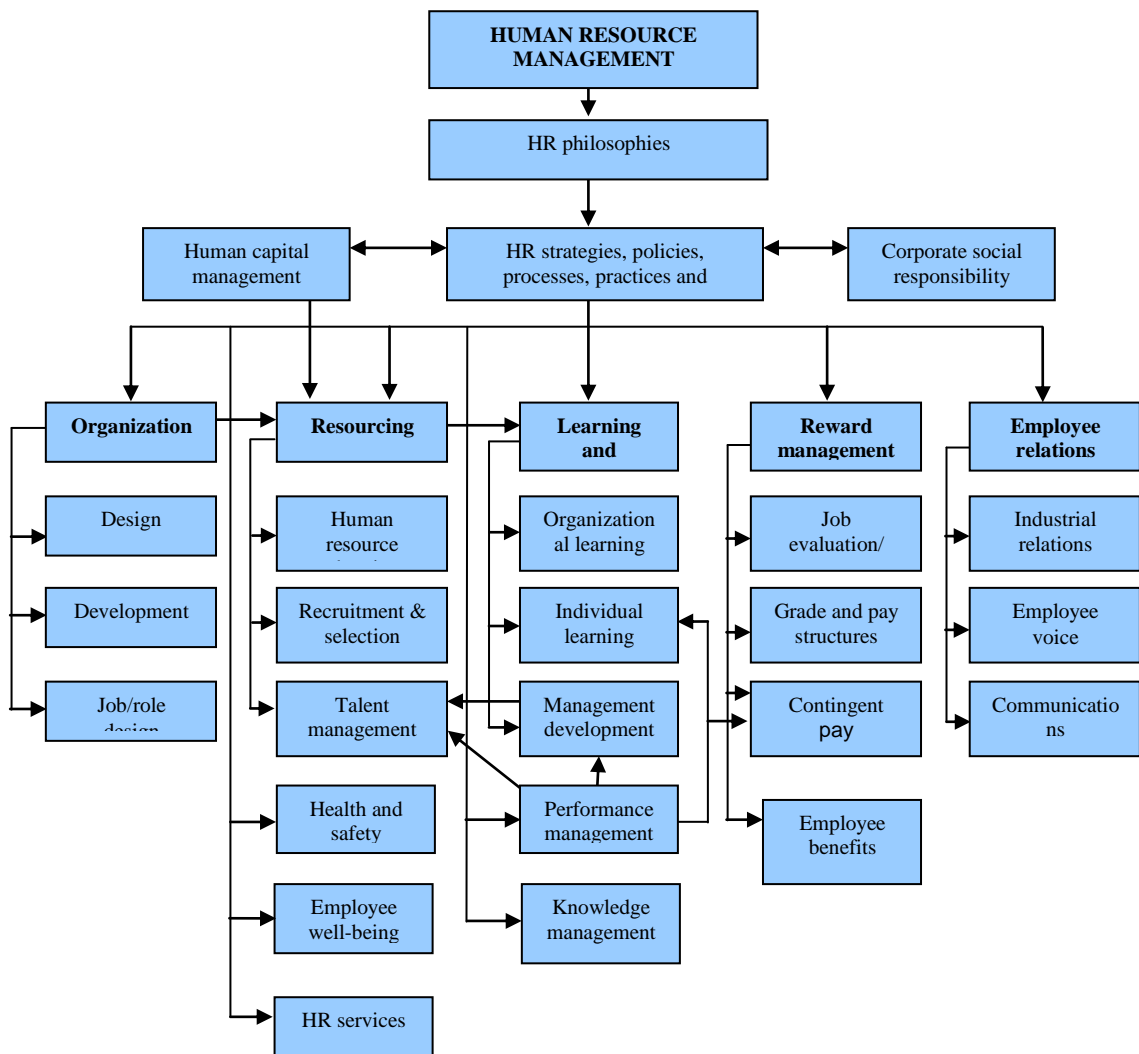


Figure2.1 the HRM system

Legge, K. (1998). "Is HRM ethical? Can HRM be ethical." Ethics and organizations: 150-172.

2.4. OBJECTIVES OF HRM

Objectives of human resources management the most objective of human resources management is to make sure the provision of the competent and voluntary force of the organization

HRM is helpful not solely to organization; however, the workers operating in that, and additionally the society additionally notice it helpful. The objectives are often as below.

2.4.1.Organizational objectives:

Human resources management contributes to organizational effectiveness by learning to innovate ways to help managers develop their performance. Managers remain responsible for the performance of their subordinates in their respective areas of specialization. HRM has found them to support managers and help them achieve organizational goals. Its success is to facilitate the objectives of all departments of the Organization, thereby contributing to the overall organizational objectives.

2.4.2.Functional objectives:

In order for departments and departments to maintain appropriate levels of organization, human resources management must provide them with their quantitative and qualitative needs. Available resources will lose their value and will be affected by their operation and use. The Department of Human Resources works. Human resources management therefore seeks to carry out its multiple functions of human resources planning, recruitment, selection, analysis and description did not have completely different functions, services and benefits for staff and care when their career ends.

2.4.3. Social objectives:

Human resources management aims to achieve a range of societal and ethical objectives in response to social needs, challenges and challenges. It seeks to reduce the negative impacts and environmental constraints faced by the Organization. Human resources management should be responsible for ensuring that environmental, ethical and social issues are dealt with appropriately. It should also consider community ethics and social responsibility. It must also seek to enhance the competitive advantage of the Organization through social strategies, by ethically articulating the necessities and challenges of society. Social objectives also include legal issues such as equal opportunities and equal pay, which should be given due attention.(Boxall and Purcell 2011) p.82

In addition, we can show the human resources objects as follow:

- Build up the authoritative atmosphere: Help make an atmosphere where representatives are urged to create and utilize their aptitudes without limitations and to utilize the aptitudes and capacities of the workforce effectively.
- To facilitate maintain moral policies and behavior.
- Help establish and maintain a harmonious relationship between the employer and staff.
- Help produce and maintain a secure and healthy operating atmosphere.
- Develop programs to satisfy the economic, psychological and social desires of staff and facilitate the organization maintain productive employees.
- Ensure that the organization complies with regional/regional laws and federal laws moving the work (e.g. human rights, labor equity, activity health and safety, labor standards and labor relations legislation). facilitate the organization succeeds its objectives.
- Provide the organization with well-trained and well-motivated employees.
- Increase worker satisfaction and fulfillment.
- Develop and maintain the standard of operating life.
- Communicate human resource policies for all staff.
- Assist in maintaining performance standards and increasing productivity through effective job design; providing acceptable steerage, coaching, and development, providing performance-related feedback and guaranteeing effective two-way communication.

2.5. FUNCTIONS OF HRM

HR administration assumes an essential part of preparing associations to address the difficulties of a developing and progressively aggressive area. Increased numbers of staff, contractual diversification and changes in demographic characteristics that force human resources managers to reshape the role and

importance of human resources management. These tasks respond to existing staffing needs, but can be proactive in restructuring organizational objectives.

All HR functions are linked to the core HRM objectives (Figure2.2). For example, personal goals are sought through such functions as remuneration, evaluation, etc. Human resources management can be thought of as seven interlinked functions within organizations, as shown in (Figure2.2). In addition, legal, economic.

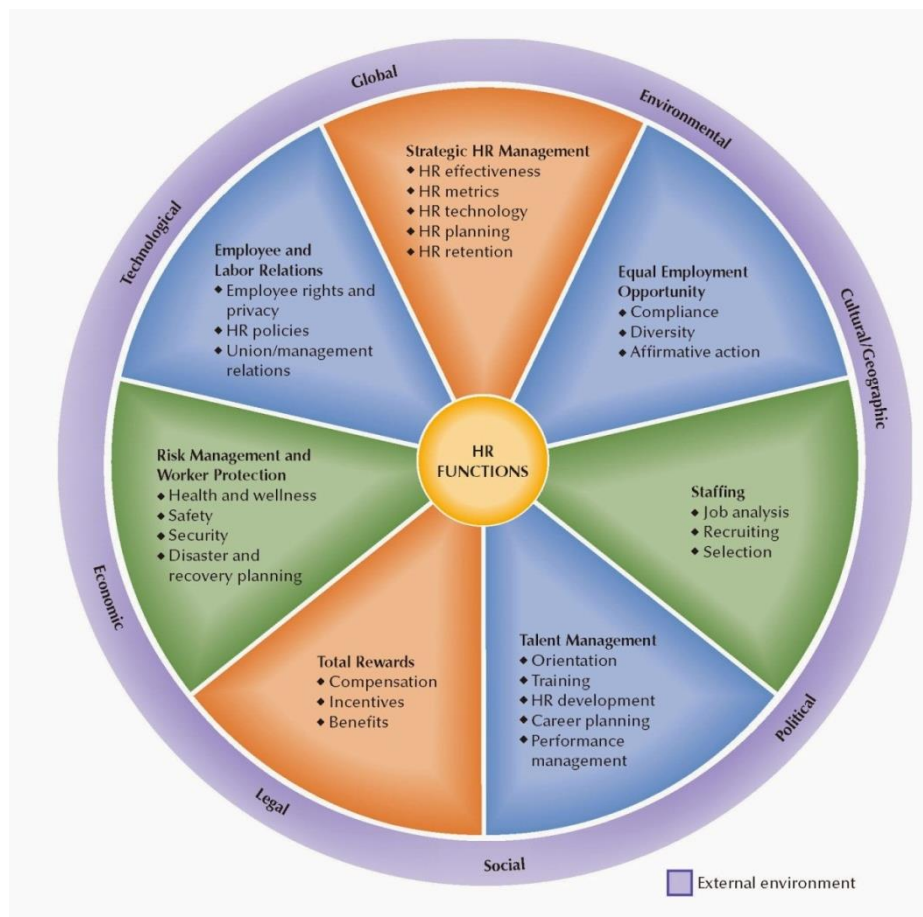


Figure2.2: Functions of HRM

Rao, P. (2015). The role of religion on human resource management (HRM) practices in India. Investigating cultural aspects in Indian organizations, Springer: 11-29.

The HR functions can be grouped as follow:

1. Vital HR Administration: As a feature of keeping up the hierarchical aggressiveness, vital making arrangements for human asset adequacy can be

expanded using the human asset and HR innovation measures. Human Resources Planning (HRP) function determines the number and type of staff required to achieve organizational goals. The escape includes the creation of project teams with a balanced skill mix, the appointment of the right people, and the appointment of a voluntary team. This function analyzes and identifies the needs of employees in order to create effective innovation teams. The core HR strategy is staffing and staff development

2. Equal Employment Opportunity: Compliance with equal employment opportunity (EEO) laws and regulations affects all other HR activities.
3. Staffing: The objective of recruitment is to provide an adequate supply of qualified personnel to the Organization. Job analysis, recruitment and selection are key functions in the staffing context. The workers have developed job design and analysis of the basis of employment by determining what people are doing in their jobs and how they are affected. Job analysis is the process of describing the nature of work and identifying human needs such as the knowledge, skills and experience required to perform a job. The result of job analysis is job description. Job Description explains the work duties and activities of employees. Through human resources planning, managers expect future supply and demand of staff and the nature of manpower issues, including retention of staff. He fled before the actual selection of people to organize. These factors are used when recruiting applicants for vacant positions. The selection process concerns the selection of qualified personnel to fill these posts. In the selection function, the most qualified applicants are selected for recruitment from applicants based on their ability and matching skills with the job.
4. Talent Management and Development(TM): ranging from the orientation of recent workers, talent management and development includes differing kinds of coaching. Orientation is that the start towards serving to a replacement employee adjusts himself to a replacement job and leader. it is a technique of introducing new employees to sure aspects of their new job, beside pay and

profit programs, operative hours, company rules and expectations. The employment and development programs, the employee facilitate Program (EAP) provide useful suggests that to create certain that workers square measure during a position to perform their functions at acceptable levels and

Jointly heaps of. All organizations provide to educate for different and knowledgeable workers. in addition, the organization typically provides every job and off-the-job employment for employees whose careers area unit changing. Similarly, human resources development, succession coming up with and managers' area unit essential to prepare for future challenges. Career coming up with has been developed as results of the necessity of the numerous employees to grow their careers and progress in their careers. Career coming up with activities embrace assessing the employee's potential for growth and progress among the organization. Performance assessment includes risk promotion, demand for innovation, generation or adoption of recent tasks, peer assessment, frequent evaluations and audit of innovation processes.

This operates monitors workers performance to make sure that it is at acceptable levels. This strategy assesses individual and cluster performance in order that there is a link between individual innovation and company profit. What tasks ought to be evaluated and World Health Organization ought to assess the performance of workers are taken into thought. (Sharma and Bhatnagar 2009) pp.118-132.



Figure 2.3 Talent Management and Development(TM):

Foreman DC. 2006, Talent metrics: measure what matters most. Leadership Excellence. P: 6

5. Total Rewards: Compensation within the kind of payment, incentives and advantages area unit the bonuses given to staff to perform structure work. Compensation management is that the thanks to verify what proportion workers ought to be paid to perform sure functions. Compensation affects the staffing table, attracting individuals usually to organizations that provide the next level of get hold of work done. To be ready to vie, employers develop and regulate basic compensation systems, and should use variable remuneration programs like incentive rewards, in-team promotion, recognition awards, team balance, individual rewards, etc. This performs uses rewards to inspire staff to attain structure goals of productivity, innovation and profitableness. Compensation is additionally related to workers development because it provides a crucial incentive to inspire workers at higher levels of job performance for higher paid positions within the organization. Advantages area unit another kind of compensation for employees aside from direct get hold of work performed. advantages embrace lawfully needed things and people provided at the discretion of the leader. the advantages area unit primarily associated with workers maintenance as a result of the supply for several basic workers wants.

6. Risk Management and Employee Protection: HRM addresses varied geographic point risks to confirm protection of employees by meeting legal needs and being additional attentive to issues for geographic point health and safety at the side of disaster and recovery designing.

7. Worker and Labor Relations: the link between managers and their employees should be controlled wrongfully and effectively. you want to manage the rights of the leader and worker. It is vital to develop, communicate and update human resources policies and procedures to managers and staff alike grasps what is expected. In some organizations, trade/body relations should even be addressed. The term "business relationship" refers to interaction with staff painted by an organization. Unions are the organization of staff World Health Organization move to urge additional sound in selections that have an effect on wages, benefits, operating conditions and alternative aspects of the work. With relevance, labor relations, the most performed of the human resources employees includes negotiation with unions concerning wages, conditions of service and dispute resolution.

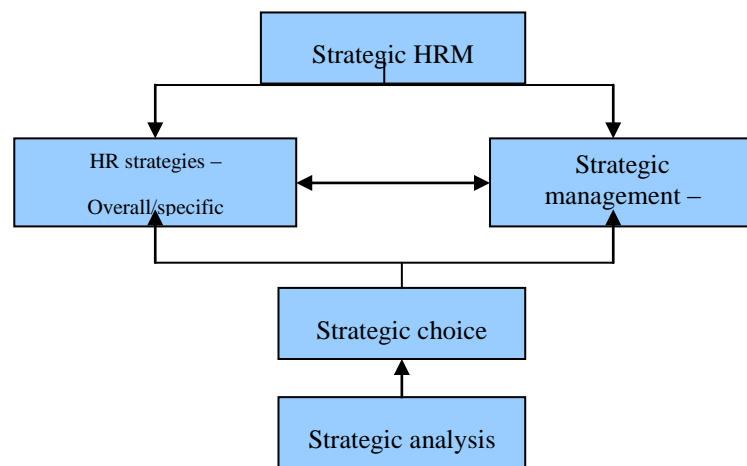


Figure2.4: Strategic HRM model (MacDuffie 1995)

Resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry." ILR Review 48(2): 197-221

2.6. CHARACTERISTICS OF HUMAN CAPITAL

In 1961, Theodore Schultz projected a five-fold strategy to take a position in human resources that enclosed enhancements in health facilities and services to extend lifetime, strength, and endurance. On-the-job or in-service coaching organized by firms to fulfill the {requirements the wants} of their new and previous workers; formal education at the first, secondary and tertiary levels; adult skill programs for people who have incomprehensible formal education; the migration of people and families to adapt to dynamic employment opportunities (Šlaus and Jacobs 2011). 97-154.

The central role of humans pushed Paul Crutzen to call this amount within the development of the planet because the age of Anthropocene. The rising characteristics of human capital are mirrored within the transformative role of science and technology. The event of science and technology, in turn, empowers the individual and enriches society. As general Huxley same, humans are currently liable for evolution (Steffen, Crutzen et al. 2007) pp. 614-621.

Continuous interaction, exchange, mutuality, and reinforcement between the individual and therefore the community provide human capital the distinctive capability for self-development and self-empowerment. These distinct characteristics of self-character represent the biological process character of civilization that is especially the results of the organization, education, and culture. The organization captures the essence of individual expertise and creates a structure that may extend too several people or society as a full. The capability for self-promotion and development ends up in the emergence of another characteristic of human capital and its unlimited capability for development, that is that the basis of progressive progress of civilization. Traditionally, human capital has evolved slowly, however in recent centuries; the pace of development has accelerated exponentially.

2.7. EVOLUTION OF HUMAN CAPITAL

The restricted nature of fabric resources ends up in the construct of conservation-based property, whereas the construct of human capital needs associate biological process perspective on the property. Biological process processes in nature are therefore slow that they will usually be unnoticed on the size of human time,

though it is going to currently be doable for humans to accelerate biological evolution. However, the evolution of human consciousness will happen rather more quickly. The state of the society and its structure are perpetually dynamic, and lies within the incontrovertible fact that dynamics are refined, but aware. biological process movement. This biological process progress, the stages of survival, growth, and development that occur at every stage of the biological process transition should be distinguished. (Šlaus and Jacobs 2011) pp. 97-154.

Each of those stages presents completely different challenges to property. Survival stage is stable and conservative. the matter of property at this stage focuses on the survival of society. the expansion part expands, expands and expands activities on a wider geographical scale. This growth will increase demand and stress, resulting in property issues like population-related issues and economic process. The stage of development involves progress towards a better level of a scheme, like moving from the agricultural community to the economic society or more developing it into the worldwide service economy once trade. The recent money crisis, high levels of state, the unfold of coercion and temperature change cause distinct challenges to the property of this part.

Sustainability study must contemplate the basic biological process changes in human society that occur in human consciousness and expressed in individual and social groupings. These biological process changes usually coincide with and accelerate the periods of rising or development, however, the particular amendment happens at a basic level with sweeping consequences. needs survival social energy to take care of the established order. Growth needs targeted social energy as a force for growth. Development needs the creation of a brand new or higher organization. (Sri Aurobindo 1970) p.85

This evolution in consciousness enhances biological evolution. the event of upper and additional complicated biological forms is related to the event of upper levels of sensory capability within the lower life forms and intelligence in higher life forms. The model is that the tool through that consciousness is ascertained and works within the world. However, in human species, the event of higher-level mental skills

does not essentially forthwith cause full utilization of the potential of consciousness that type is capable. the event of human consciousness has necessitated the gradual development of alternative tools (social forms) like language, family, education, arithmetic, etc., creating it doable to amass and transfer information, skills and additional intimate cooperative relationships among people, acutely aware organization of social activities, scientific discovery, technological innovation Past, future coming up with, relationship bonds and association supported common goals, beliefs, cultural values, symbolic thinking, logic, pure concepts and ideas.

This method happens each within the individual and within the social society, resulting in new colleges, perceptions, values, capacities and gradual reorganization of the whole society at the upper levels. persons, human communities and, therefore, human capital advance through Three overlapping biological process stages involving changes within the relative influence of Three basic aspects or parts of human consciousness. The Indian thinker Sri Aurobindo termed these 3 parts physical, important and mental (the term 'vital' is employed during this context to connote the extraordinary life energy and dynamism that arise from relationships between folks and therefore the social activities and interactions that arise from those relationships). (Sri Aurobindo 1970) p. 94

2.8. HUMAN RESOURCES ACTIVITY

It desires the combination and integrated use of assorted thoughts, feelings, and behaviors. Activity desires that people produce efforts to demonstrate their personal, collective, structure and/or community commitment, whether or not or not they're given through action, process, new ground or reliance on past information, and embody many sorts of practices, efforts, interactions, needs, responsibilities, and responses. Activity can vary by level, by perform and quantity. Human resource development activities area unit developed to handle the tutorial and development wishes of people in any house they are doing. People, teams, and teams generally perform these activities. However, given the agendas of social and economic reform of the society and so the large property of conglomerates round the

world like Microsoft and GE, human resources development is more and more being developed among the native, regional and international views.

All human resources development activities, notwithstanding their level, perform or timeframe, have a minimum of two commonalities. First, human resource development activities are unit geared towards learning and alter, there is an unbelievable diversity in what is learned or what area unit typically changed. Human Resource developments activities have to be compelled to boot embody a conjunctive effort to evoke necessary change and learning that may kind and guide why and why the Organization was doing, therefore. Second, human resources development activities are unit directed at folks, either folks or groups utterly totally different of various sizes ranging from very little teams to national and international audiences that direct HRD activities to different outcomes and characteristics of business and community activities by dynamic the pattern and format consequently.

Harmonization with temperament, dynamics and infrastructure for some way to organize work is very important. Therefore as for human resources management to survive, it ought to take into thought and work with people's assumptions, whether or not or not inside the context of a touch business, AN outsized organization or a State. The imposition of the philosophy of human resources development rarely works unless people share a customary world of importance why this approach is very important amendment and learning that might form and guide why and why the Organization was doing, therefore. Second, human resources development activities are directed at people, either people or teams of completely different of various sizes starting from little groups to national and international audiences that direct HRD activities to different outcomes and characteristics of business and community activities by dynamic the pattern and format consequently.

Harmonization with temperament, dynamics and infrastructure for a way to prepare work is especially vital. Therefore, as for human resources management to survive, it should take into consideration and work with people's assumptions, whether or not within the context of a little business, an oversized organization or a State. The imposition of the philosophy of human resources development seldom works unless folks share a standard world of importance why this approach is important (Weinberger* 1998). All three parts co-exist and play a task all told stages of growth and development. The intensity of every and their relative predominance produce a series of overlapping stages, instead of clearly demarcated steps. Different very completely different completely different societies and strata of society move through these stages at different times, at completely different rates and with variations within the relative mixture of the three parts. (Weinberger* 1998).

Yet despite these variations, three distinct stages are often discerned within the development of each society and within the overall development of the human community. The character of this evolution provides insight into the historical development of human capabilities and has profound implications for its future property. Throughout the physical stage, society is preoccupied with the struggle for physical survival, food, shelter and self-defense. Family, village, and tribe are the first units. -Social structures are generally rigid, leadership is ranked, and traditions tend to be firmly frozen within the past and immune to amendment, analogous to a ordination that endlessly reproduces heritable directions while not alteration. (Ferris, G. R., et al. 1999)

During this part, land is that the primary productive resource. Agriculture, searching and crafts are the first productive activities. The individual is subordinated to the requirements of the collective, given very little scope for variation or innovation, forced to adapt and adjust as a member of the pack. The maturation of the physical stage happens once the physical organization of society develops to the purpose wherever the increasing productivity of physical resources generates surplus manufacture, energy and wealth. The reorganization of agriculture

provided the idea for the increase of commerce and later trade, permitting the important and mental principles to become additional active.

This generation of surplus energy and capability in society begins to interrupt the bonds of tradition and overflow into new fields of activity. Throughout the important stage, human interaction, instead of interaction with Nature, becomes the predominant field of activity. The capability for productive, mutualism relationships with people becomes dominant. Markets develop to support a colossal growth of trade. Commerce replaces agriculture because of the main supply of wealth. Cash replaces land because the most precious and productive resource. The middle of society shifts from the rural area to the cities and cities giving rise to nice urban centers. The merchandiser category wrests power from the hereditary rulers. New forms of scheme proliferate.

Social structures become additional versatile and permissive, giving larger freedom for individual initiative and experimentation. Category boundaries become additional porous, cathartic aspirations for upward social quality. The important stage is characterized by high energy, expansive activity, exploration, social innovation, and rising productivity ensuing from larger, additional productive human interactions. Maturation of the important stage provides rise to the mental part, within which mind becomes the principal resource and field of biological process progress. The applying of mind to physical processes stimulates invention, technological development, and industry.

The application of mind to social processes provides rise to progressively complicated social, political and economic structures. Political systems become additional democratic and participative. Economic systems become additional versatile and comprehensive. Formal education spreads as a method for consistently enhancing human capital. Science evolves as a correct institutional basis for continuous discovery and validation data}. The mental stage, that had its early origins in Europe at the time of the Renaissance and Reformation, is characterized by increasingly speedy social development. as a result of it gained momentum, it gave

rise to the Enlightenment, the birth of latest democracy and thus the outstanding advances in production and living standards that have occurred over the past two centuries. Duane Elgin and Coleen LeDrew describe this process progression in these terms. A new international culture and consciousness have taken root and are taking off to grow among the planet. This represents a shift in consciousness as distinct and important as that, occurred throughout the transition from the agricultural era to the economic era roughly three hundred years ago...the most fineness of this rising era is not a technological change, but associate degree change in human consciousness (Elgin, 1996).

Each of those stages places stress on a unique form of resource. Throughout the physical stage, the land is that the most significant resource. Throughout the important stage, money capital, social interaction and scheme predominate. Throughout the mental stage, info, information, and creativeness become progressively vital. Societies within the mental stage place a better social worth on concepts, information, formal education, research project, and technological innovation, rule of law, democracy and human rights. The individuality Of thought and action is additional usually accepted and inspired, even once it contradicts typical habits and beliefs. Competition tends to mature into cooperation, Productivity soars, surpluses abound-partly, because of info, in contrast to natural resources, expands because it is employed and offers rise to not exchange transactions however to sharing arrangements during a new quite commons.

The surplus energy pours into the event of ever newer, additional complicated varieties of the organization-technological organization of fabric processes, a scheme of life processes, a mental organization of data, knowledge, even intuition and knowledge (Cleveland, 1999). Powerful transformative concepts and ideas emerge, like human rights and property. Therefore, as for HRM to attain its objectives, it assists each department the organization in getting, developing, using, and evaluating its performance and their continuing existence within the Organization with the suitable amount and quality to attain the objectives the

organization. Human resources activities should attempt to attain the objectives associated objectives of the organization whereas achieving its objectives in an integrated manner with alternative resources. Among the foremost vital activities of human resources management in up to date organizations is:

1. Human resources planning: This activity covers many areas, including:
 - Manpower Planning.
 - Job analysis and design.
 - Polarization, selection and appointment.
2. Human resources development: Among the areas of this activity:
 - Initial qualification and preparation.
 - Training and development.
 - Administrative and organizational development.
3. Compensation and motivation: This activity includes some areas, including:
 - Job evaluation.
 - Determination of wages and salaries.
 - Individual and collective stimulation.
4. Maintenance of human resources: It includes some areas including:
 - Financial benefits.
 - Social services.
 - Morale and job satisfaction.
5. Labor Relations: Some areas include:
 - Planning and career development.
 - Management of functional movement (transport, promotion, resignation, pension). (Cleveland, 1999).

2.9. THE CHALLENGES (HRM):

The management of human resources faces several challenges, particularly seeable of the event of human resources management objectives and strategies and quality of their studies. the foremost necessary of those challenges are:

- 1- The Technological development that has resulted in changes in organizational structures and organizational structure of the system.

- 2- Cultural diversity, which is because of the perceived variations between the 2 worlds in terms aged and specialization in science, occupation, ex and so on.
- 3- Economic conditions prevailing from a boom or recession, and if we have a tendency to review the results of the world depression, we are able to grasp the impact on the management of human resources. Some giant corporations like General Motors have proclaimed their intention to cancel ten,000 jobs in 2009, and Nissan has proclaimed the shutdown of two,000 scientists within the coming back amount.
- 4- Granting privileges to the two worlds that were not antecedently offered, like insurance, childcare and academic help, that affected the price of the 2 worlds.
- 5- Dissemination of information and innovation, which needs the distribution and dissemination of information and innovative ideas among the various branches of the organization in spite of their origin or supply.
- 6- The unfolding of the applying of TQM once the center of the tenth century, and therefore the emergence of latest ideas like the integration of staff, and empowering staff, and therefore the right Work Performance Standards (WPS) from the primary time.
- 7- The have to be compelled to develop an individual's resources management strategy that is Associate in Nursing integral a part of the organization's strategy.
- 8- The steady increase in the range of staff in organizations because of the scale of organizations and therefore the emergence of multi-national corporations.
- 9- Development of suggests that of polarization and choice and appointment, particularly once the unfold of the employment of the net to carry examinations and conduct interviews. we have a tendency to should not lose sight of the impact of competition in provide and therefore the demand for human resources in human resources, particularly once the rise within the range of graduates from totally different disciplines and therefore the high state rates in several countries.

2.10. HUMAN RESOURCE PLANNING SOCIETY (HRPS)

Conduct on-going studies of the foremost pressing competitive problems facing corporations. By seeking the input of chief executives and unit of time managers, these organizations keep a finger on the heartbeat of major trends. the highest trends, or challenges, they name these days to embody those printed within the sections that follow: ((McKnighr December 26, 2010)

1- Responding Strategically to Changes in the Marketplace

Given the pace of commerce, organizations will seldom stand still for long. In today's extremely competitive environments during which competition is international and innovation is continuous, having the ability to adapt has become the key to capturing Opportunities and Overcome Obstacles still because the terrible survival of organizations. joined initiate place it, "No modification suggests that chance:' prospering corporations, says Harvard grad school academic Rosa alphabetic character nonvascular plant Kantar, develop a culture that simply keeps moving all the time. Contemplate what happened to the components suppliers for U.S. automakers once the bankruptcy of General Motors, Chrysler, and Ford looked at hand in 2008-2009.

Most of the suppliers sold-out solely to the three automakers. As a result, they had to apace realize different markets, product to form for those markets, and ways to sell them-all of which needed important human resources changes and challenges.

2- Competing, Recruiting, and Staffing Globally

The methods corporations square measure following these days additional} involves one or more components of globalization, the mixing of world economies and markets has sent businesses abroad to appear for opportunities still as forestall foreign competitors domestically. Customers around the world need to be ready to purchase "anything, anytime, anywhere".

3- Setting and Achieving company Social Responsibility and property Goals

Globalization has the light-emitting diode to Associate in nursing improvement in people's living standards within the half-century. as a result of trade, Americans square measure ready to purchase product created abroad additional cheaply. Conversely, folks in low-wage countries that create that product and services have become wealthier and square measure commencing to purchase the American-made product.

All a similar, economic process stirs fierce debate-especially once it involves jobs. Since the flip of the century, immeasurable U.S. jobs-both white and blue collar-have been exported to low-wage nations all round the world. Some of us worry that trade is creating a "have/have not" world economy, throughout that the oldsters in developing economies and thus the world's atmosphere area unit being exploited by companies in richer, further developed countries.

This has sparked anti-free-trade protests in several nations. Considerations like these, let alone company scandals over the years, together with the employment of factory labor in third-world countries, risky disposition ways that oxyacetylene a worldwide banking crisis, and a category action proceeding alleging Wal-Mart discriminated against many thousands of feminine staff over the years, have light-emitting diode to a replacement target company social responsibility or smart citizenship. In an exceedingly recent survey, the Chronicle of financial aid found that sixteen % of corporations were creating additional donations of product and services which fifty-four % of corporations were encouraging additional staff to volunteer their time. (McKnight Gregorian calendar month twenty-six, 2010)

4- Advancing HRM with Technology

Advancements in data technology have enabled organizations to require advantage of the knowledge explosion. pc networks and "cloud computing" (Internet pc services and information storage) have created it doable for nearly unlimited amounts of information to be held on, retrieved, and employed in a large style of ways that. cooperative code that permits staff anyplace anytime to interface and share data with each other electronically-wikis, document-sharing platforms like Google Docs, online chat, and instant

electronic communication, net and video conferencing and electronic calendar systems-have modified however and wherever folks and firms do business.

As an example, Boeing Satellite Systems encompasses a "lessons learned" website on its computer network wherever folks from all areas of the corporate will store the data they need et al. will access it. Executives at Boeing estimate the life has reduced the price of developing a satellite by the maximum amount as \$25 million. (Guay 2001)

- 5- Containing prices whereas holding high Talent and maximizing Productivity
- For years, most human resources managers are besieged to chop labor prices. once the good Recession hit, stretching a company's labor bucks whereas gaining productivity from staff became a good larger priority. Organizations take several approaches to lowering labor-related prices, together with rigorously managing employees' advantages, downsizing, outsourcing, offshoring, furloughing staff, and interesting in worker leasing in an effort to boost productivity. Few jobs keep company with time period guarantees and advantages that may ne'er modification.

All the same, staff needs to figure for employers that may offer them with a particular quantity of economic security. Layoffs and cuts in worker advantages have heightened these considerations. Some corporations, like Google, square measure ready rent gifted staff by giving them a good deal of job security and fantastic advantages. However, most corporations, particularly tiny ones or ones that square measure troubled, realize it exhausting to vie with larger corporations like Google with deluxe profit packages. What will they do? this is often wherever Associate in Nursing unit of time manager's experience and ability comes in. browse on to check however corporations square measure handling this challenge(McKnighr Gregorian calendar month twenty-six, 2010)

6- Responding to the Demographic and variety Challenges of the manpower

Almost half organizations reported that the largest investment challenge facing organizations over consecutive 10 years is getting human capital and optimizing their human capital investments.

Why is that this so? Changes in the demographic makeup of staff, like their ages, education levels, and ethnicities, square measure a part of the rationale why. To forecast trends to support the methods of their organizations, unit of time managers oft analyze the capabilities of various demographic teams and the way well everyone is pictured in each invasive and slow-growing occupation. Women, as an example, square measure fairly well pictured in invasive occupations like health services, however, are pictured in some slow-growth occupations like body jobs and pc and money records process jobs. Blacks and Hispanics are heavily focused in many of the slow-growth and declining occupations.

The U.S. labor conjointly grew additional slowly within the last decade than it did within the previous one, a trend that is projected to continue. To accommodate shifts like these, realize qualified talent, and broaden their client bases, businesses are aware of it is significant to extend their efforts to recruit and train an additional various labor. Moreover, with an additional various manpower return additional various expectations on the part of the staff for his or her employers to fulfill.

7- Adapting to instructional and Cultural Shifts moving the manpower

Adapting to instructional and Cultural Shifts moving the manpower
Sweeping demographic changes across each the developed and developing world can place bigger pressure on each the govt. and personal sector to initiate and implement artistic solutions to coach, integrate and retain an apace ever changing and various operating population. With many scores of people foreseen to pour into the world manpower within the coming back years, and temporary and part-time staff a big and on the face of it a

permanent fixture, corporations have to be compelled to adopt more to a replacement breed of using.

The strategy a corporation follows is its proposition for the way to vie with success and thereby survive and grow. There square measure many very different approaches to strategy formation. As an example, a corporation may need a properly written strategy encompassing a five-year amount with objectives and goals for every unit. as an alternative, the strategy is also known less formally by the CEO and adjusted by that person's selections alone (McKinsey Survey, 2006).

In spite of that specific methods square measure chosen for promoting a corporation, the unit of time strategy to own the correct folks within the right place at the correct time is necessary to form the general methods work. That is why it has usually argued that unit of time ought to have input into the organization's overall strategy. After all, if a method needs individual skills that square measure presently not offered by the company, a particular quantity of your time is critical to seek out and hires folks with those skills. Strategic unit of time management entails not solely input into structure strategic coming up with, however conjointly a series of "blueprints" on a, however, unit of time can facilitate attain the required performance from folks within the operations vital to meeting key structure goals. To contribute additionally effectively, unit of time should move on the far side the executive and wrongfully mandated tasks that it is historically performed. However, those tasks still should be done still, additional unit of time efforts square measure required to feature price by up the performance of the business.. (Edward E. Lawler, 2005).

2.11. STRATEGIC HR MANAGEMENT

Refers to the employment of staff to realize or keep a competitive advantage. Figure2.5 shows the factors that have an effect on strategic unit of time management. As a result of business, methods have an effect on unit of time plans and policies; thought of human resource problems ought to be a part of the strategy

formulation method. It should be necessary to spot competitive advantage opportunities that fit to the present staff or to assess strategic alternatives given this capability of structure human resources. Unit of time professionals conjointly ought to be ready to estimate lead times for adjusting to labor shortages or surpluses. In summary, unit of time ought to be concerned in implementing methods that have an effect on and square measure influenced by folks.

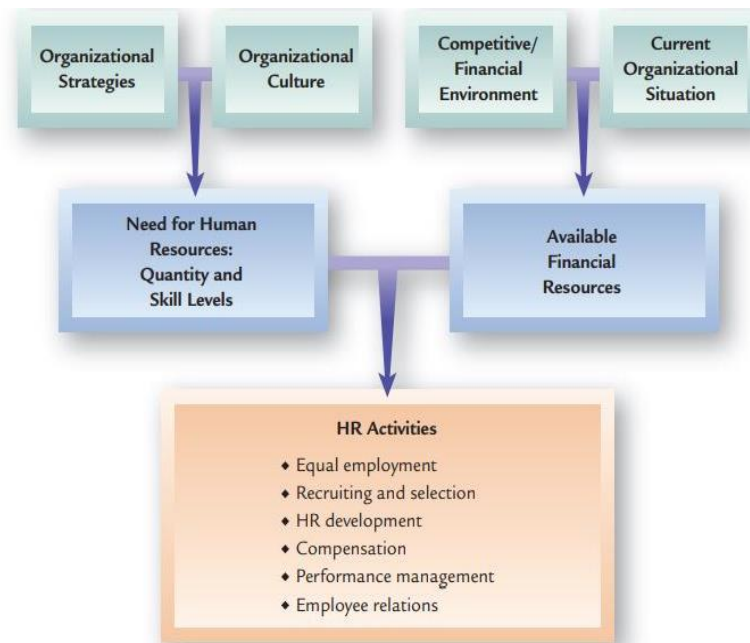


Figure 2.5 factors that affect strategic HR management

<http://open.lib.umn.edu/humanresourcemanagement/chapter/1-1-what-is-human-resources/A.d.28.01.2018>

2.11.1. Strategic Success with HR Practices

Although the logic of getting HR committed strategic planning looks clear enough, the implementation is outwardly not as widespread of course. A BNA study summarized HR's strategic performance notes. (Strategic HR Planning-Targeting, 2005).

- Top management usually does not assess HR on its strategic contributions.
- Only concerning one-quarter of companies, monitor effectiveness statistics-measures clearly tied to business strategic performance.
- Around simple fraction of organizations, do not have associate degree HR strategy.

- Forty % of companies report weak or no links between HR and overall strategic coming up with.

-

2.11.2. Operationalizing HR Strategy

Specific HR strategies depend upon the strategies and plans of a company. However, Figure 2.6 highlights some common areas in which HR professionals would like to be a part of the strategic planning process? (Kathy Gurchiek, 2003). They can:

- Understand the business. Knowing the financials and also the key drivers of business success are necessary to understanding the requirement ways.
- Focus on the key business goals. Programs that have the best connection to business objectives ought to get priority.
- Know what to live. Metrics are a significant part of assessing success, which implies selecting those measures that directly relate to the business goals.
- Prepare for the longer term. Strategic thinking needs getting ready for the longer term,
- Not specializing in the past-except as a predictor of the longer term.

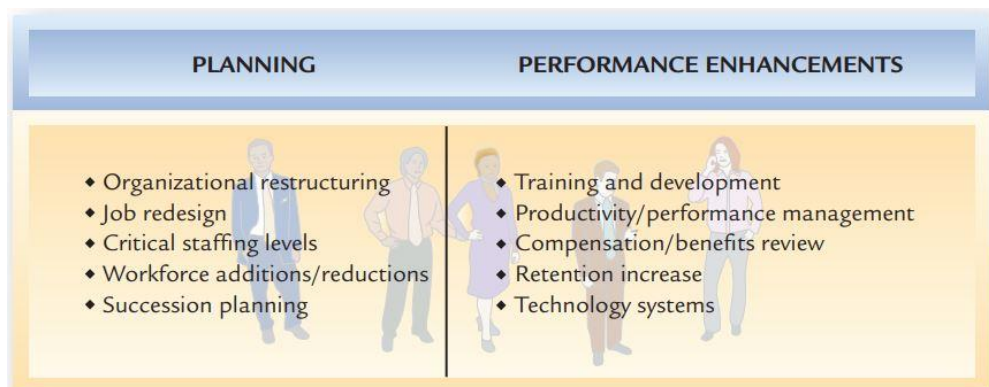
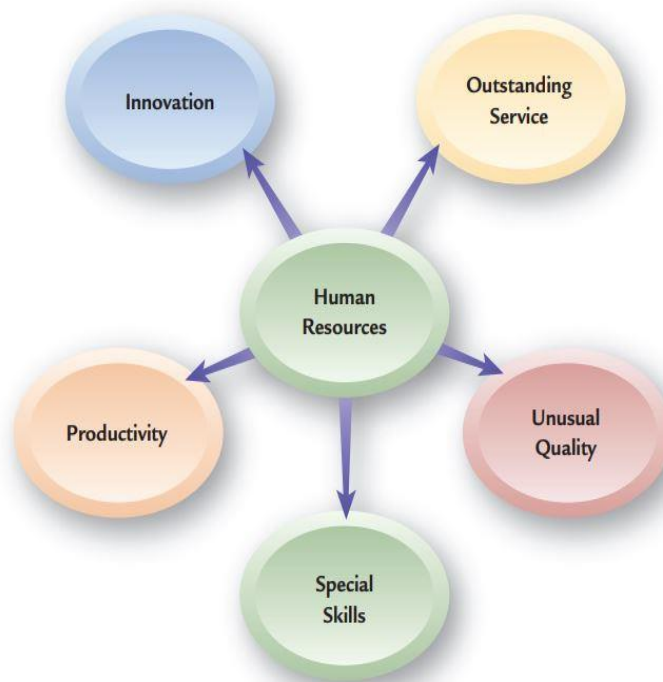


Figure 2.6 Common Areas for HR Strategies

Kathy Gurchiek, "Ten Steps for HR to Earn That Seat at the Table," HR News, April 11, 2006, www.shrm.org/hrnews; and "Strategic Workforce Strategies," 11–13

Some ways that during which human resources would possibly become a core competence are through attracting and retentive workers with distinctive skilled and technical capabilities, finance in coaching and development of these workers, and compensating them in ways in which retain and keep them competitive with their counterparts in different organizations (David E. Bowen, 2004).

Figure 2.7 shows some potential areas wherever human resources might become a part of a core competence. Individuals may be associate degree structure core competence once they have special skills or are innovative in ways in which competitors cannot simply imitate. Additionally, high productivity or outstanding



quality or service may be vicinity during which individuals would possibly give a core competence for a firm.

Figure2.7 Possible HR Areas for Core Competencies

David E. Bowen and Cheri Ostroff, “Understanding HRM— Firm Performance Linkages: The Role of the ‘Strength of the HRM System,’” *Academy of Management Review*, 29 (2004), 203– 221.

2.12. HUMAN RESOURCE PLANNING

Human resources planning are that the method of analyzing and distinguishing the requirement for and accessibility of human resources so the organization is able to do its objectives. the main focus of human resources planning is to confirm that the Organization has the correct range of human resources, with acceptable capacities, at acceptable times and inappropriate places. In HR planning, the organization should contemplate the supply and allocation of individuals to jobs over long periods, for not only an ensuing month or perhaps next year. This level of planning needs data of expansions or reductions in processes and any technological changes that will have an effect on the organization. for instance, Garey, the massive chain of outlets, had associate degree aggressive enlargement set up. Every store should have new garnets with employees, pharmacists, managers and client staff. For this company, one amongst the most

Important pressures is to confirm the supply of an adequate range of pharmacists, a challenge that resulted from the continued shortage of graduates within the pharmacy still because the development of the retail service in Walgreen, which needs pharmacists to figure completely different for various} hours and meet different demands from those placed in hospitals and clinics. Therefore, HR coming up with was within the Garey to work out however and wherever to search out enough pharmacists to fill slots caused by turnover and retirement, still as for all new store workers. this instance conjointly shows that human resources planning should establish data, skills, capabilities, experiences, and different characteristics that have an effect on employees capabilities for current and future jobs. Additionally, as a part of the analysis, human resources plans may be developed to remodel employees inside the organization, lay off employees, cut back employees, retrain existing employees, or increase employees in some areas.

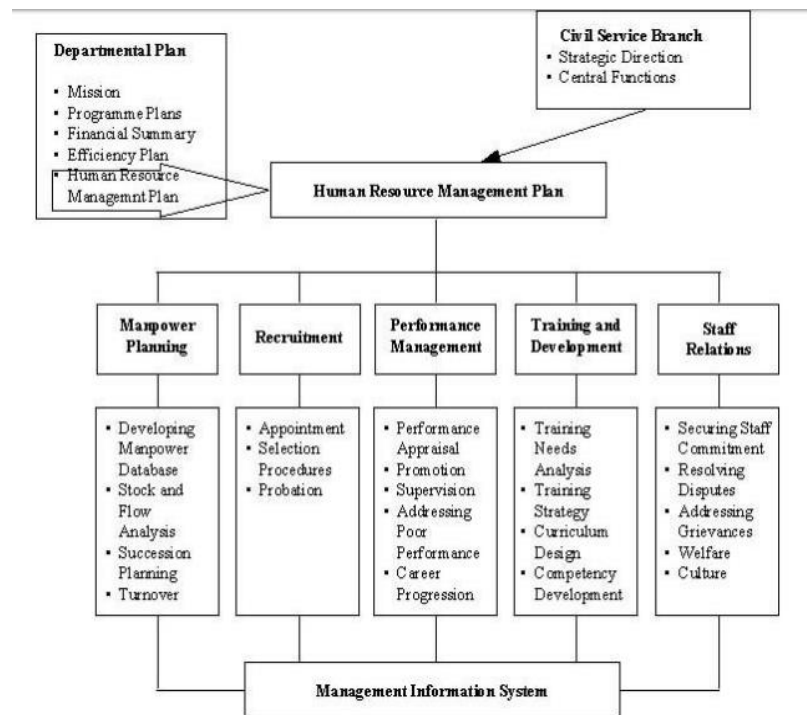


Figure2.8: (Develop the department's HRM Plan)

(Civil Service Branch June 1996, Guide on Developing a HRM Plan, p 17)

In most organizations that do HR planning, the highest HR gout and subordinate employees specialists have most of the responsibilities for this planning. However, as Figure2.8 indicates, completely different managers ought to provide data for the hour specialists to research. In turn, those completely different managers need to be compelled to receive info from the hour unit. As a results of prime managers is answerable for overall strategic coming up with, they generally raise the hour unit to project the human resources needed to implement overall structure goals.

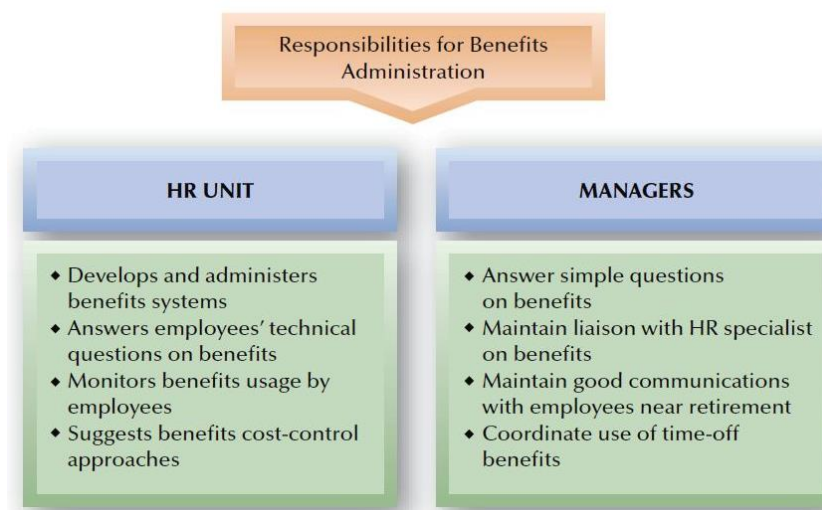


Figure2.9: Typical Divisions of HR Responsibilities

<http://slideplayer.com/slide/6251726/A.D.23.1.2018>

2.12.1. HR Planning Process

The steps within the HR planning method are shown in Figure. 7. Notice that the HR planning method begins with considering the structure objectives and strategies. Then HR wants and provides sources should be analyzed each outwardly and internally and forecasts should be developed. Key to assessing internal human resources has solid info accessible through a person's resource management system. Once the assessments are complete, forecasts should be developed to spot the link between providing and demand for human resources. Management then formulates HR ways and plans to handle imbalances, each short and semi-permanent. Specific ways are also developed to fill vacancies or subsume surplus workers. as an example, a method may be to fill five hundredth of expected vacancies by coaching smart lower level workers associate degreed promoting them into an anticipated required openings-a promotion from inside strategy. Finally, specific HR plans are developed to produce additional specific direction for the management of HR activities. The foremost telling proof of

No-hit HR planning may be a consistent alignment of the availabilities and capabilities of human resources with the wants of the organization over an amount. At the guts of strategic coming up with is environmental scanning, a method of finding out the setting of the organization to pinpoint opportunities and threats.. Indeed, one life of structure effectiveness is that the ability of a company to vie for an adequate provision of human resources with the acceptable capabilities. All parts of the external environment-government influences, economic conditions, geographic and competition problems, and personnel changes should be a part of the scanning method.

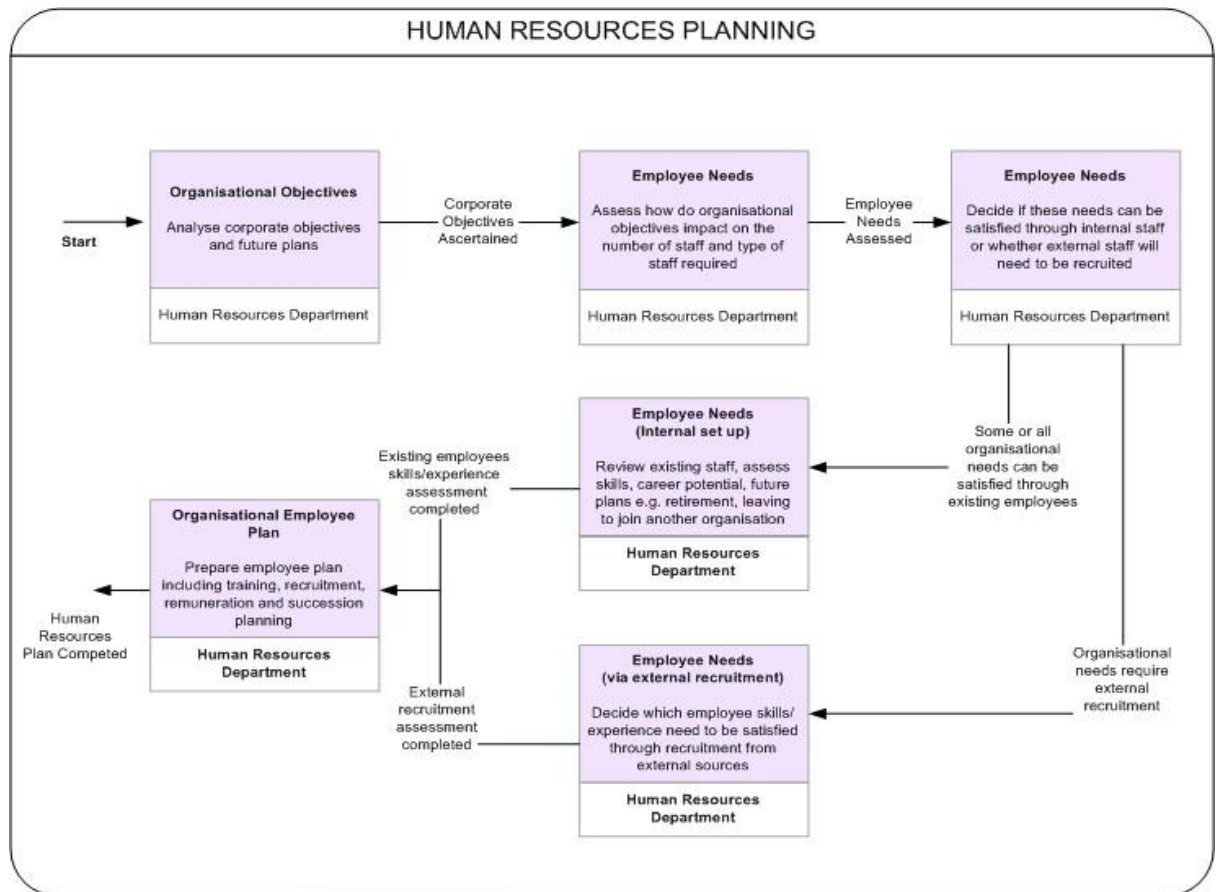


Figure2.10: HR Planning Process

Bechet, T. and Maki, W. (2002). “Modeling and Forecasting: Focusing on People as a Strategic Resource,” Human Resource Planning 10, 4, p: 217

2.12.2. Critical Success Factors for Developing the HRM Plan:

Whether the HRM Plan can achieve its desired purpose depends on:

- Top management commitment to the philosophy that folk is square measure the key to the success in achieving the objectives of the organization.
- Strategic linkage of the department's HRM programs to its mission and objectives.
- Line management's possession of the HRM set up.

2.12.3. Model for Developing the HRM Plan the HRM Plan:

Built upon associate degree understanding of the department's vision, mission, values, and strategic programs and challenges. Developing the HRM arrange this fashion links the HRM programs to business plans and helps grade HRM programs in step with business priorities.

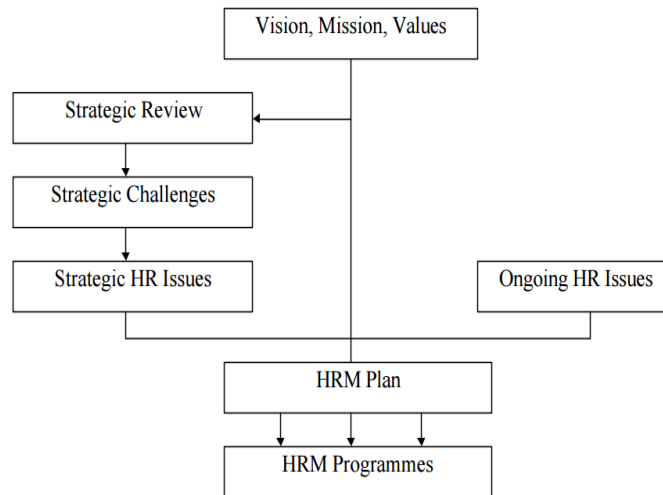


Figure2.11: (Model for Developing the HRM Plan the HRM Plan)

Civil Service Branch June 1996, Guide on Developing a HRM Plan, p 20)

2.12.4. Stages of Human Resources Strategic Planning:

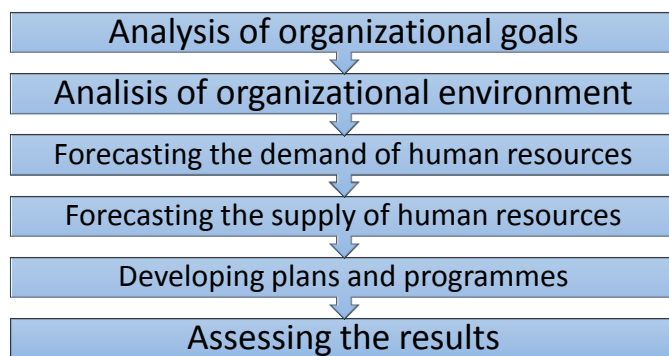


Figure2.12: Stages of Human Resources Strategic Planning

Gherman, L., Pănoiu, L., Dindire, L., Popa, L., (2013), Managementul resurselor umane (Human Resources Management), p:21-33.

1- Analysis of organizational goals.

The starting point of human resources strategic planning is to spot and analyze structure goals. The quantitative and qualitative existence of human resources may be a necessary condition to attain objectives. Any amendment within the strategic planning of a company entails changes within the strategic planning of human resources.

2- Analysis of organizational environment.

The external setting includes a group of opportunities and threats, by the character of current domestic and international economic, social, demographic, political, technical and technological circumstances. political economy forecasts, general market characteristics and notably marketplace options, legal rules within the field, commercial enterprise and national trading policy, the force of domestic and foreign competitors are just some vital parts within the external setting that ought to be taken into consideration.

Opportunities within the external setting should be exploited effectively and threats should be managed so their adverse impact upon a company may be decreased. Equally necessary is that the analysis of the inner setting, that is, own ways and plans, existing human resources (age, labor seniority, qualification and specialization levels, quality and fluctuation rate), monetary statements that highlight the strengths and weaknesses of a company..

i) External Factors

- Labor market trends
- Current and projected economic conditions
- Changes in legislation
- Technological advancements
- Cultural and social values

ii) Internal Factors

- Workforce composition (profile, trends, skills)

- Changes in policy platform, guidelines, program delivery, organizational structure
- Government-wide initiatives, such as diversity
- Moreover, employment equity; official languages; training, learning and development; values and ethics; workplace well-being.

3- Forecasting the demand of human resources.

Depending on the number of activities foretold by the organization, one will appreciate the longer term. Human resources would like each quantitatively and qualitatively. The most strategies utilized in foretelling the demand for human resources are:

- Management estimates.
- Delphi method.
- Trends' analysis.
- Work-study techniques etc.

Top-level managers and managers at different stratified levels, World Health Organization suppose a selected activity that determines staffing wants for future periods in relevancy the general strategy of their organization, create management Estimates. This technique is typically employed by tiny organizations or "emerging" organizations, that involves a variety of risks. The Delphi technique needs the presence of associate degree knowledgeable cluster (around 10-20 persons), through systematic consultation, expressing their views on the longer term of the organization, and implicitly on employees necessities supported unorganized questionnaires.

The cluster of specialists is standard for the Organization's activity and has in-depth data within the space of human resources. Typically, once a session of 3-5 queries, access to accord one direction is crystallized, a time that {the process the technique} of foretelling activity may be completed and employees' analytic thinking

is that the method calculable by the requirement for future reference resources to information from previous periods. Thus, the required human resources are calculable in terms of amount and structure, supported the validity of past records and on the capability and realism of residents. it is counseled to use labor study techniques once work may be measured. Within the case of productive activities, one envisages the planned production volume, the quality operating time per unit, the operating time of the employee and also the non-productive times.(Manolescu, 2003, p. 255).

4- Forecasting the supply of human resources

Aims at analyzing internal human resources (existing staff) and also the analysis of external human resources (potentially available). The analysis of human resources provide includes offered human resources; potential losses because of misuse; potential changes because of promotions; effects of being absent and of changes in operating conditions; provide sources from inside the corporate (Armstrong, 1991, p.297).

5- Developing plans and programs: that's, actions, responsibilities, deadlines, and budget. The most varieties of plans are achievement, coaching and training, and promotion.

6- Assessing the result: The stage once a quantitative assessment is applied to the kind of productivity gains and prices, and a qualitative assessment, particularly new skills and human values. The strategic planning of human resources is an associate degree current method, being closely associated with the mission, vision, and goals of a company.

The requirement for strategic planning arises from the dynamism of social and economic life, with a proactive approach to any sort of organization. Retirements Resignations Promotions to new positions Miscellaneous Promotions from sure positions achievement ANTICIPATED providing OF HUMAN RESOURCES 610 The role of strategic human resources planning is to “ensure the correct man within the right place at the correct time”, as a person's resource is that the solely resource having a clever and innovative result. Thus,

there emerges a synergistic result between a personal and also the organization wherever he/she works, between associate degree organization's HR strategy and overall strategy. The most objectives of strategic planning are to confirm the required human resources, the quality to the character of a company and their effective use in achieving structure objectives.

Analyzing the required human resources consistent with associate degree organization's objectives and creating a reference to the prevailing labor pool demand and provide, the essential balance in strategic planning is ensured. the advantages achieved are plain, as human capital is reworked into a real competitive advantage. Since human resources policies are open and positive, they supply equal opportunities for skilled development, increasing one's sense of skilled accomplishment, employees turnover decreases, the commitment to a company will increase, and also the results are then seen in structure fight. (Manolescu, 2003. 253).

2.13. POLARIZATION HUMAN RESOURCES:

The construct of Polarization human resources Polarization method, that's determined by the wants of the human resources of organization in terms of amount and quality, comes once building on the results of careers analysis supported description and Human Resources Management within the organizations that are looking for sources to fulfill these wants, wherever the employment of multiple sources sophisticated that the organization must have sure cadres in terms of range and kind.

It ought to be noted that the polarization method may be a set of activities that get to draw in qualified people to figure within the organization, so as to meet the needs of the parties. (Armstrong, Michael, 2008). during this context, polarization identifies and attracts prospective workers, because it represents a typical correlation among them within the organization that seeks to attain its objectives by attracting and appointing the most effective workers on one hand, and also the job seeker or the polarized person, who wants this work to satisfy his wants on the opposite hand. within the case of convergence and harmony of the expectations that the individual is obtaining from the organization to satisfy the

wants of the organization which are submitted by him to attain the objectives of the organization, it's easier for the organization to follow the carrot technique to draw in qualified people, then choosing and appointing them consistent with the compatibility between the wants of every of the 2 parties. This refers to the supply for the organization to pick out the most effective of the biggest cluster of people to attain a competitive advantage except different organizations (Dora and Sabbagh 2008, 109). during this sense, the polarization has multiple sources of the method and is split into 2 main sources: internal and external. the inner polarization suggests that promotion and transfer of the recent worker to a brand new job, or upgrade of associate degree existing worker in a very explicit body level to a better body level (Awamleh 2000, 229).

2.13.1. Recruitment and Polarization criteria

The polarization associate degreed achievement method of a worker should pass many stages. Every stage is taken into account essential to the method of polarization and appointment through following the correct steps, criteria, and models of the method, as follows:

1. Human resources planning: during this stage, human resources within the organization are analyzed to predict the longer term wants, social action set up (AAP) and going to get them. These embody a section of necessary steps so as to style the set up and verify the objectives of the organization. The steps are as follows: (Lakhotia, 2008, 87). Determining the objectives of the organization, and also the study of the inner and external conditions.
 - Determining the wants of the human resources in terms of quality and amount
 - Evaluating the prevailing human resources offered within the organization and within the labor markets.
 - Developing the set up designed to fulfill the wants of the human resources.
 - Following up the implementation of the set up and continuous analysis of every method completed.

2. Taking a senior management approval of the plan: this implies to maneuver forward in its implementation. within the case of non-approval of senior management, the human resources management efforts become useless ones (Eissa 2008).

3. Attracting human resources: during this step, there ought to be associate degree announcement of the organization showing the requirement to recruit workers within the human resources, whether or not through press ads or by any suggests that of polarization. This method includes criteria; because it should be clear and robust as a result of the ability of advertising ends up in attract additional intelligent than people. The goals of polarization should be clear, and also the method should be formal. Moreover, sources of polarization should vary, wherever they will use daily newspapers and employment agencies. they will conjointly create use of the coordination with the scholars within the universities, and also the use of the university newspaper to advertise vacancies. Additionally, it is necessary to arrange a special allow the method of polarization and achievement (Lakhotia, 2008).

4. Selection: is that the method of selecting people with qualifications required to fill jobs in a company. While not these qualified workers, a company is way less possible to succeed. maybe the most effective perspective on choice and placement comes from 2 HR beliefs that underscore the importance of effective staffing:
 - Hire laborious, manage straightforward.” the quantity of your time and energy spent choosing the correct individuals for jobs might create managing them as workers abundant more easy as a result of several issues are eliminated.
 - Good coaching won't compose for unhealthy choice.” once the correct individuals with the acceptable capabilities are not chosen, employers can have issue later adequately coaching the lesser qualified people World Health Organization were chosen.

Selection selections are a crucial a part of no-hit HR management. Some managers would even state that choice is that the most significant a part of

running a sound organization. There are several reasons why an organization will succeed; but unless managers will rent the correct individuals for the correct jobs, an organization will not be able to absolutely satisfy its mission, vision, and overarching semi-permanent objectives. The University Of Texas M.D. Anderson Cancer Center, placed in Houston, Texas, is one such no-hit organization that has effectively used its workers through positive choice and staffing processes. Albeit the organization operates in a very competitive marketplace, it has been able to rent and retain personnel by giving workers the chance to be told totally different jobs and to alter career tracks (Leslie Stevens-Huffman2005).

2.13.2. Competitive advantage and its role in the process of polarization

Competitive advantage implies that the organization has blessings through what is offered from the resources, the capabilities and skills of different organizations that cannot vie or maintain its tradition. it is traditional that this competitive advantage is property and accessed by multiple sources because the human component is taken into account the foremost necessary supply. (Subaie 2007). The way to manage human resources within the organization; the creation of high motivation among employees; the event of the organization culture to become associate degree exciting motivation of individuals; the encouragement of creativeness and spirit of innovation; and also the increase within the degree of the employees loyalty to the organization, all of those acts create an efficient contribution to © Alsakarneh, Hong, Abbasi & Alghalban authorized underneath artistic Common Page 368 succeed competitive advantage (Qoutb, 2013). The capabilities of a company are the foremost necessary aspects of effectiveness and potency in resources management. Some authors believe that the accomplishment of competitive advantage shall be completed through building a pyramid includes resources and a special capability that makes these resources at the primary level of the pyramid. the idea to make such a capability comes at the second level of the pyramid, whereas the idea for achieving competitive advantage comes at the third level of the pyramid.

Several studies and scientific researchers recommend that there are several parts of competitive advantage that alter the organization to boost its competition with different organizations. Such parts embody promoting associate degree operational potency, service quality, enhancing the capability for innovation, developing the data, learning, and participation, rising operations, reducing price, breaking the time barriers, increasing productivity, making new opportunities, and reducing the time spent on selling the service (Alihutra 2004). It ought to be noted that once organizations are seeking to attain competitive advantage, they believe heavily on what has been called intangible assets; like human and intellectual capital, data capital, creativity, and social capital. Man alone is that the one World Health Organization thinks, analyzes, and innovates; as he has this distinctive ability of creative thinking to think and analyze. But such ability is not possessed by many people, as the method of treating inputs intellectually differs among people. For example, two different people can listen to one piece of information.

One hears it then forgot concerning it, however the opposite lists and contemplates it in his brain to create use of it in the resolution a tangle, formulating an inspiration or launching a brand new product (Subaie 2007). Therefore, there are criteria for deciding the standard of competitive advantage that is determined in accordance with the subsequent criteria: (Al Damen, 2010, 47)

- Low competitive advantages: They depend upon a least-cost strategy, and so there may be heaps of competition for organizations that emulated several industrial organizations that tend to use this strategy (just in time) to reduce the price.
- High competitive advantages: They train and qualify human resources; as they need a competitive advantage from one supply that ends up in success and excellence.

2.13.3. Importance of polarization

- 1- The correct polarization affects the organization gift and future.
- 2- Polarization efforts facilitate to pick out the correct human resource for the correct job.

- 3- Select the most effective people World Health Organization are motivated and motivated.
- 4- Reduction of absence and turnover.
- 5- Achieve higher productivity.
- 6- Achieving the objectives of the Organization.

2.13.4. Sources of polarization

The sources of polarization are divided into internal and external sources.

1- Internal sources:

At present, the organization's workers are thought of the foremost necessary sources on that to fill vacant positions. this implies that if a definite position within the organization is vacant, it should be publicized inside the organization so those that meet the conditions of its workers will apply for it.

The most necessary of those sources (Promotion, transfer, and transfer, former workers, talent inventory, internal advertising, through colleagues, acquaintances and (.In an excellent world, the leader can adhere to formal internal-recruitment policies and procedures. These generally believe heavily on the task posting and on the firm's skills inventories. Job posting suggests that business the open job to workers (usually by nearly posting it on company intranets or bulletin boards). These postings list the job's attributes, like qualifications, supervisor, work schedule, and charge per unit. Qualifications skills inventories put together play a task.

As associate degree example, they'll reveal to the company's recruiters those employees WHO have the proper background for the open job. Ideally, the employer's system, therefore, matches the most effective within candidate with the task. In apply, this does not continuously happen. For higher or worse, internal politics and having the correct connections can result in placements that appear (and so might be) unfair and suboptimal. Former workers are notable quantities (more or less) and are already accustomed to however you are doing things. On the opposite hand, workers who you relinquishing might come back with negative attitudes.⁴⁸ inquire (before rehiring) concerning what they did throughout the closedown and the

way they feel concerning returning. once a tentative amount, credit them with the years of service that they had accumulated before they left (Lyle DeWitt, 2005).

2- External sources

Employers cannot continuously get all the employees the workers the employees they have from their current staff, and generally, they merely do not need to. is also necessary for the organization to resort to 1 of the external sources to get the specified men. As long because the organization has autonomy to fill the vacant positions of its members, it should resort to external sources to get a number of the foremost competent and necessary staff. Sources embody the (Government employment offices, personal achievement offices, direct organization, external advertising, faculties and universities, skilled organizations, military service, knowledgeable opinions and university professors, trade unions.(Lauren Weber and Leslie Kwoh,2013).

2.14. HR SELECTION

Human Resource Management (HRM) is a very popular subject. Many writers make an effort to write and explain about Recruitment and Selection (R&S), the best way to treat employees and the differences between national and international assignments. As a student we do not often think about the challenges a company has do deal with in our country, let alone in other countries around us. But as we were going through our classes about International HRM,. We will give you an overview of the cultural and social challenges, which an expat has to deal with during his relocation process. We will explain how a HRM-manager can support expat employees as good as possible and make their relocation process smoothly. Sure influences restrain (the freedom of) managers once selecting a recruiting supply like as image of the corporate, internal policies, attractiveness of the task, government policies, budgeting support, etc.

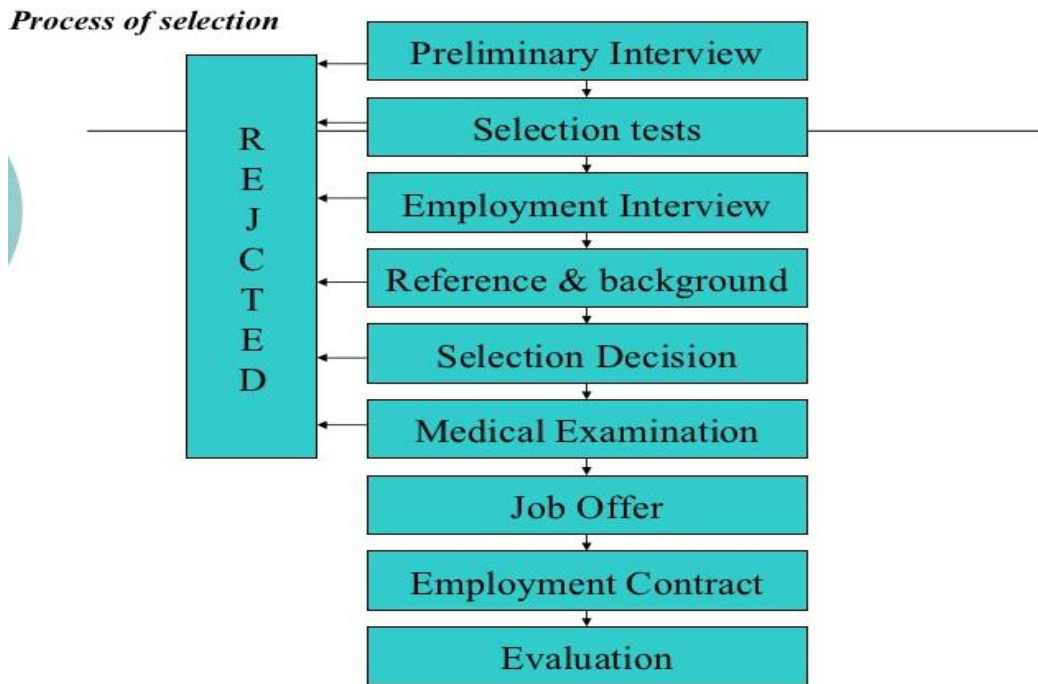


Figure2.13 Process of Selection Human resource

(<http://www.expertsmind.com>).A.D.08.12.2017

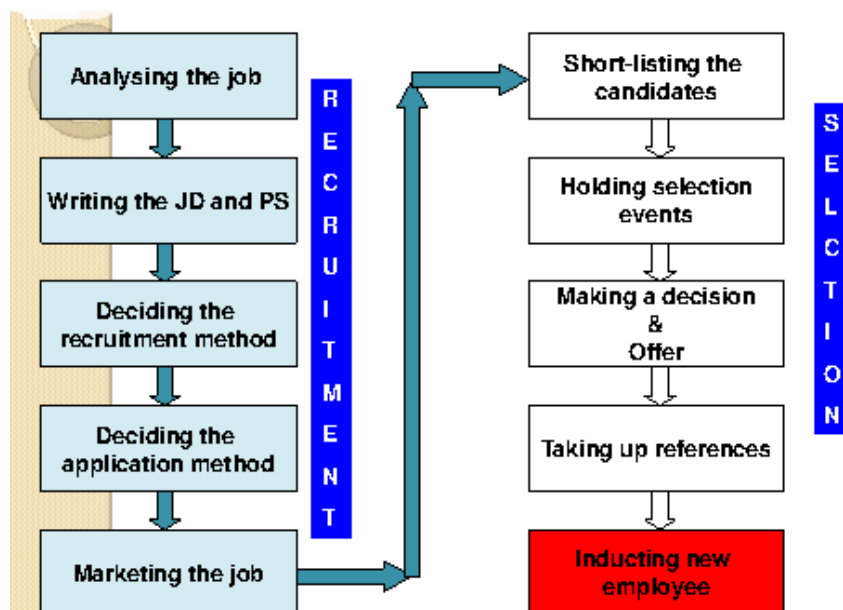


Figure2.14: (Recruitment and Selection Process)

<https://www.slideshare.net/CharlesCotter/competencybased-recruitment-and-selection-interviewing-cbi-skills>.A.D.21.11.2017

2.15. EMPLOYEE TESTING AND SELECTION

One of the ironies of being a line manager in even the biggest of firms is that, once it involves screening staff, you are usually on your own. Some massive firms' HR departments may go with the hiring manager to style and administer the kinds of screening tools we tend to mention during this chapter. However, the very fact is that in several of those companies, the HR departments do very little over some preliminary prescreening (for instance, arithmetic tests for clerical applicants), and then follow up with background checks and drug and physical exams. What do you have to do if you are, say, a promoting manager, and need to screen a number of your job candidates additionally? It is attainable to plot your own take a look at the battery, however, caution is needed. Buying then mistreatment packaged intelligence tests or psychological tests or perhaps tests of promoting ability may well be problematical. Doing, therefore, could violate company policy, raise queries of validity, and even expose your leader to EEO liability if issues arise.

A most well liked approach is to plot and use screening tools, the face validity of that is apparent. The work-sampling take a look at we tend to mention is one example. It is not unreasonable, as an example, for the promoting manager to raise an advertisement human to pay 0.5 AN hour planning AN ad, or to raise a market research human to quickly define a market research program for a hypothetical product. Similarly, a production manager would possibly moderately raise a listing management human to pay many minutes employing a customary internal control model to unravel a listing drawback. For tiny business house owners, some tests' simple use makes them significantly smart for tiny companies. One is that the Wonders Personnel Test; it measures general power in regarding quarter-hour. The tester reads the directions, and then keeps time because the candidate works through the fifty short issues on two pages. The take a look at scores the test by totaling the quantity of correct answers. Scrutiny the person's score with the minimum scores suggested for varied occupations shows whether the person achieved the minimally acceptable score for the sort of job in question. The prognostic Index measures work-related temperament traits on a two-sided sheet. As an example, there is the "social interest" pattern for an individual United Nations agency is usually unselfish,

congenial, and retiring. This person would be an honest personnel inquirer, as an example. A model makes rating easy. As several managers recognize, for a few jobs past performance may be an additional helpful predictor of performance than are formal choice tests. As an example, one study of prospective NFL players complete that body performance was a considerably higher predictor of NFL performance than were ability tests. Testing is barely a part of AN employer's choice process; you furthermore may need to conduct background investigations and different choice procedures. (Brian J. Hoffman, 2011).

Testing is only part of an employer's selection process; you also want to conduct background investigations and other selection procedures.

- The main purpose of doing a background check is to verify the applicant's data and to uncover probably damaging data. However, care should be taken, significantly once giving a reference, that the worker not be defamed which his or her privacy rights are maintained
- Given former employers' reluctance to produce a comprehensive report, those checking references ought to do many things. Check that the human expressly authorizes a background check, use a list or type for getting phone references, and be persistent and alert to potential red flags.
- Given the growing quality of computerized employment background databases, several or most employers use reemployment data services to get background data.
- For many varieties of jobs, honesty testing is important and paper-and-pencil tests have well tried helpful.
- Most employers conjointly need that new hires, before truly coming near the board, take physical exams and misuse screening. it is essential to fits immigration law, above all by having the candidate complete AN I-9 Employment Eligibility Verification type and submits proof of eligibility (Gary Dessler, 2013).

CHAPTER THREE

TECHNOLOGY CAPABILITIES AND ORGANIZATIONS

3.1. CONCEPT OF TECHNOLOGY

The use of technology is currently very common in associate degree increasing vary of jobs, with the expansion of the web being simply the newest section. However, the means within which technology is truly employed in organizations depends on choices created by folks and negotiations between folks specifically social contexts. Thanks to this, technology could be a terribly flexible development. to urge the most effective out of technology and also the folks that use it, managers so want associate degree understanding of the character of technological amendment, it's structure and also the use of technology is currently very common.

They additional argue that the assembly method or operation technology is embodied within the instrumentality or the suggests that to provide an outlined product. On the opposite hand, the merchandise style or product technology is that that is manifested within the finished product. Pavitt (1985) suggests that technology is principally differentiated information regarding specific application, tacit, usually unmodified and mostly additive inside companies. Thus, supported this argument, technology is considered the firm's 'intangible assets' or 'firm-specific' that forms the premise of a firm's aggressiveness and can typically unharness underneath special condition (Dunning, 1981).(Tihanyi and Roath, 2002) propose that technology will embody data that's not simply duplicatable and transferable. supported this argument technology is seen as "tacit information (Polanyi, 1967) or firm-specific, secrets or information glorious by one organization" (Nonaka, 1994).

Technology because the intangible assets of the firm is frozen within the companies routines and aren't simple to transfer thanks to the gradual learning method and better value related to transferring silent information (Rodasevic,1999). Valuable technological information, that is that the intangible assets of the firm, is rarely simply transferred from one firm to a different as a result of the technological learning method is required to assimilate and internalized the transferred technology (Rosenberg 1985, line 2003)

Conjointly take into account technology as firm-specific data regarding the Characteristics and performance properties of production processes and merchandise designs; so, technology is silent and additive in nature. (Burgelman, 1996) refer technology because the theoretical and sensible information, skills, and artifacts that may be accustomed develop merchandise and services moreover as their production and delivery systems. Technology is additionally embodied in individuals, materials, psychological feature and physical processes, facilities, machines and tools (Lin, 2003). Supported Sahal's (1981) idea, town (2000) argues that technology and information are indivisible just because once a technological product is transferred or subtle, the information upon that its composition is predicated is additionally subtle. The physical entity can't be place to use while not the existence of database, that is inherent and not auxiliary.

MacKenzie and Wajcman (1985) outline technology because of the integration of the physical objects or artifacts, the method of creating the objects and also the which means related to the physical objects. These parts don't seem to be distinctive and severable factors, however, type a 'seamless web' that constitutes technology (Woolgar, 1987). In the process the term technology, all the 3 parts should be understood as being inter-connected to every different and an amendment in one part can have an effect on the opposite 2 parts. the newest definition given by Maskus (2003) has broadened the idea of technology wherever technology is outlined as 'the data necessary to realize a particular production outcome from hand-picked} suggests that of mixing or process selected inputs that embody production processes, intra-firm structure structures, management techniques, and suggests that of finance, promoting strategies or any of its combination'. different students like Tepstra and David (1985) recommend that technology as a cultural system involved in the relationships between humans and their setting. From the systems perspective Afriyie (1988) defines technology as encompassing:

- The basic knowledge sub-system;
- The technical support system (software);
- The capital-embodied technology (hardware).

This perspective views that technology acknowledges the necessity to spot the various parts of a selected country's technology that are complementary and

reciprocally reinforcing. The previous studies done by the researchers have offered varied definitions and ideas of technology from completely different disciplines, contexts and views. We can say the Technology may be a broad term incorporating the instrumentality, procedural and social views related to however work is undertaken. Type historical views of doing acquainted things or just searching for new information.

This define of technology is predicated on the work of United Nations agency points out clearly the dynamical read of the idea. per this analysis, technology has gone from being comparatively precise term with hale Significance to a rather imprecise term with a substantial degree of importance In terms of Its worth to organizations and society. Winner identifies 3 general applications of the term technology:

- Apparatus. This class of technology refers to the physical equipment or materials that are necessary for the accomplishment of tasks. It includes the tools, machines, and instruments required either to undertake work in support of people's actions or as an automatic suggest that of manufacturing merchandise and services.
- Technique. This refers to the purposive aspects of the act through the appliance of skills, methods, procedures or routines as a method of achieving objectives.
- Organization. This use of the term refers to social arrangements together with factories, bureaucracies and groups established to realize explicit goals. The equipment and techniques are practiced inside the framework.

Requires routines and procedures to be followed in achieving the set objectives and so it is classed as a social facet from Fox's classification.

The matter with each of those definitions of technology is that any specific example is probably going to contain parts of every classification. as an example, the introduction of recent instrumentality during a plant is probably going to influence each the techniques used and also the social system inside that it's distributed. In terms of Fox's classification theme, there's conjointly seemingly to be AN interaction between the 'hard' aspects of the fabric technologies and also the 'soft' aspects of

social order and behavior inside that the tangible aspects are operated. Clark et al. (1988) introduced another approach, supported the notion of AN engineering system. Their definition offers a comparatively slender read of technology, however, adds quality and class through the incorporation of engineering principles. Their definition begins with the read that technology encompasses aspects of hardware, software, engineering principles and also the purposeful configuration of elements classified underneath 2 headings: Clark et al. (1988)

- Primary elements. The two elements within this category are the architecture (design and structure) and the technology (hardware and software).
- Secondary elements. The two elements within this category are the dimensioning (adaptation for specific use) and appearance (ergonomic and aesthetic features).

This approach has the advantage of overcoming the potential conflicts inherent within the earlier definitions due to the inclusion of variability inside it. The sooner definitions saw the importance of technology as a operate of its attributes. Not all examples found are fitted showing neatness into this framework. The model of Clark et al. incorporates a wider variety of variables into one model. Consequently, further richness and quality is accommodated while not violating the essential unity of the framework. Inside this model, it is simple to accommodate the findings that there are each imperative and constraints that exist and that operate the selection of technologies used.

First, they [the technologies] eliminate or scale back the quantity of advanced tasks requiring manual skills and abilities; second, they generate additional advanced tasks that need mental problem-solving, and instructive Skills and talents and an understanding of system interdependencies; third, so as that several tasks is performed effectively, silent skills and talents related to the performance of labor with the previous technology are still required; fourth, they involve a basically completely different relationship between the user and also the technology compared to [older] technologies. (McLoughlin and Clark, 1988, pp. 116-17).

So as to grasp technology and also the impact of it in AN structure context the approach of Clark et al. has abundant to commend it. It adopts a transparent read

of technology as being the hardware and also the software package related to the physical illustration of it. However, it conjointly permits for the introduction of

Discourse and social dimensions through the scale of design, orientating and look inside one model. The approach custom-made to the study of technology can rely on the aim that it has to be used. As an example, engineers are involved with the instrumentality aspects; industrial engineers with the potency of use; product designers with the implications for the physical result; managers with management, levels of output and value. In addition, social scientists with the social, political and management aspects of it. Braver man (1974) incorporated these into two broad classes of approach to technology:

- Engineering APA

Approach. Regards technology as an illustration of machines and instrumentality. Emphasizes the physical aspects and internal relationships between these elements.

- Social approach Considers technology from the attitude of the impact on labor and views it as a social construction serving the wants of explicit teams inside society this is often a difficulty, which will be developed additional within the future discussion of alienation.

This approach to technology is incredibly abundant a operate of whether or not it's thought-about to be an assortment of hardware or as a part of the structure and social ordering of society. The actual image adopted can considerably influence the next read of its impact. What emerges from this review of the definition of technology is that it reflects far more than mere machine- and computer-based approaches to figure Management in. the newest predictions for networking through digital technology also are delineated by Law (2003) that demonstrate a number of the advantages although productivity improvement moreover as a number of the issues like stress and security.

3.1.1. Definition of Technology

Technology may be a set of data dedicated to making tools, process procedures and extracting materials. The term "technology" is broad and everybody has his or her own means of understanding the means of technology. We tend to use technology to accomplish varied tasks in our daily lives, in short; we will describe technology, products, processes or organizations. We tend to use technology to expand our capabilities that create individuals the foremost vital a part of any technological system. Technology is additionally applying science to unravel a drag. However, what you wish to grasp is that technology and science are completely different subjects that employment hand in hand to accomplish a selected task or solve a selected drawback. Past analyses have viewed and outlined the term 'technology' from several views and this has influenced the research style and results, negotiations around a transfer and government policies normally (Reddy and Zhoa, 1990). Thus, the term technology has been given varied definitions by previous literature. Per Kumar ET. Al (1999) technology consists of two primary components:

A physical component that features of things like merchandise, tooling, equipment's, blueprints, techniques, and processes. The informational component, that consists of information in management, marketing, production, control, untrustworthiness, skilled labour and purposeful areas. the earlier definition by Sahal (1981) views technology as 'configuration', observant that the transfer object (the technology) depends on a subjectively determined but diagnosable set of processes and merchandise. This study on the technology transfer has connected technology directly with data and extra attention is given to the strategy of study and development (Dunning, 1994). By scrutinizing the technology definition, there ar 2 basic elements that may be identified:

- Knowledge' or technique.
- Doing things'.

Technology is often connected with getting bound result, breakdown bound issues, finishing bound tasks victimisation explicit skills, using information and exploiting assets (Lan and Young, 1996).

3.1.2. Technology capability.

There has been a gradual increase in technological capabilities researchers, that are complimenting to every different. A good variety of problems has been investigated together with the definitions of technological capability, classifications of technological capability, assessment models on technological capability and also the determinants of technological capability. The technological capability has been outlined in various and ranging approaches. It includes the power to create effective use of technological information (Kim, 1999). The information and skills needed to spot, appraise, utilize and develop Technologies and techniques (Arca, 2000).

3.2. APPROACHES TO TECHNOLOGY AND ORGANIZATION

To begin, however, we tend to should take into account what we tend to truly mean by the character of the connection between ‘technology’ and organization. This subject has generated a very massive literature, however here we tend to shall merely summaries a number of the most problems. The question of which means isn't as easy because it would possibly sound, for there's a spread of definitions and none is universally accepted. Counting on one's definition of technology, it makes a distinction on its capabilities and the extent to that human will hope to exercise influence over it. A basic disagreement issues wherever ‘technology’ begins and ends and the extent to that it is separated from any close social, political and structural context during which it operates. Here, as an example, (Orlikowski, 1992) provides a helpful basic distinction between what she calls the scope (what is outlined as comprising technology itself) and also the role of technology (how the interaction between technology and also the organization is defined).

Firstly, and least polemically, we tend to may quote the ‘hard’ aspects of machinery, software, equipment, processes, and so on, that are principally subject to physical laws. Secondly, ought to we tend to embody the systems, procedures, work organization, and information that are subject to the social system, however conjointly necessary to convert material in no matter type to a remodeled product or service? To what extent are the outcomes and consequences of technologies for humans set by unavoidable physical needs or, or else, are individuals ready to

intervene throughout the system style or use phases to modify completely different outcomes with identical technologies?

This time between the relative influences of the technology itself and the close structure context.. Figure no. 3.1 provides a simplified general illustration of the positions of a number of the most colleges of thought mentioned in this section. It ought to be stressed that this is often supposed to be illustrative solely, and isn't meant to recommend that an easy division exists between 'technological' factors that influence society on the one hand and 'societal' factors that influence technology on the other: indeed, the opposite reciprocally form the development of every.

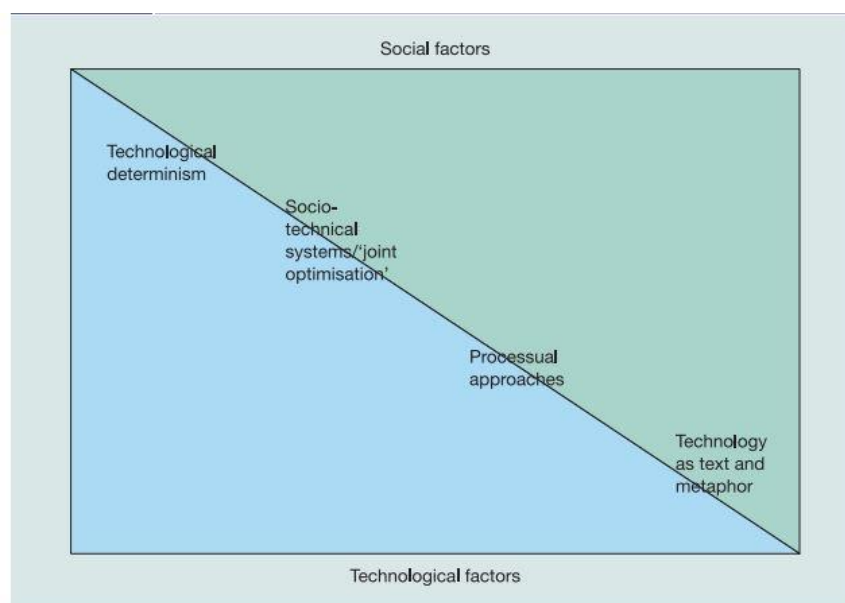


Figure 3.1 Differing explanations of the

Relative importance of technological and social factors

McLoughlin, I. and Badham, R.(1999), 'Political Process Perspectives on Organization and Technical Change', Human Relations, vol. 58, no. 7, esp.

Technological philosophical doctrine at one extreme, the concept that technology innately causes bound things to happen is thought as technological determinism; it has been attributed, to a bigger or lesser degree, to variety of the first 'classic' studies of the impact of technologies at intervals associate degree industrial setting. Several teachers et al. would argue that such a read of technology is currently obsolete and Old-fashioned. However, in some quarters, it is noticeable however, the revolution in

ICTs at intervals the last decade and a 0.5 has led some commentators to permit it a determinant role in shaping society. Optimistic visions that technological modification, of itself, can cause the structure of industries, commerce, and jobs to alter cropped up varied times within the speeches of former Great Britain Prime Minister, Tony Blair, as an example, (Blair, 1999) the writings of advisers to his government like Charles Lead beater, Cairncross.s. (Cairncross, 2001) p: 22-25.

Clearly, another time it'd profit the observer of this subject to adopt a skeptical viewpoint concerning the capabilities of the technology itself and also the extent to that these square measures mediate in apply by varied organizational and social factors. However, the technologies studied by a number of the first tutorial associate degree analysts of organizations were of an altogether a lot of physically obvious, mechanical kind.

Some prestigious analysis of the Fifties and Sixties known associations between technology and variety of structure phenomena, together with Woodward's studies of the structure of organizations(Woodward , 1980) Blauner's investigations of the degree of job satisfaction skilled by employees (Blauner,1964)and Sayles' work on the pattern and probability of commercial grievances (Sayles,1958). Within the cases of Blauner and Sayles, their interpretations of their study of labor processes and technologies utilized in completely different industries gave technology tidy freelance informative power as an element. Above all, writers like Blauner role player attention to the negative consequences for employees of 'Fordist' line technologies, visible in lack of job satisfaction, absence, poor use of human skills, and so on.

3.2.1. Perspectives on technology

His impact of technology on a company has been studied from the variety of various views and supported a differing read of what technology really is. In a study of a hundred producing organizations within the natural philosophy, chemical, and

engineering industries Woodward (1965) outlined technology in terms of the approach to production.

This she split into

- Unit or tiny batch .this indicates that things square measure made in terribly tiny quantities maybe even being created on an individual basis, specifically to a client order.
- Large batch or production. This reflects the manufacture of enormous quantities, maybe on associate degree line as within the manufacture of motor cars.
- Continuous method. This reflects operations wherever the material is taken from its initial state and subjected to a nonstop sequence of processes until it's in its final type ready purchasable. Typical examples square measure oil refineries and chemical plants.

Woodward found that there was a precise tendency for variety of structure sensible Characteristics to vary relying upon the classification of the assembly method though there have been variations between the organizations within the sample; there was a transparent tendency for the assembly technology to influence variety of aspects of structure. It conjointly became apparent that those organizations that were the foremost commercial productive were nearer to the norm for his or her explicit production technology companies that were less productive. The definition of production techniques utilized in this study is incredibly broad and there square measure several variations in operational activity between massive batch and production environments. Consequently, it's been argued that the classes adopted were simple and should have mirrored continuity within the operational method instead

3.2.2. Theorizing technology

Technology is found in its numerous forms in tiny and huge businesses, the service sector, state establishments, producing corporations, academic institutions, international organizations and the native corner look. However, what's technology? It's ancient to start a book or chapter on technology and organizations by addressing this on the face of it an easy question with a protracted and careful answer, and there's a sensible reason for this. First, there square measure a spread of definitions, and none of them is universally accepted. Second, the means within which technology is outlined or conceptualized by a specific author provides a big clue on the theoretical perspective, that is informing his or her understanding of what technology really means that or consists of. Third, definitions will build a distinction, within the sense that what one really will or advises/asks others to try to in relevance some technology partly is due however one perceives that technology and its capabilities.

A particularly useful model for capturing the varied ways in which within which technology has been conceptualized, has been derived by Orlikowski: she distinguishes between the scope (what is outlined as comprising technology) and the role of technology (how the interaction between technology and the organization is defined). instead of a trawl through variety of definitions, the approach adopted here is to classes the range of conceptions into a number of the key 'schools' or views on technology in associate degree structure context. (It is very important to notice, however, that there's typically a degree of overlap among the 'schools'.) The most approaches are:

1. technological determinism;
2. socio-technical systems approaches;
3. Radical/Marxist perspectives;
4. political/procession approaches;
5. the socio-economic shaping of technology (SST);
6. the social construction of technology (SCT);
7. Actor–Network Analysis (ANA);
8. Technology as text and metaphor (TTM). (Laurie J. Mullins 2005, 668).
- 9.

3.2.3. Assumptions about technology

There are a number of commonly held assumptions that relate to the nature of technology, its impact on organizational functioning and operation: Neutrality. The first assumption is the view that technology is a neutral process. That is not so. Management determine the organizational objectives that are being sought and the way that they will be operationalized through upon a narrow conception of technology and from the implications referred to earlier; efficiency could be one of the least important variables involved in the adoption of technology. For example, the application of new process technologies as a means of demonstrating to customers a commitment to consistent and high quality as well as a means of forcing change in working practices can have many benefits in addition to efficiency. In addition, when a new technology is introduced into an organization it is not unusual to find additional work being created as the organization learns to deal with the new situation. (McLoughlin and Clark, 1988, pp. 582).

3.3. WHAT DO WE MEAN BY TECHNOLOGY?

Current generations of data and communication technology (ICT) square measure inherently flexible; they so enable a decent deal of selection with relevance however and that functions they're utilized within the organization in terms of such matters as operating practices, talent and management, and job style, as are going to be mentioned below. It would be potential to spot varied aspects of such flexibility; however, we might draw attention to the subsequent seven key options.

1. Compactness. The house concerned by a given quantity of computing power has contracted hugely since the time of the earliest operating computers, immensely increasing the process power and storage capability that may be utilized. Decreasing size makes possible variety of the opposite options highlighted below.
2. Enhanced movability, owing to its shrinking size and weight.
3. Connectivity. This is often progressively necessary and features a variety of dimensions. The incorporation of frequency identification (RFID) tags into computing instrumentality permits signals to be sent from and received by

any location that's at intervals wireless vary.. The benefit with that several ICT devices will be transported will increase considerably the locations within which work will doubtless occur. (Surveillance, 2009).

4. Low energy-use and thus low running prices.
5. Decreasing price in relevance increasing process power, as mentioned higher than. Again, the progressively favorable social science build microprocessors doubtless applicable to a way wider vary of uses.
6. Software, which, of course, will be altered and reprogrammed, so is providing flexibility of application.
7. Modularity, by linking separate forms of computing instrumentality along, each in one location and across distance, exploitation telecommunications to make networks.

3.4. HUMAN DIMENSIONS OF TECHNICAL CHANGE

The available analysis suggests that neglect of the human dimension of technical modification is usually blamable during this failure. At the minimum, this may cover failing to contemplate applied science issues or coaching. A lot of serious, there could also be lack of consultation or thought of the pertinence of styles to satisfy the supposed functions in conjunction with human operators (Hallier, 2004) varied examples might be cited here.

The failure was attributed to associate degree inflexible system that wasn't totally able to address incomplete knowledge, lack of back-up, inability to act or see alternative, necessary workers, and low coaching, among alternative shortcomings (Williams and Boyd, 1993) a lot of recently, we've got seen the spectacular collapse on its gap day of Heathrow Airport's new Terminal (Heathrow Terminal , 2008) within the house of some weeks in early 2009 alone, issues were conjointly reportable in 2 major Great Britain public sector projects: a brand new computerized records system within the UK's National Health Service caused issues that meant that fewer patients might be seen (Castells , 2000) and a management data system, supposed to stay track of the whereabouts of offenders, was abandoned (BBC News, 2009) .

3.5.PHASES AND STAGES OF TECHNOLOGY INTRODUCTION

An important framework explaining the life cycle of the method, and that we summaries have developed whereby new technology comes into organizations this theme below. It identifies 2 phases: first, new technology adoption and, secondly, introduction. At intervals these phases, it is potential to classes seven separate stages (see Table no.3.1 and Figure no. 3.2) (Preece, 1995).

Table 3.1 Main elements of Process framework for the introduction of new technology into the firm.

Phase	Stage	Details
Adoption	Initiation	The initial idea for introducing a particular technology, generated by persons either inside the firm (e.g. managers) or outside it (e.g. equipment suppliers), to satisfy particular organisation goals.
	Progression/feasibility	Detailed follow-on work by managers to assess the feasibility of the initial idea (e.g. cost-effectiveness, etc.), preparation of case for the technology, negotiations with potential objectors, etc.
	Investment decision	Putting the case to decision makers, followed by approval of investment, revision of plans, or abandonment.
	Planning and systems design	Detailed planning of system architecture, preparation of location, consideration about jobs and work design, training, etc.
Introduction	Installation	Bringing equipment on site and setting it up. Testing.
	Operationalisation	Putting the system into operation in combination with those who will operate it. Debugging. Fine-tuning amendments by operators to optimise their everyday use of the system (with or without the knowledge of managers).
	Evaluation	Review of project in order to assess whether it has met the goals set for it.

Preece, D. A. (1995), "Organizations and Technical Change": Strategy, Objectives and Involvement, Routledge p. 198

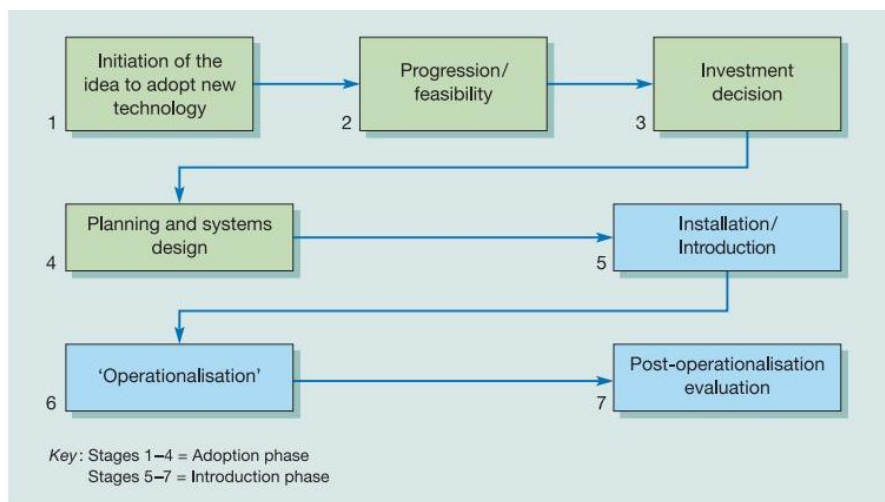


Figure 3.2 Stages in new technology adoption and introduction

Preece, D. A. (1995), "Organizations and Technical Change": Strategy, Objectives and Involvement, Routledge p. 1205

Phase, consisting of installation, operationalization, and analysis, wherever the project really takes physical form and becomes established as a technology in actual use. Despite potential appearances, one must not assume that method schema suggests that the adoption method is inherently rational and systematic, within the sense, as an example, that each one organization has to bear all the stages mentioned here within the same order and manner. As issues occur or ideas reach a dead finish, the method could loop back on itself associate degreed recommence from an earlier stage. As this chapter establishes, and case studies without delay attest, (Knights, 1994) the adoption associate degreed introduction of latest technology is an unvarying, contested and political method, and is in no way simple.

3.5.1. Initiation and operationalization

It is worth saying a few words here to amplify the importance of the initiation and operationalization stages in Process schema, shown in Table 1 and Figure no.14, in particular. In relation to the first of these stages, our earlier discussion argued that the very flexibility of modern technologies means that they can fulfill numerous goals. In initiating ideas to bring in new technologies, the sponsors may have various objectives and, indeed, different objectives may well be important to different players in the adoption process. kid has applied this to the new technology decision-making method in relevance his concept managers have ‘strategic choice’ between differing types of goal, and far of the argument over whether or not to introduce technology is probably going to be over these sorts of problems (Child, 1985)

Objectives could also be simply quantitative monetary measures, as an example, like price savings, or could also be a lot of abstract goals, like the aptitude to manufacture a lot of complicated product styles. The latter variety of profit is a smaller amount simply quantitative in line with ancient accounting techniques, however could also be of longer-term worth to the corporate. Completely different activity specialisms could have conflicting issues, motives and priorities within the introduction of latest technology and square measure doubtless to pursue their objectives within the early stages of the new technology adoption method

exploitation explicit arguments, which can jar with the views being advocate by alternative parties. United States President and Boddy have developed this argument, claiming that social control objectives will be classified into:

- Strategic objectives, characteristic of senior management, like increasing market share and enhancing the standard of merchandise or services.
- Operational objectives, regarding the development of technical performance, that square measure notably the province of middle managers.
- Control objectives, to cut back the uncertainties of human intervention that figure within the issues of junior managers and supervisors. (Buchanan, 1983)

Such analysis indicates that there is fertile ground for disagreements between managers over the deserves and functions of explicit technological innovations. Operationalization is warrant mention as a result of it's here that the men can have an immediate impact on the technology, though they were unable to try to therefore antecedently in discussions concerning operating practices, training, and then on (see following section).

Wilkinson distributed a crucial study of this a part of the introduction method, observing the political behavior related to structure and human resource problems arising out of technical modification on the work, particularly as regards the abilities and management that square measure exercisable. He incontestable that a variety of selections had been created, and were out there, concerning work organization, management and skill/de-skilling of jobs, which the outcomes of technical modification square measure part captivated with the (sometimes covert) changes created by the users so as to optimize technological systems for everyday use. (Wilkinson, 1983)

3.6. THE POLITICS OF TECHNOLOGY

Among the numerous skilled sides to management activity, it's conjointly a political method. Individual manager's square measure in competition with one another for scarce resources, there is ne'er enough cash to totally invest in every

department or operate. Managers conjointly request to attain personal, skilled and useful goals at intervals their organizations to develop their careers. Management is additionally political therein the pursuit of objectives needs interaction and co-operation with several alternative stakeholders UN agency could have conflicting objectives. As an example, staff might want a lot of higher pay and managers might want to cut back labor price. Pan of this method involves exploitation technology as a political tool so as to attain management or influence. As an example, the ability of head workplace body departments to dictate work routines in bank branches will be achieved by the introduction of laptop systems that need branch workers to follow prescribed routines in process client transactions and queries. Braverman (1974)

There is another style of folk's management achieved through the political use of events and activities that interact with their lives. It's this manner of management to that braver man (1974) refers once he began what became referred to as the labor method discussion. Primarily, this discussion activates the utilization to that human labor is place within the transformation of material into commodities for capitalist markets and the half vie by managers within the organization of that job. Management determines the character of any technology in any given context. Consequently, a management agenda determines the utilization of technology and the very human labor are going to be accommodated around it.

The applying of technology will offer managers with variety of direct edges together with tighter management over the work method, pace of labor, talent levels needed and also the style of labor. All of those result in a reinforcement of the dominant position of {managerial social management} control over structure functioning and price of operational activity. however farm associate degreed Wilson (2003) build the purpose that worker participation in info systems development is often even on the premise of achieving a better; simpler effect that may end in an sceptered hands. These they term as foreground rational assumptions. nevertheless, their analysis claims that underlying some square measure instrumental politically actuated justifications that drive the requirement to involve users within the method. Braver man (1974)

This discussion revolves round the degree of provision that manager's use in taking those selections. Is it done to regulate labor and reinforce management's

position, is it done to more the business objectives of the organization, or for the good thing about staff and society? one in all the key issues in researching during this space is that of having the ability to seek out truth causes of explicit social control actions. (McLoughlin and Clark, 1988, pp. 583)

3.7. THE EVOLUTION OF TECHNOLOGY

Technology is not static. The ability of the ancient Greeks to provide an automation opening temple door when a particular altar fire was lit must have seemed clay magic to the people of the day (Klemm, 1959) it had been actually associate degree example of a technology in its time. There would seem to be four major implications that emerge from a historical perspective on technology

- Experience. All technology is new technology at some purpose. What we tend to consult with as new technology nowadays won't be therefore classified within the future.
- Loss. Political, military, spiritual and social events will conspire to lose a specific technology. The Roman occupiers of England (around two hundred AD) had heating plant for his or her homes. as a result of such systems would be operated by slaves a number of, the aboriginal inhabitants would have developed acceptable skills in utilizing that technology. However, once the Romans left kingdom, the utilization of heating plant died out, to not become wide out there until the mid-1900s.
- Erratic. the event of technology doesn't follow a swish or continuous pattern across time and placement. Military would like plays a big role in technological advancement. one in all the results of the top of the conflict -the peace dividend - has been a discount in size of defiance-sponsored development still because the military itself.
- Human, selections about technology square measure taken by folks and it will support their objectives. the event of a machine-based manufacturing plant technology might be accustomed replace human labor and cut back the ability of trade unions. Conversely, the upper skills required to work and maintain refined technology will increase the ability and worth of the remaining staff.

There square measure variety of views that might be adopted in reviewing the evolution of technology. It seems from even the foremost careless reading of the history of the topic that there was a substantial Movement of technology round the world even in times of yore. as an example, the windmill seems to own been dropped at the monotheism cultures of the center East from countries within the region before the tenth century and into components of Europe by the twelfth century the subsequent sections can decide to offer a short insight into the evolution of technology from a preponderantly European perspective, supported Klemm (1959).

3.7.1. Burns and Stalker- stability and change

From their study of natural philosophy and ancient producing organizations (1961), they identified:

- Mechanistic structures: shut definition of jobs and procedures to be followed Clear lines of authority and levels at intervals the hierarchy. Work organization best suited to stable environments with a slowly dynamical technology.
- Organismic structures. Lack of definition of jobs and hierarchy. Continuous adaptation of hierarchy and jobs because the prevailing technology undergoes fast modification.

Technology within the context of the Burns and Stalker study is one in all the environmental factors in at intervals that the organization operates. It is, therefore, one thing to that the organization should adapt if it's to achieve success. This read was supported by the work of Lawrence and Lorc (1967), however has been criticized by writers like Hughes (1987) UN agency claim that political activity and government policy conjointly play a big a part of the success of organizations.

3.7.2. Perrow a continuum from routine to non-routine

Perrow (1970) introduced a rather completely different approach to the notion of technology. He created a read of technology supported a time from routine to non-routine in terms of the approach to the operational activity. This read allowed the thought to be applied to all or any organizations not simply producing operations.

Utilized in this fashion technology is associate degree integral a part of the processes concerned within the work of the organization. It relates to the ways in which issues (or exceptions to the traditional routine) square measure prohibited and also the integrative approaches to useful mutuality. during this the means the notion of technology is broadened into a thought that reflects social, structural, procedural and relationship views still because the hardware related to machines and production processes. Perrow (1970).pp.112-116.

3.7.3. Thompson-resource and technology matching

read it's argued that the organization makes an attempt to rearrange its resources and processes in such how on match its natural technological tendency. Thompson (1989) knew three classes of technology.

- Long coupled. This approach describes the serial processes most clearly it line manufacturing plant operations. The technologies utilized in this kind of method square measure designed to confirm that every a part of the method fits along effectively in manufacturing the top result.
- Mediating. this manner of operational technology seeks to collect (mediate) what would preferably be freelance activities or needs? as an example, a bank brings along borrowers and lenders; the human resource department at intervals a corporation seeks to fulfill the requirements of each management and men. the method begins with a necessity, followed by the event of acceptable transactions supposed to fulfill the known would like. The technology during this context includes the operative procedures, rules, etc., that enable the transactions to be effectively dead.
- Intensive. This definition of technology revolves around talent. It makes an attempt to produce a private level of service at intervals an even framework. Typical examples embody a medical treatment, wherever the doctor can have to be compelled to alter the treatment regime at intervals a regular method of consultation and care.

This read of technology reflects structure makes an attempt to attain objectives as delineate within the higher than three classes, with a capability to deal effectively

with issues and at stripped overhead. options of this approach embody the structure and style of the organization within which, as an example, a warehouse will facilitate absorb a number of the variability in sales levels or the human resource operate will assist in partitioning a number of the folks issues quickly or train staff to a high level of talent and proficiency. Perrow (1970) pp.112-116.

The Aston studies

In terms of technology, these studies utilized three categories

1. Operations. This type of technology red the nature of the transformation process, the techniques used
2. Materials. This aspect of technology predicted the nature and characteristics of the things that were being processed. For example, different metals have different properties and need to be processed differently. Equally, in a service organization each customer's needs are slightly different (the various patients visiting a doctor) and therefore the processing (treatment) would differ accordingly.
3. Knowledge. This reflects the skill and ability required to undertake the tasks necessary to achieve the objectives. For example, a nuclear power station would not be capable of operating at full capacity unless the employees, specialists and managers were trained and skilled at the tasks expected of.

3.7.4. Blumer and industrialization

In a work revealed once his death, Victor Herbert Blumer thought-about the character of industrial enterprise (the application of technology to a specific context) associate degreed its influence as an agent of social modification (Maines and Morrione, 1990). during this work Blumer suggests that the term industrial enterprise is often utilized in how that conjures up the unimaginative image of the event of the manufacturing plant system, urbanization of residence, the utilization of machines, the dilution of virtuoso work and also the formation of a social control category, etc. to the present framework is value-added associate degree emotional veneer because the results of, 'inadequate study, partisan interests, doctrinaire issues, and agitation

on behalf of social reforms'. To Blumer this read of industrial enterprise emerged for the most part from nice kingdom as a mirrored image of the actual historical method

Blumer makes many points of distinction between industrial enterprise and technological change:

- Non-industrial technological modification. There square measure variety of technological developments that don't have any impact on the extent of industrial enterprise. as an example, the introduction of the steel axe as a replacement for the stone axe is associate degree example of technological development that require indirectly impact on the extent or variety of industrial enterprise at intervals that it's used. Industrial enterprise united term of technological development.
- industrial enterprise brings with it several changes aside from those supported the technology. as an example, the enhanced use di feminine labor, the emergence of a social control category, factory-based work, and also the development of organized labor square measure just a few of the results of industrial enterprise that don't seem to be, of themselves technologically primarily based
- Transplanted industrial enterprise it doesn't mechanically follow that technology evolves as a part of the method of industrial enterprise. several of the developing countries of the globe have received transplanted technologies as a part of packages of industrial enterprise.
- Causal relationships. it's of times silent that there's an immediate link between technology and society. as an example, it will be instructed that the introduction of engineering creates social issues in society by increasing alienation. This approach tends to underestimate the complexness and chain of events concerned in such relationships.
- Ambiguity. The term technological development contains the next level at ambiguity in terms of its interrelatedness with social modification than will the thought of industrial enterprise. In alternative words, technology contains a good kind of which means that it's troublesome to limit in trying to tease out the social implications

Terms of the link between the terms, 'industrialization' and 'technology Blumer is approaching the question from the angle of social modification. In dealing scientific discipline ideas it's inevitable that definitions won't have the exactness of the natural science' In terms of however these two thought impact on social modification it's apparent that for Blumer there square measure variations between them. they'll be thought-about to be overlapping circles in an exceedingly Venn diagram. On occasions, they're going to meet and be terribly similar; however, on alternative occasions they're going to take issue. Blumer doesn't spell come in detail is read of technology, however it's clear that he adopts a mechanical read rather just like the equipment thought of Winner.

3.8. JAPANIZATION, TECHNOLOGY AND WORK

Those organizations mirror the broader social context within which they exist will deny. These relationships become even a lot of complicated once society views strike true. This was highlighted with explicit force throughout not be late Seventies and early Nineteen Eighties once the impact of Japanese factory-made product suddenly became apparent throughout the Western world. the standard and dependableness of Japanese merchandise and also the perceived worth for cash decimated the market share of the many long-established producers. as an example, by 1986 Japanese makers control eighty-four per cent of the globe marketplace for 35mm cameras, seventy one per cent of microwave ovens and fifty five per cent of motorcycles (BBC/OU, 1986). Jazzman and Wilkinson (1992) offer several similar statistics that indicate the importance and magnitude of the Japanese threat.

The threat to jobs and even whole industries quickly became apparent and a look for an evidence undertaken. the first read was that there had to be a brand new means of managing to produce such spectacular results. it had been thought to be a mirrored image of Japanese culture and faith still because the stress on the cluster instead of individual artistry. Jazzman and Wilkinson (1992) determine variety of options of Japanese production ways that together offer the size of profit achieved, including.

- Quality. The view that quality is integral to the assembly method and reduces price was projected by North American country consultants throughout the Forties and adopted by Japanese managers within the Fifties. The common view of quality within the west was that it had been inspected into a product once it had been created, repairs being distributed if necessary. In Japan, quality was seen as a feature of the producing method and a mirrored image of management with the organization. One in all the ways in which this will be achieved is by resolution issues as they arise instead of tolerating them.
- Just in time. This approach needs the elimination of inventory; things required in production inward at the purpose of use simply time (JIT).

The traditional western approach to coming up with is to push things into the system within the belief that if all the components square measure out there production flow are going to be maintained. Simply in time operates on the essential usage ought to dictate once elements force forward into the assembly method. Operative simply in time needs inventory to be increasingly reduced.

CHAPTER FOUR

METHODOLOGY AND ANALYSIS

4.1. METHODOLOGY OF RESEARCH

This study is a quantitative analytical method to test the hypotheses and show the results and recommendations of this study and the result of the impact of human and technological capabilities to the success of organizations. In the Kurdistan region. While, a Survey questionnaire designed and developed in order to collect data from the participants, as primary data is implications of methods and is closely related to the techniques of data collection.

4.1.1. Study area

The study Area is composed of a field study at the Polytechnic University of Sulaymaniyah in the Kurdistan region/sulaymaniyah.

4.1.2. Statistical Treatment

- I. Cranch's alpha is the most common measure of inward consistency ("reliability).
- II. Descriptive Statistical Measures : Descriptive statistics the term given to the analysis of data that helps or data meaningful way describe , appear Summarize in a Such that These are ways of describing the central position of a frequency) distribution for a group of data .
- III. Pearson Correlations Coefficients: is a measure of the strength and direction of association that exists between to variables measured.
- IV. In order to analyse the data , the study used logistic regression that is a Statistical method which is used to analyse data , In the meantime logistic regression meantime it is also is very helpful in showing binary dependent variable in the , useful in describing the association between a binary dependent variable and independent or explanatory variable .

Factor the analysis of the factors is beneficial The Factor Analysis is an Explorative analysis, since factor analysis is an explorative analysis it does not distinguish between independent and dependent variables.

The data have been analyzed and processed using "SPSS " For Social Sciences has been administrated in order to obtain the dissertation objectives as well as testing the hypotheses , Moreover the following statistical methods have been dissertation utilized

4.1.3. Data Measurement.

Data Measurement It is important for the researcher to understand the different levels of measurement as these levels of measurement together with how the research question is expressed, dictate what statistical analysis is appropriate in this research. Ordinal scales were utilized; Ordinal measure is a positioning or a routing data that usually use numerals. In ascending or descending order, Five Liker scales have been utilized with respect to respondent's answers.

4.2. THE RESULT OF ANALYSIS

4.2.1. Socio result of characteristics of respondents

1. Gender of respondents

The finding of classification of respondent by gender represented that (71.05%) of the respondents is male, while the remained (28.95%) were female. This means that the percentage of male employees are, higher than female.

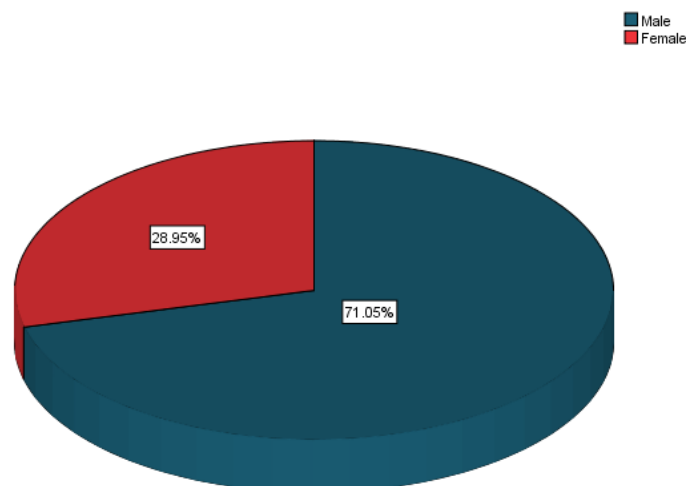


Figure 4.1 Gender of respondents

2. Age of respondents

Figure (4.2) Indicated that Number of demonstrates years of service The participants, From the Table, with (39.47%) of the participants that their age are between (20-30) years, and comes (33.33%) of the participants that their age at between (31-40) yeas. Thirdly (20.18%) of the participants' that their age is between (41-50) The finding of classification of respondent by gender represented that, Gender of respondents very good opportunity to work employee organization in Erbil which has positive results on performance since youth are n technologically educated, multi-skilled and less resistant to change. Finally. (7.02%) of the participants that their age is More Than 51, the table shows that the majority of employees are between 20 to 30 years old which indicates that the youth have a very good opportunity to work employee organization in Sulaimaniay which has positive results on performance since youth are more lively, technologically educated, multi-skilled and less resistant to change.

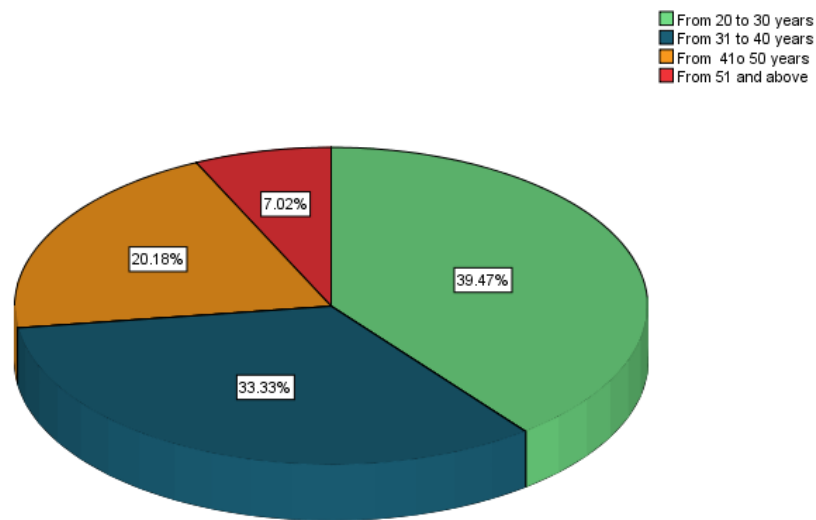


Figure 4.2 Age of respondents

3. Qualification of respondents

The figure below illustrates the participants' education level. The majority of, Qualification of respondents the study sample is holding a diploma degree (27.19%) Secondly; comes participants that are holding a high bachelor degree with (42.11%). Thirdly; comes participants that are holding a high master degree with (24.56%). At the last PhD degree holder comes with (6.14%).

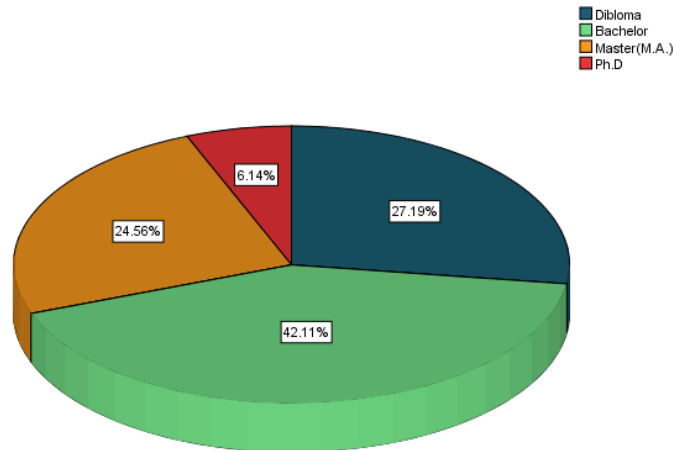


Figure 4.3 Qualifications of respondents

4. Number of years of respondents' service

Figure 1 shows the number of years of respondents' service, which indicates that respondents have less than 5 years of service, is (55.26%) and then employees with (6 to 10 years) of service up to (22.81%) and those who have years of service between (11 to 15 years) of the proportion of Man (15.79%) and finally staff with experience more than (16) years were (6.14%).

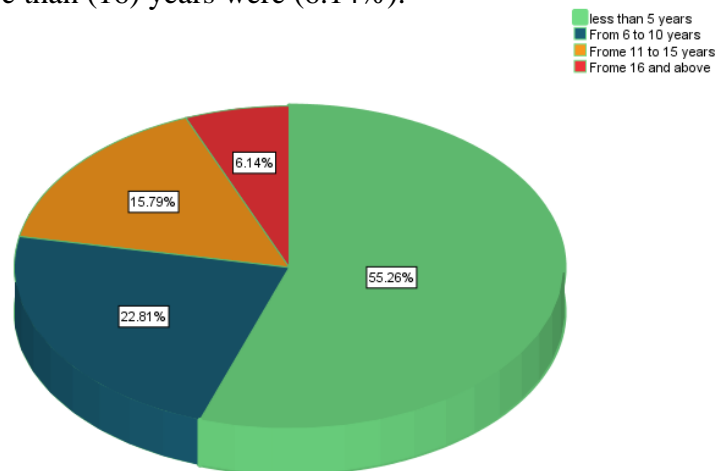


Figure 4.4 Number of years of respondents' service

4.2.2. Descriptive analysis of dissertation variables

1. Human resources are among the most important resources for the Organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	106	92.2	93.0	93.0
	To some extent	8	7.0	7.0	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with a word is agree (106) of the total (114) and the percentage is (93.0%), which is a very high percentage, supports the text of the question above. Means that Human resources are among the most important resources for the Organization.

2. Organizations rely on their human resources to achieve competitive success.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	80	69.6	70.2	70.2
	To some extent	34	29.6	29.8	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with (agree) is (80) of the total (114). Moreover, their percentage is (70.2%) It is a high percentage that supports the above text, which means that Organizations rely on their human resources to achieve competitive success.

3. Organizations use sophisticated methods to select the best job applicants.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	81	70.4	71.1	71.1
	To some extent	31	27.0	27.2	98.2
	not agree	2	1.7	1.8	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turned out that the number of those who answered (agree) is (81) of the total (114). In addition, their percentage is (71.1%), which is a high percentage that supports the above question text, means that Organizations use sophisticated methods to select the best job applicants.

4. Organizations spend money to develop the expertise and skills of their employees.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	83	72.2	72.8	72.8
	To some extent	27	23.5	23.7	96.5
	not agree	4	3.5	3.5	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turned out that the number of those who answered (agree) is (83) of the total (114). Moreover, their percentage is (72.8%), which is a high percentage that supports the above question text, means that Organizations spend money to develop the expertise and skills of their employees.

5. Organizations cannot succeed without relying on highly skilled human resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	86	74.8	75.4	75.4
	To some extent	28	24.3	24.6	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turned out that the number of those who answered (agree) is (86) of the total (114). Moreover, their percentage is (75.4%), which is a high percentage that supports the above question text, means that Organizations cannot succeed without relying on highly skilled human resources.

6. Expert human resources are a competitive weapon of organizations.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	101	87.8	88.6	88.6
	To some extent	13	11.3	11.4	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with a word (agree) is (101) of the total (114) and the percentage is (88.6%), which is a high percentage supports the above text of the question that is; Expert human resources are a competitive weapon of organizations.

7. Expert human resources give organizations success and competitive advantage.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	104	90.4	91.2	91.2
	To some extent	10	8.7	8.8	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with a word is agree (104) of the total (114) and the percentage is (91.2%), which is a very high percentage, supports the text of the question above. Means that expert human resources give organizations success and competitive advantage.

8. One reason for the failure of competitive organizations is their lack of efficient human resources.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	99	86.1	86.8	86.8
	To some extent	15	13.0	13.2	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with a word (agree) is (99) of the total (114) and The percentage is (86.8%), which is a high percentage that supports the above question text, means that One reason for the failure of competitive organizations is their lack of efficient human resources.

9. Organizations have significant expenditures on developing their human resources on an ongoing basis.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	53	46.1	46.5	46.5
	To some extent	61	53.0	53.5	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It was found that the number of those who answered (agree) is (53) of the total (114) and the percentage is (46.5%), the low percentage does not support the text of the question above. Means that Organizations have significant expenditures on developing their human resources on an ongoing basis.

10. Expert and effective human resources are capable of implementing the mission and objectives of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	87	75.7	76.3	76.3
	To some extent	23	20.0	20.2	96.5
	not agree	4	3.5	3.5	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turned out that the number of those who answered (agree) is (87) of the total (114). In addition, their percentage is (76.3%), which is a high percentage that supports the above question text, means that efficient human resources are capable of implementing the mission and objectives of the organization.

11. The use of technology helps facilitate the organization of times and business within the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	75	65.2	65.8	65.8
	To some extent	39	33.9	34.2	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turned out that the number of those who answered with the word (agree) is (75) of the total (114) and their percentage is (65.8%), which is somewhat high. It supports the above-mentioned text, which means that Technology is one way to facilitate process the organizing of times and work within the organization.

12. Technology and its tools are an effective means of achieving efficient performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	102	88.7	89.5	89.5
	To some extent	12	10.4	10.5	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with an approved word is (102) of the total (114). Their percentage is (89.5%), which is a very high percentage, supports the text of the question above. Means that the technology and tools are the effective means to achieve the efficiency of performance.

13. The use of technology achieves precision, speed, and confidentiality in work performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	104	90.4	91.2	91.2
	To some extent	10	8.7	8.8	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with an approved word is (104) of the total (114). Their percentage is (91.2%), which is a very high percentage, supports the text of the question above. Means that the use of technology achieves precision, speed, and confidentiality in business performance.

14. One of the most important achievements of technology is mass production and its advantages in design and production.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	109	94.8	95.6	95.6
	To some extent	5	4.3	4.4	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with (agree) is (109) of the total (114). In addition, their percentage is (95.6%) is a very high percentage confirms the validity of the text of the question above. Means that one of the most important achievements of technology is mass production and its advantages in design and production.

15. Organizations that lack the advanced technology suffer from a retreat in performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	74	64.3	64.9	64.9
	To some extent	36	31.3	31.6	96.5
	not agree	4	3.5	3.5	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with an approved word is (74) of the total (114 and their percentage is (64.9%) was a high percentage that supports the text of the question. Means that the Organizations lacking advanced technology suffer from a decline in performance.

16. Human resources capable of using technology give the organization a unique competitive edge.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	71	61.7	62.3	62.3
	To some extent	43	37.4	37.7	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with an approved word is (71) of the total (114). In addition, their percentage is (62.3%), which is a high percentage, supports the text of the above question. Human resources that are capable of using technology give the organization a unique competitive advantage.

17. Successful organizations in the business world cannot achieve competitive success without relying on technologically qualified staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	94	81.7	82.5	82.5
To some extent	20	17.4	17.5	100.0
Total	114	99.1	100.0	
Total	115	100.0		

It turns out that the number of those who answered with (agree) is (94) of the total (114). Moreover, their percentage is (82.5%) It is a high percentage that supports the above text, which means that Successful organizations in the business world cannot achieve competitive success without relying on technologically qualified staff.

18. Organizations should keep pace with the development of technology to achieve outstanding performance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	103	89.6	90.4	90.4
To some extent	11	9.6	9.6	100.0
Total	114	99.1	100.0	
Total	115	100.0		

It turns out that the number of those who answered with (agree) is (103) of the total (114). And their percentage is (90.4%), which is a very high percentage makes sure the validity of the text of the question above, meaning, Organizations should keep pace with the development of technology to achieve outstanding performance.

19. Successful organizations with outstanding performance are dependent on advanced technology in their performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	63	54.8	55.3	55.3
	To some extent	51	44.3	44.7	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It was found that the number of those who answered with an approved word was (63) of the total (114). Moreover, their percentage is (55.3%) it was a low percentage, but supported the text of the question above. Successful organizations with outstanding performance are dependent on advanced technology in their performance.

20. Training and continuous development of workers in the use of modern technology is a prerequisite for the survival and continuation of the Organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	agree	73	63.5	64.0	64.0
	To some extent	36	31.3	31.6	95.6
	not agree	5	4.3	4.4	100.0
	Total	114	99.1	100.0	
Total		115	100.0		

It turns out that the number of those who answered with (agree) is (73) of the total (114) .And, their percentage is (64.0%) is a high proportion and agree with what has stated in the text of the question above, meaning. Training and continuous development of workers in the use of modern technology is a prerequisite for the survival and continuation of the organization.

Table 4.1. The arithmetic mean of the total of those who answered with approval

The arithmetic mean of the total of those who answered with approval	Number of respondents	Number of approvers	Percentage
QUESTION			
1. Human resources are among the most important resources for the Organization.	114	106	93
2. Organizations rely on their human resources to achieve competitive success.	114	80	70.2
3. Organizations use sophisticated methods to select the best job applicants.	114	81	71.1
4. Organizations spend money to develop the expertise and skills of their employees.	114	83	72.8
5. Organizations cannot succeed without relying on highly skilled human resources	114	86	75.4
6. Expert human resources are a competitive weapon of organizations.	114	101	88.6
7. Expert human resources give organizations success and competitive advantage.	114	104	91.2
8. One reason for the failure of competitive organizations is their lack of efficient human resources.	114	99	86.8
9. Organizations have significant expenditures on developing their human resources on an ongoing basis.	114	53	46.5
10. Expert and effective human resources are capable of implementing the mission and objectives of the organization.	114	87	76.3
11. The use of technology helps facilitate the organization of times and business within the organization.	114	75	65.8
12. Technology and its tools are an effective means of achieving efficient performance.	114	102	89.5
13. The use of technology achieves precision, speed, and confidentiality in work performance.	114	104	91.2
14. One of the most important achievements of technology is mass production and its advantages in design and production.	114	109	95.6
15. Organizations that lack the advanced technology suffer from a retreat in performance.	114	74	64.9
16. Human resources capable of using technology give the organization a unique competitive edge.	114	71	62.3
17. Successful organizations in the business world cannot achieve competitive success without relying on technologically qualified staff.	114	94	82.5
18. Organizations should keep pace with the development of technology to achieve outstanding performance.	114	103	90.4
19. Successful organizations with outstanding performance are dependent on advanced technology in their performance.	114	63	55.3
20. Training and continuous development of workers in the use of modern technology is a prerequisite for the survival and continuation of the Organization.	114	73	64
Total		1748	1533.4
percentage		76.67	76.67

4.3. FACTOR ANALYSIS

4.3.1. KMO and Bartlett's

Table 4.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.727
Bartlett's Test of Sphericity	Approx. Chi-Square	1025.020
	Df	190
	Sig.	.000

The KMO and Bartlett's Test measure varies between 0 and 1 , In the Table 4.2, we observe that the values of the KMO is (0.727).

and The degree of sampling adequacy, a statistical take a look at to quantify the quantity of inter-correlations a number of the variables changed into utilized. subsequently, the Bartlett's test of Sphericity (Bartlett's check) and Kaiser-Mayer-Olkin (KMO) indicate the measure of sampling adequacy (Hair et al., 2006). The Bartlett's test of Sphericity (Bartlett's take a look at) is good sized at $p < 0.05$ for the exploratory thing analysis to be taken into consideration appropriate and KMO is decrease than 0.5 isn't always suitable, and exploratory element evaluation should not be achieved (Pallant, 2007). Constant with Pallant (2007), KMO with a value among 0.5 and 0.7 is mediocre, 0.7 and 0.8 is good, 0.8 and 0.9 is great and above 0.9 is excellent.

4.3.2. Reliability Statistics (Cronbach's Alpha)

Table 4.3. Reliability Statistic

Cronbach's Alpha	N of Items
.776	20

Cronbach's alpha: is the most commonplace degree of inner consistency ("reliability"). It is most typically used if you have more than one Likert questions in a survey/questionnaire that shape a scale and you want to determine if the dimensions is reliable. Now, in the Table 4.3 we observe that the values of the

stability coefficient is (0.776). These values are acceptable and indicate the stability of the study instrument. According to the study of researchers "Strong" and "Hensley", until the stability of the tool must be the coefficient of (Cronbach's Alpha) is greater or equal to 0.60.

4.3.3. Variables Communalities

Table 4.4 Communalities

	Initial	Extraction
Q1	1.000	.706
Q2	1.000	.631
Q3	1.000	.616
Q4	1.000	.585
Q5	1.000	.722
Q6	1.000	.670
Q7	1.000	.800
Q8	1.000	.648
Q9	1.000	.621
Q10	1.000	.790
Q11	1.000	.777
Q12	1.000	.707
Q13	1.000	.478
Q14	1.000	.603
Q15	1.000	.738
Q16	1.000	.723
Q17	1.000	.743
Q18	1.000	.890
Q19	1.000	.644
Q20	1.000	.779

4.3.4. Rotated Component Matrix

Table 4.5 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total
1	5.230	26.151	26.151	5.230
2	2.822	14.110	40.260	2.822
3	2.012	10.060	50.320	2.012
4	1.574	7.871	58.191	1.574
5	1.217	6.087	64.278	1.217
6	1.016	5.082	69.360	1.016
7	.954	4.769	74.129	
8	.775	3.875	78.005	
9	.622	3.112	81.117	
10	.596	2.981	84.098	
11	.505	2.525	86.623	
12	.482	2.412	89.035	
13	.448	2.242	91.277	
14	.381	1.903	93.180	
15	.341	1.707	94.887	
16	.289	1.446	96.333	
17	.262	1.312	97.645	
18	.207	1.037	98.682	
19	.151	.754	99.435	
20	.113	.565	100.000	

Table 4.6. Component Matrix

	Component					
	1	2	3	4	5	6
Q1	-.254	.138	-.131	.069	.604	.485
Q2	-.440	-.079	.513	.390	-.121	.034
Q3	.518	-.133	.505	-.264	-.020	.069
Q4	.519	-.041	-.394	.289	-.273	.023
Q5	.394	-.435	-.178	.295	.455	-.228
Q6	.511	.340	-.132	.429	-.215	-.215
Q7	.535	-.019	.117	.278	-.285	.583
Q8	.589	-.392	-.086	.336	.081	.145
Q9	.368	.519	-.110	-.368	.215	-.149
Q10	.487	-.612	-.243	.166	.264	-.148
Q11	.538	-.676	-.093	-.088	-.073	.094
Q12	.607	.423	.308	.212	.068	-.126
Q13	.409	.367	-.187	.146	-.016	.347
Q14	.513	.273	.460	.000	.232	.006
Q15	.380	.386	-.493	-.331	.231	.199
Q16	.604	-.218	.078	-.474	-.257	.120
Q17	.600	.480	-.196	.233	.012	-.244
Q18	.572	.259	.666	.060	.220	-.006
Q19	.640	.177	-.207	-.302	-.249	-.081
Q20	.564	-.552	.236	-.287	.107	-.081

Table 4.7 Correlations

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20
Q1	Pearson Correlation	1	.046	-.169*	-.094	.003	-.099	-.085	-.107	-.019	-.144	-.198*	-.094	-.085	-.059	.180	-.214	-.127	-.090	-.247**	-.193*
	Sig. (1-tailed)		.313	.036	.160	.488	.148	.184	.129	.419	.063	.017	.159	.184	.267	.027	.011	.090	.171	.004	.020
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q2	Pearson Correlation	.046	1	-.017	-.268**	-.149	-.113	-.067	-.197*	-.353**	-.194	-.228**	-.099	-.202*	-.140	-.454**	-.310**	-.301**	.047	-.394**	-.191*
	Sig. (1-tailed)	.313		.429	.002	.056	.115	.241	.018	.000	.019	.007	.148	.016	.069	.000	.000	.001	.311	.000	.021
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q3	Pearson Correlation	-.169*	-.017	1	.141	.180	.056	.307**	.177*	.186*	.050	.372**	.248**	-.004	.298**	.047	.393**	.132	.574**	.260**	.488**
	Sig. (1-tailed)	.036	.429		.067	.027	.277	.000	.030	.024	.297	.000	.004	.482	.001	.308	.000	.080	.000	.003	.000
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q4	Pearson Correlation	-.094	-.268**	.141	1	.245**	.467**	.346**	.312**	.075	.302**	.314**	.178*	.171*	.037	.223**	.231**	.384**	.035	.310**	.112
	Sig. (1-tailed)	.160	.002	.067		.004	.000	.000	.000	.213	.001	.000	.029	.035	.346	.009	.007	.000	.357	.000	.119
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q5	Pearson Correlation	.003	-.149	.180*	.245**	1	.116	.111	.381**	.001	.605**	.448**	.070	.039	.077	.007	.018	.165*	.090	.101	.309**
	Sig. (1-tailed)	.488	.056	.027	.004		.110	.119	.000	.497	.000	.000	.230	.339	.208	.470	.423	.039	.172	.142	.000
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q6	Pearson Correlation	-.099	-.113	.056	.467**	.116	1	.279**	.269**	.224**	.078	.032	.506**	.181*	.193*	.198*	.176*	.560**	.257**	.288**	-.012
	Sig. (1-tailed)	.148	.115	.277	.000	.110		.001	.002	.008	.205	.367	.000	.027	.020	.017	.030	.000	.003	.001	.450
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q7	Pearson Correlation	-.085	-.067	.307**	.346**	.111	.279**	1	.430**	.040	.137	.299**	.298**	.342**	.236**	.064	.270**	.183*	.319**	.282**	.160*
	Sig. (1-tailed)	.184	.241	.000	.000	.119	.001		.000	.335	.074	.001	.001	.000	.006	.250	.002	.026	.000	.001	.044
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q8	Pearson Correlation	-.107	-.197*	.177*	.312**	.381**	.269**	.430**	1	-.053	.597**	.485**	.205*	.154	.170*	.057	.286**	.230**	.224**	.172	.405**
	Sig. (1-tailed)	.129	.018	.030	.000	.000	.002	.000		.286	.000	.000	.014	.050	.035	.275	.001	.007	.008	.034	.000
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q9	Pearson Correlation	-.019	-.353**	.186*	.075	.001	.224**	.040	-.053	1	-.054	-.143	.320**	.227**	.200*	.459**	.181	.337**	.305**	.343**	-.019
	Sig. (1-tailed)	.419	.000	.024	.213	.497	.008	.335	.286		.284	.064	.000	.008	.017	.000	.027	.000	.000	.000	.421
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q10	Pearson Correlation	-.144	-.194*	.050	.302**	.605**	.078	.137	.597**	-.054	1	.585**	.041	.077	.053	.062	.255**	.070	.058	.175	.547**
	Sig. (1-tailed)	.063	.019	.297	.001	.000	.205	.074	.000	.284		.000	.334	.209	.288	.255	.003	.231	.270	.031	.000
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114

Q11	Pearson Correlation	-.198*	-.228**	.372**	.314**	.448**	.032	.299**	.485**	-.143	.585**	1	.054	.038	.026	.032	.507**	.008	.015	.244**	.622**	
	Sig. (1-tailed)	.017	.007	.000	.000	.000	.367	.001	.000	.064	.000		.284	.345	.391	.369	.000	.468	.438	.004	.000	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q12	Pearson Correlation	-.094	-.099	.248**	.178*	.070	.506**	.298**	.205	.320**	.041	.054	1	.298**	.485**	.174	.205	.518**	.662**	.324**	.158*	
	Sig. (1-tailed)	.159	.148	.004	.029	.230	.000	.001	.014	.000	.334	.284		.001	.000	.032	.014	.000	.000	.000	.000	.047
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q13	Pearson Correlation	-.085	-.202*	-.004	.171*	.039	.181*	.342**	.154	.227**	.077	.038	.298**	1	.236**	.344**	.079	.428**	.214*	.282**	-.056	
	Sig. (1-tailed)	.184	.016	.482	.035	.339	.027	.000	.050	.008	.209	.345	.001		.006	.000	.203	.000	.011	.001	.277	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q14	Pearson Correlation	-.059	-.140	.298**	.037	.077	.193*	.236**	.170	.200*	.053	.026	.485**	.236**	1	.083	.275**	.352**	.655**	.238**	.223**	
	Sig. (1-tailed)	.267	.069	.001	.346	.208	.020	.006	.035	.017	.288	.391	.000	.006		.191	.002	.000	.000	.005	.009	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q15	Pearson Correlation	.180*	-.454**	.047	.223**	.007	.198*	.064	.057	.459**	.062	.032	.174*	.344**	.083	1	.209*	.386**	.040	.392**	.007	
	Sig. (1-tailed)	.027	.000	.308	.009	.470	.017	.250	.275	.000	.255	.369	.032	.000	.191		.013	.000	.335	.000	.471	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q16	Pearson Correlation	-.214*	-.310**	.393**	.231**	.018	.176*	.270**	.286**	.181*	.255**	.507**	.205	.079	.275**	.209*	1	.069	.236**	.465**	.557**	
	Sig. (1-tailed)	.011	.000	.000	.007	.423	.030	.002	.001	.027	.003	.000	.014	.203	.002	.013		.232	.006	.000	.000	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q17	Pearson Correlation	-.127	-.301**	.132	.384**	.165*	.560**	.183*	.230**	.337**	.070	.008	.518**	.428**	.352**	.386**	.069	1	.318**	.466**	.037	
	Sig. (1-tailed)	.090	.001	.080	.000	.039	.000	.026	.007	.000	.231	.468	.000	.000	.000	.000	.232		.000	.000	.346	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q18	Pearson Correlation	-.090	.047	.574**	.035	.090	.257**	.319**	.224**	.305**	.058	.015	.662**	.214*	.655**	.040	.236**	.318**	1	.184*	.340**	
	Sig. (1-tailed)	.171	.311	.000	.357	.172	.003	.000	.008	.000	.270	.438	.000	.011	.000	.335	.006	.000		.025	.000	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q19	Pearson Correlation	-.247**	-.394**	.260**	.310**	.101	.288**	.282**	.172*	.343**	.175*	.244**	.324**	.282**	.238**	.392**	.465**	.466**	.184*	1	.259**	
	Sig. (1-tailed)	.004	.000	.003	.000	.142	.001	.001	.034	.000	.031	.004	.000	.001	.005	.000	.000	.000	.025		.003	
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
Q20	Pearson Correlation	-.193*	-.191*	.488**	.112	.309**	-.012	.160*	.405**	-.019	.547**	.622**	.158*	-.056	.223**	.007	.557**	.037	.340**	.259**	1	
	Sig. (1-tailed)	.020	.021	.000	.119	.000	.450	.044	.000	.421	.000	.000	.047	.277	.009	.471	.000	.346	.000	.003		
	N	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114

CONCLUSION AND RECOMENDATION

CONCLUSIONS

Wise and efficient leaders and planners and far-sighted organizations always maintain their position, take advantage of opportunities and deal with the problems with the calculated measures. There are various techniques for predicting the uncertain future. Today, the strategic challenges in the field of human resources are not limited only to administrative matters, but at the same time, attention should be given to the four criteria:

1. HRD infrastructure should be maintained,
2. Employees` commitment should be engineered,
3. HR professionals are strategic partners of the organizations and,
4. HR professionals as internal consultants handle their change management.

Nowadays, changes trend reshaping the workplace continues. Since human resource professionals must help organizations to maintain competitiveness in the market, they should be skilled traders, as well. HR professionals must help toward the success of organization through the concepts of organizational commitment, skills and training staff. Ever changing environment means that the authorities should pay special attention to education, communication and decision making skills and be able to provide a clear picture of their company. They should have a clear picture of relationship between cognitive function and operational management needs. They need to review existing practices toward ensuring that options and solutions improve the design and development

And By analyzing the responses of the study sample based on (74) questionnaire, the following conclusions were reached:

1. Human resources are one of the most important resources that the Organization possesses and adopts in achieving its objectives in general.
2. Organizations can achieve competitive success by relying on public human resources

3. The lack of organizations for efficient human resources failure of the inevitable and therefore their inability to compete and exit markets.
4. Organizations that succeed and remain in the market are organizations that rely on human resources with competence and high skills.
5. Expert human resources are a competitive weapon that the Organization uses to outweigh competitors
6. Effective human resources are indeed capable of implementing the mission and objectives of the strategic organization.
7. One of the most effective means of achieving the efficiency of performance is the adoption of the Organization on advanced technology and its tools and means in the performance of its work.
8. The use of technology and its means shall achieve accuracy, speed and confidentiality in the performance of the business of the Organization.
9. Mass production is one of the most important advantages of using Technical modern in production processes.
10. Organizations that lack advanced modern technology, suffer from a decline in performance compared to other organizations.
11. Human resources that are able to use technology in their productive processes give the Organization a unique competitive advantage.
12. Organizations cannot achieve competitive success in the market without relying on a qualified card from employees at different levels.
13. In order to the organizations remain and continue. It should continue to train and develop its employees on the latest innovations of modern technology that are used in production or service operations.

RECOMMENDATION

The following recommendations were reached:

- 1- Recommending the need to pay attention to the human resource and to sponsor it professionally, health and pension and to maintain it, as it is the basis adopted by the organizations in achieving their goals.
- 2- The need to reward and improve the working conditions of the workers in the organization as the basis for the success of competitive organizations.
- 3- Organizations should always strive to develop their human resources professionally and technologically because they are a competitive weapon in overcoming competitors.
- 4- Organizations should formulate their mission and define their objectives objectively and logically so that employees can achieve them.
- 5- Recommending the need for organizations to adopt modern technological means in their production or service operations, through which they can achieve the standards of speed, confidentiality, and safety in the performance of operations.
- 6- Organizations should benefit from the system of production of the wide advantages in the volume of production and the reduction in production costs, especially the costs of them.
- 7- The organizations should continue to train and develop their employees professionally and technologically and allocate large budgets for that purpose. This is the reason and secret of their success in the competitive world and in secret environments of change.
- 8- Recommending that organizations should be aware of the latest technological innovations produced by the developed world, in order to acquire them before other organizations and adopt them in their production or service operations to achieve competitive advantages for the organization.

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APPENDIXES: QUESTIONNAIRE



T.C

BİNGÖL UNIVERSITY

Dear Mr./Miss/Mrs.

Peace be upon you

This questionnaire is a part of master Thesis titled:

[The impact of human and technological capabilities to the success of organizations]

I am honored to put in your hands this questionnaire as a key tool for collecting data on this field study, which is part of the requirements for obtaining a master's degree in management. Thank you for your cooperation with us and appreciate your efforts in promoting scientific research and sincere cooperation to support the march of science. Therefore, please kindly respond to the paragraphs of the questionnaire knowing that these data are used only for the purpose of scientific research only and please kindly see the following points:

1. No need to mention the name or signature.
2. Place a (✓) sign inside the box or in front of the paragraph that you deem appropriate.

Thank you very much for your time and co-operation.

Researcher

SHADMAN AHMED ABDALLA

QUESTIONNAIRE

Personal and Functional Data:

Please answer the following questions by putting a (✓) sign in the appropriate answer from each of the following questions:

1- Gender :

Male

Female

2- Age :

From 20 to 30 years

from 31 to 40 years

From 41 to 50 years

from 51 and over

3- Academic Qualifications:

Diploma

Bachelor (B.A.)

Master (M.A.)

Doctor (Dr.)

4- Number of years of service:

Less than 5 years

from 6 to 10 years

11 to 15 years

from 16 years and over

The following is a set of questions. Please select the appropriate answers that reflect your opinion about your work and organization and indicate the answer you choose by placing a valid flag (✓) in the appropriate field.

Agree

to some extent

not agree

QUESTIONS	Agree	to same extent	Not Agree
1. Human resources are among the most important resources for the Organization.			
2. Organizations rely on their human resources to achieve competitive success.			
3. Organizations use sophisticated methods to select the best job applicants.			
4. Organizations spend money to develop the expertise and skills of their employees.			
5. Organizations cannot succeed without relying on highly skilled human resources.			
6. Expert human resources are a competitive weapon of organizations.			
7. Expert human resources give organizations success and competitive advantage.			
8. One reason for the failure of competitive organizations is their lack of efficient human resources.			
9. Organizations have significant expenditures on developing their human resources on an ongoing basis.			
10. Expert and effective human resources are capable of implementing the mission and objectives of the organization.			
11. The use of technology helps facilitate the organization of times and business within the organization.			
12. Technology and its tools are an effective means of achieving efficient performance.			
13. The use of technology achieves precision, speed, and confidentiality in work performance.			
14. One of the most important achievements of technology is mass production and its advantages in design and production.			
15. Organizations that lack the advanced technology suffer from a retreat in performance.			
16. Human resources capable of using technology give the organization a unique competitive edge.			
17. Successful organizations in the business world cannot achieve competitive success without relying on technologically qualified staff.			
18. Organizations should keep pace with the development of technology to achieve outstanding performance.			
19. Successful organizations with outstanding performance are dependent on advanced technology in their performance.			
20. Training and continuous development of workers in the use of modern technology is a prerequisite for the survival and continuation of the Organization.			

RESUME

PERSONAL INFORMATION:

NAME & SURNAME:

SHADMAN AHMED ABDALLA

PLACE AND DATE OF BIRTH

Sulaimanyah / Iraq 28-05-1989

NATIONALITY: Iraqi, Kurdish

E-mail: shadman.ahmed.abdalla@gmail.com



EDUCATION LEVEL:

- Bachelor's Degree: Management Department
- Master's Degree: 2018, Bingöl University, Graduate School of Social Science (Business Administration Department)

LANGUAGE SKILLS:

- **Kurdish:** Mother Tongue
- **English:** Good
- **Turkish:** Little
- **Arabic** Very Good

Work Experience:

Rapporteur of the Director at Dolphin Sea General Trading Limited in Iraq / Sulaymaniyah