

Strategic reflection of training on employee performance In Diyala Governorate Diwan

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Abstract—This research aims to find out the reflection of the training strategy on the performance of workers for a sample of workers in the Diyala Governorate Office, and crystallize its problem about the extent to which organizations apply the training strategy, especially the research organization, and whether this strategy affects the performance of employees, and does it help organizations in providing a high-quality product or service and reduce time, effort and costs by attracting skills and competencies, The research community included workers at all administrative levels of (753) individuals and the researcher used the questionnaire form as the main tool for collecting data and information, (260) questionnaire form was distributed to a random sample of workers and (248) forms were retrieved, and to achieve the objectives of the research and test its hypotheses and verify its hypothesis scheme The researcher resorted to using a set of statistical methods, namely (Arithmetic mean, standard deviation, coefficient of variation, intensity of response, confirmatory factor analysis to ensure the truthfulness of the construction of the research scale, Pearson's test to measure the degree of correlation between variables), and the statistical program package represented by (Amos V24) and (SPSS V26) was used to achieve this, and the research reached a set of conclusions, the most important of which are: The existence of statistical and moral relationships for a strategic. Training on the performance of employees and its dimensions and was influential and significant, which makes its role capable and influential on the performance of employees and recommended to the organization of the researcher to adopt the training strategy in its work to provide high-quality services and shorten the time and effort expended and save huge sums of money.

Keywords— Training strategy; Performance of workers; Diyala Governorate Office; Questionnaire form; Statistical methods.

I. INTRODUCTION

The beginning of the development of the concept of human resources management and its importance has emerged to develop the human element by organizing its affairs at all levels and maintaining it to obtain a distinctive and high level of performance, that achieving distinguished performance is through the distribution of tasks, defining responsibilities, drawing broad lines for supervision and joint coordination among them and exploiting it in different positions and responsibilities[1]. The best use to achieve the goals of the organization with high accuracy and efficiency and achieve its own competitive advantage to ensure its stability and work to adopt and develop new strategies, and the development of any an organization linked to the analysis of its internal and external environments to develop its general strategies that help it grow and prosper and for that the senior management had to involve the rest of the administrative levels to develop these strategies[2]. As well as draw strategies for each job in the organization depending on the information available to it and what it can be in the future to achieve its goals to improve the performance of its work, the performance of employees is the final result sought by the human resources department and the excellence of employees in any organization leads to its survival, excellence and stability, Where the organization is interested in raising the level of performance of its employees more than the attention of the workers themselves because its ability to progress depends on the level of performance of its employees [3].

II. RESEARCH METHODOLOGY

This section dealt with the methodology used in the research according to the following axes:

First: The research problem is that any organization cannot provide any activity or any service or product without the presence of human resources, and the organization should know its needs of the preparation and types of human resources, as witnessed administrative thought at the beginning of the current century serious discussions and proposals for the topics of the business environment that have become constantly changing, and these topics addressed by the current research represented in " training strategy and performance of employees" [4]. There is a controversy between researchers in theory regarding the training strategy, and what are the priorities of this strategy and the succession of its implementation and the interdependence between this strategy and the possibility of a relationship between it and the rest of the human resources management strategies, and the role of this strategy in helping human resources management to contribute to achieving the goals of the organization through the participation of the rest of the departments, hence the problem emanates for this research[5].

The study problem can be formulated in the following questions: Does the human resources department in the surveyed organization apply the training strategy or does it not have training strategies, and is there a correlation or impact between this strategy and the performance of employees.

What is the extent with the research sample of the dimensions of the training and performance of employees.

Second: Research Objectives The research seeks to achieve the following: The research aims to assist the human resources department in the researched organization in developing its future training strategies that will reduce time, effort and expenses and provide high quality service. Knowing the extent of the gap between human resources management and employee performance and addressing it in a scientific and systematic manner and according to the modern trends of organizations.

Third: Default Search Scheme:

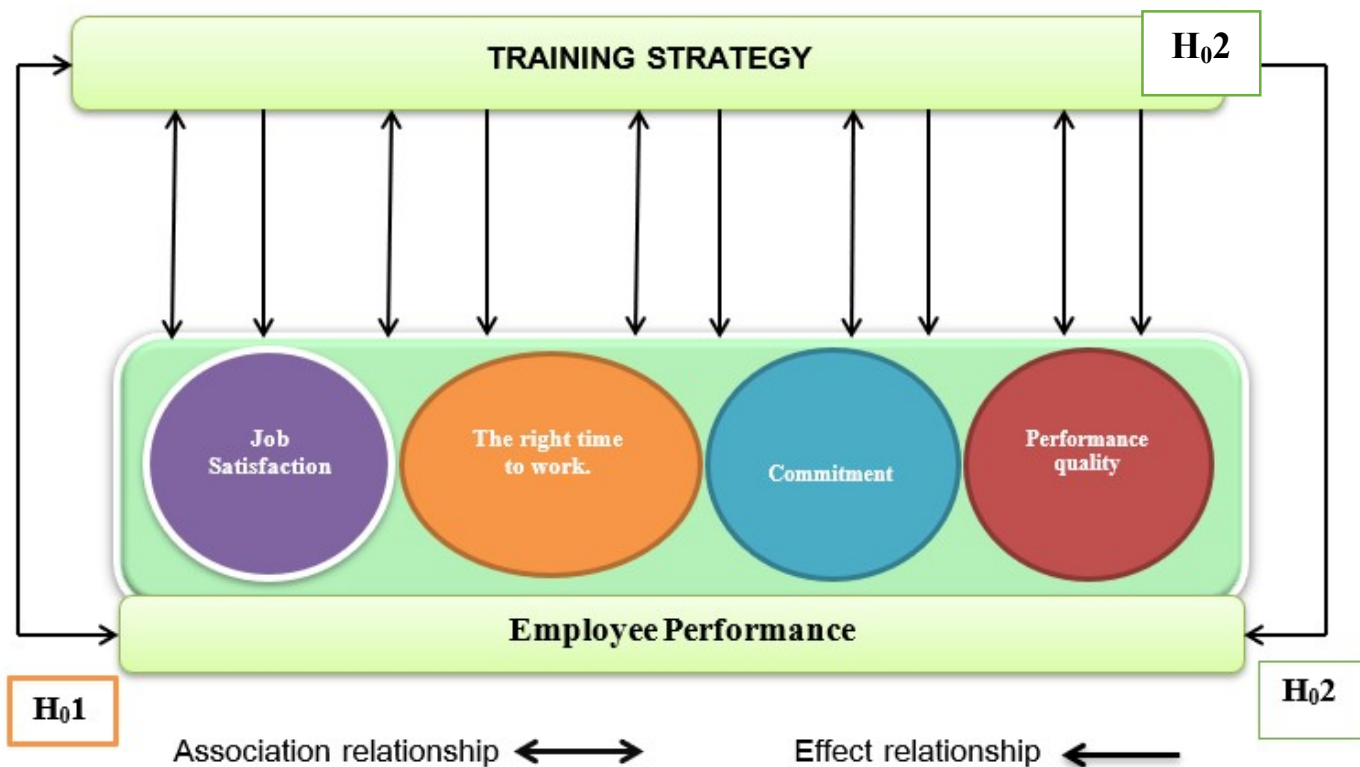


Figure (1) Hypothetical research scheme

Fourth: Research hypotheses the first main hypothesis (H01): There is no statistically significant correlation between the training strategy and the performance of the employees in the organization surveyed. The second main hypothesis (H02): There is no significant effect between the training strategy in the performance indicators of employees.

Fifth: Research limits: The research limits include the following:

- Time limits: from 15/6/2022 to 20/3/2023 Spatial boundaries: The Diyala Governorate Office was chosen as a field for research.
- Human limits: The research is limited to the opinions of a sample of employees in the Diyala Governorate Office and includes senior management, middle management and supervisory.

III. THE THEORETICAL SIDE

First Theme: Training Strategy

A- First: Training strategy, Training is one of the basic functions that ensure the organization's continuity and survival to face technological developments, environmental changes, methods and mechanisms of work and production tools, which entails the need to obtain specialized competencies and skills, and this is only available to the organization through training and development of the current workforce of the organization at all administrative levels [6]. Also known as continuous efforts that seek to raise the efficiency of employees and improve organizational performance, and training usually focuses on supporting employees with specific skills or helping them to correct mistakes in their performance [7]. The researcher defines as the process of developing, developing, and refining the skills of employees to keep pace with technological and technical developments and changes to enhance the current position of the organization by providing effective human resources that are a competitive advantage for the organization that is difficult to imitate or obtain by competitors [8].

B- the importance of training strategy, training is of great importance in the process of human resource development as a whole, it is an investment in human resources that brings a lot of benefit to the organization and the employee in the short and long term, and its importance lies in being an educational process that contributes to increasing the skills of workers to solve problems and develop intellectual and analytical capabilities that matter. In addition to refining the skills of dealing with co-workers, bosses and customers, this means increasing their abilities to adapt to organizational, social and technological variables, mastering the work entrusted to them, reducing the percentage of errors, control and supervision of workers to follow up their work, and this leads to pressure The costs and the skills that qualify them for promotion and occupy leadership positions with responsibility to grow and raise their morale and increase their sense of satisfaction and achieve stability in the organization and reduce circulation and reduce leakage Employees that ultimately lead to an increase in the level of organizational performance [9].

The importance of training is highlighted as follows [10]:

1. Provide the workforce with knowledge and job skills that relate to the performance of their work and work to improve the appropriate performance of a particular job.
2. Developing the capabilities and skills that employees possess, and this leads to reducing supervision and thus leads to the pressure of expenses.
3. Allow individuals to develop work skills, change jobs, and be able to open new career paths.
4. Improve performance through knowledge generation, leading to reduced costs and increased quality of service.
5. Coordination between the skills of employees and environmental and technological variables, thus the ability of the institution to adapt to these variables.
6. Contribute to achieving job satisfaction and social status of employees and reduce their exposure to work accidents, in addition to increasing the ability to keep pace with everything new in the field of work through the process of continuous training [11].

The researcher believes that the importance of training lies in increasing the efficiency and knowledge of workers and then reducing the process of supervising them, which leads to reducing costs, increasing production and quality, and reducing work accidents, which reflects positively on the overall performance of the organization.

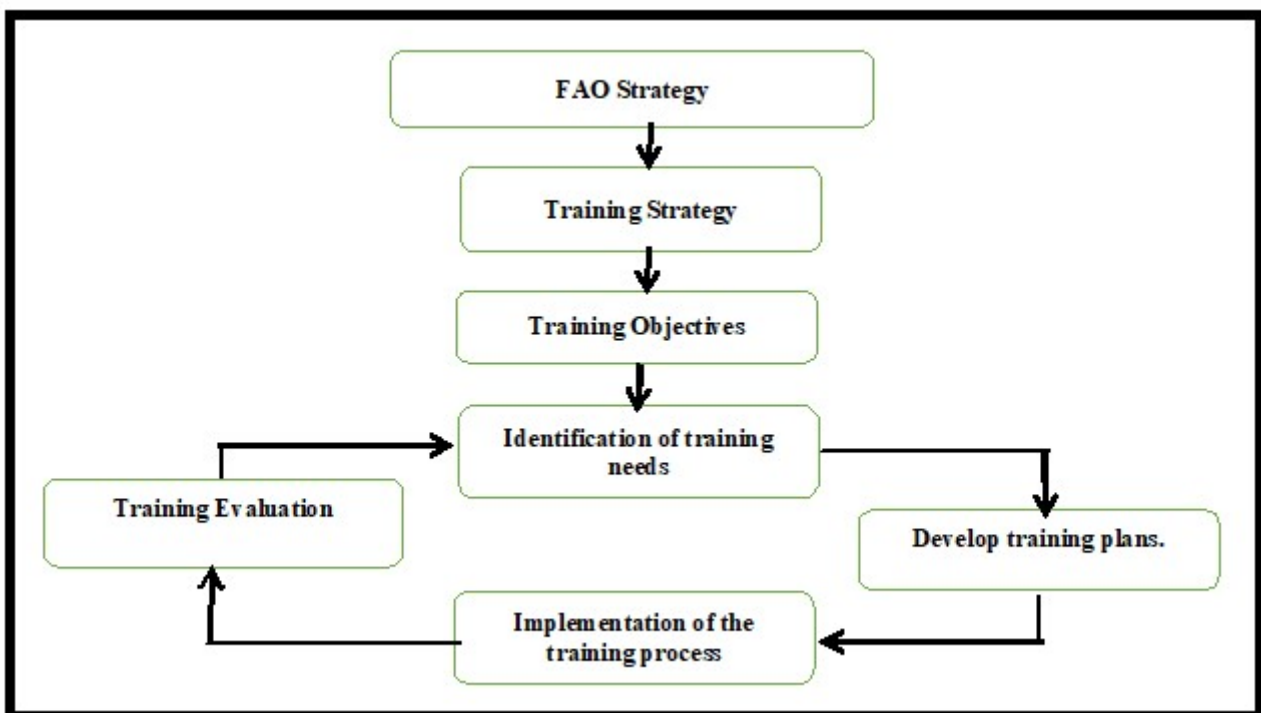


Figure (2) Training Strategy Steps [12].

C- Training strategy goals

Organizations set a set of goals that they seek to achieve through the training process, which can be summarized as follows [13]:

1. Ensure a high level of knowledge, competencies and acquired skills of employees and facilitate the process of adapting to all changes in their tasks.
2. Encourage teamwork, expand the network of communication, and increase the behavior and attitudes of employees to work ethics in the organization.

3. To minimize costs, risks, and the possibility of errors in the work.
4. Increase the possibility of internal transfer of workers between different departments and units.
5. Improving the quality of products and services and the level of performance of employees.
6. Achieving stability and flexibility within organizations as the workforce is one of its most important resources and assets, training leads to increasing the ability to continue and survive despite changes in the external environment, as well as adapting to face threats and restrictions imposed [14].

The researcher believes that the goal of training is to develop the skills and practical capabilities of employees, through training courses and preparing new leaders to be substitutes for current leaders in the event that they move to other places or retire, as well as contribute to the quantitative and qualitative rebalancing of workers within the organization and Benefiting from the skills, experience and knowledge of current human resources in developing and developing the skills and knowledge of new employees and raising the desire of trainees to make and prepare for the change process.

Second Theme: Employee Performance

First- The concept of employee performance: It is a set of administrative behaviors carried out by individuals in the organization in which they work, taking into account efficiency and effectiveness in work for the purpose of achieving pre-set results that are consistent with the goals of the organization [15], and it is considered the behavior in which the individual contributes to express his contribution to achieving the goals of the organization through the individual's possession of the knowledge, skills and experience that he possesses, and this behavior must be supported and promoted by the management of the organization [16]. In line with the foregoing, the researcher believes that the performance of employees is: It is a set of goals and outputs that the organization seeks to achieve through its employees, it links the aspects of activity and the goals through the division of labour for tasks and duties, which is what the workers do after assigning them to it with a predetermined quality and quantity “and in a certain way, and is the product of the interaction between effort and capabilities.

Second: The importance of the performance of employees: to achieve the organization to achieve its predetermined goals and in order to maintain its competitive advantage and if it wants to grow, expand and survive, all this depends on the performance of its employees by completing their work in the correct manner and as planned by the management of the organization, but if their performance is not at the required level, this is an obstacle To achieve the goals of the organization, and sometimes even lead to its liquidation, the organization's management must show special attention to its employees by raising the morale of the employees, spreading the months of justice among them, motivating them to bear the responsibilities, as well as providing Programs to train, develop and follow them up [17]. The importance of the issue of the performance of employees also lies in the fact that it occupies an advanced position in the management of the organizer, where the performance of employees enables the organization to achieve its goals, whether profitable or service, and is the outcome of the interaction of efforts made by a group of workers in the performance of tasks and duties entrusted to them [18].

Third - Effects of the performance of employees : The performance of employees is characterized by many influences agreed upon by most writers and researchers in the field of management due to its importance as it contributes to the enhancement and sensitivity of performance in the organization, so we find that one of the justifications for the adoption of Multiple influences for the performance of workers in various studies and research Although each of these influences refers to the role of the performance of employees, and that each influencer has a certain impact on the organization, and through the researcher's knowledge of previous research and studies, he found many of them adopted influencers The researcher also found some studies have adopted the quality of performance, commitment, appropriate timing of work and job satisfaction as performance effects, and the researcher agreed with the recent studies that adopted the four effects of performance, which are as follows:

1- Quality of performance : The quality of performance is associated with all activities within the organization, as it indicates the level of performance of employees in their various positions and job titles, and also expresses the extent of the commitment of employees in the organization to the highest levels of performance that work to provide a service or product that satisfies the management of the organization and customers dealing with it by meeting their needs [19]. The quality of performance expresses the accuracy, level of quality and degree of conformity of performance that is made in accordance with the specifications and conditions of quality specified by the organization, as some works do not require speed or quantity of performance as much as these works need from the quality and quality of performance and this falls under the quality criterion, and there are several measures of performance quality, including the degree of performance free of errors, as well as measures of the degree of conformity of production to specifications and the measure of the degree of creativity and innovation in performance, [15].

2- Commitment: The commitment does not only work to achieve success, but also encourages workers to do many volunteer work, as well as works to reduce absenteeism and the rate of work turnover and enhances the productivity [8], and expresses the commitment that it is the keenness of the worker. In carrying out their tasks, which start from the time of attendance through the tasks assigned to them, no matter how complex and no matter how difficult the problems facing the workers, the obligation is imposed on the workers to complete the tasks they are entrusted with on time and without delay or Disabled, which also means the keenness of workers to achieve the goals of the organization [20].

3- The appropriate timing for work: It means the appropriate timing for work. The completion of the tasks of the workers and the first tasks they are assigned to them in the T L M H D M is also meant to mean the completion of tasks faster than the time allotted [21].

4- Job satisfaction: Job satisfaction is one of the most important topics for individual workers in organizations of all kinds, and it can be defined as the employee's sense of internal satisfaction with his job he occupies, and satisfaction does not depend on the nature of the task only, but what the worker achieves because of his job. It is the comfort felt by the employees of the organization after the worker performs a set of tasks and duties in a logical manner, and the job achieves job satisfaction if it contributes to satisfying the needs of the individual and helps him to adhere to his habits and values and exploit all abilities and creative energies and the intellectual and scientific inherent within it [3].

Third Theme: The relationship between human resources management strategies and employee performance

Organizations at the present time seek excellence in performance that achieves competition and continuity in the environment in which they operate, and this does not come unless the organization pays attention to workers because they are the essence of performance and that is through the development of strategies for resource management. Humanity is predetermined and all aim to improve the performance of employees [7]. Through the strategy of job analysis and the recruitment strategy, the Human Resources Department obtains the employees in terms of quantity and quality in a timely manner. A set of sequential jobs (attracting, selecting, and appointing) through which the organization seeks to attract and select the best employees to fill vacant positions and appoint them in the organization. Louche & Claude Through the strategy of human resources development and development, the Human Resources Department carries out a set of functional strategies, including training, where it improves the efficiency of workers on practical and technological developments in his field of work, addressing the lack of performance, and developing. The organization aims to make them qualified to practice higher-level jobs in the future, and also has a strategy for promotion paths that allows the organization to create a competitive atmosphere among employees through which they can innovate in performance [19]. This process serves many purposes, as it provides information on the extraordinary ability of the individual, as well as helps in comparing the work done with the expected work and indicating the corrective actions to be taken [22].

The researcher sees, after reviewing the literature and previous studies on the variables of the induction (training strategy and the performance of employees) and through our knowledge of the work of most of the organizations in which the researcher worked during his service period, it was found that human resources management in organizations that develop and implement their strategies (job analysis, employment, wages, compensation and incentives) scientifically shows them when evaluating performance that they do not need a training strategy to learn and acquire knowledge, etc., but rather they need to develop a training strategy. To develop and update information for employees and refine their skills, unlike human resources management, which develops and implements its strategies traditionally or routinely, it needs to develop educational training programs, and this costs the organization time and effort in addition to the wages that are spent on these programs.

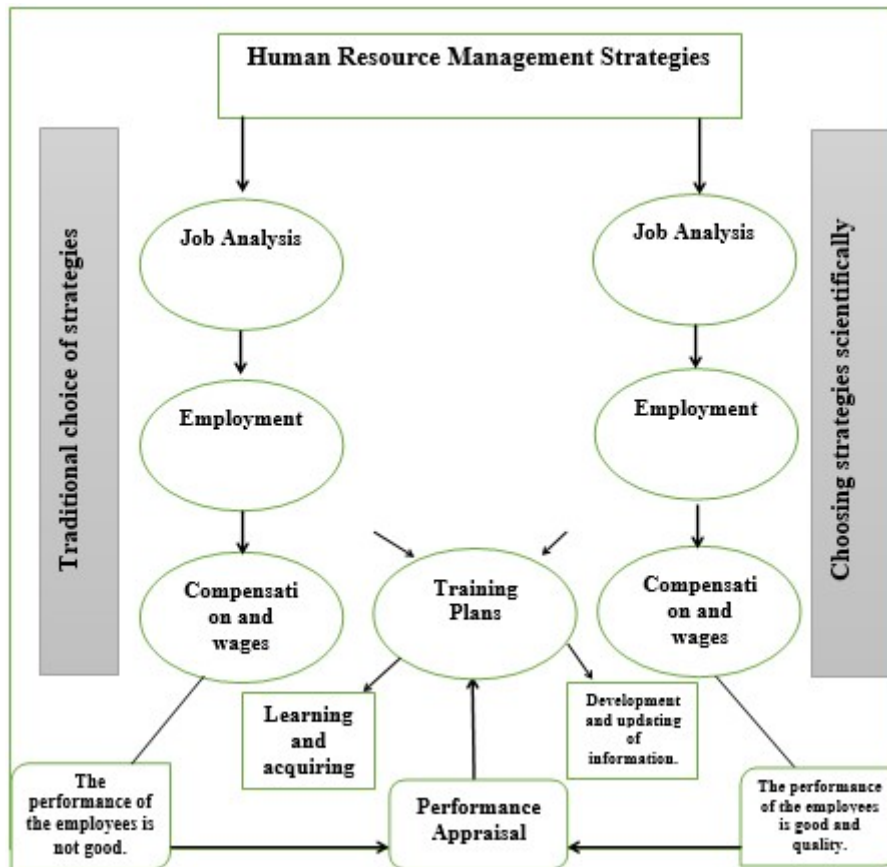


Figure (3) The relationship between human resources management strategies and employee performance (prepared by the researcher).

IV. THE FIELD SIDE.

This section includes the following axes:

First: Description of the research community and its sample: The selection of the research community is one of the important and basic things to ensure the fullness of the environment to study the problem, and test its hypotheses with the possibility of generalizing its results according to the ideas and opinions that are being addressed in the theoretical aspect, as well as determining the field in which the research is conducted, as it is necessary and important to achieve objectivity, honesty, and stability as necessary conditions in the scale that concerns the sample surveyed in the applied field, and after research and investigation, Diyala province was chosen as a field for current research, and Diyala province is one of the important sectors in society as it is concerned with the management of the province and its departments and the provision of various services to the general members of society, and Diyala province represents a research field. For the current research, the individuals working in it were selected as a research community, which includes (753) employees, and the researcher used the method of random sample to select the individuals surveyed in this organization, as (260) questionnaires were distributed directly by the researcher, but it has been excluded (12) questionnaire for being unfit for analysis to become the number of forms valid for analysis (248) form, a representative sample of its community. Table (1) shows some of the characteristics of the members of the research sample as follows:

TABLE (1) DESCRIPTION OF THE INDIVIDUALS SURVEYED IN THE DIWAN OF DIYALA GOVERNORATE

| Ratio | Variables | |
|--------|-----------------------|---------------------|
| 18.55% | Preparatory | Fully qualified |
| 14.92% | diploma | |
| 44.67% | Bachelor | |
| 4.03% | Higher Diploma | |
| 13.31% | Master | |
| 4.44% | Doctor | |
| 62.50% | male | Gender |
| 37.50% | Female | |
| 4.84% | 5 or less | Years of Experience |
| 21.77% | 6-10 | |
| 34.27% | 11-15 | |
| 20.56% | 16-20 | |
| 18.55% | 21 and more | |
| 41.53% | Obliged | Functional tasks |
| 41.53% | Division Officer | |
| 7.26% | Sworn Deputy Director | |
| 7.66% | Department Manager | |
| 2.02% | Other | |

1- Academic qualification: The academic qualification is one of the important indicators that are reflected in the way to deal with the questionnaire properly and accurately, and Table (1) shows that the percentage of bachelor's degree holders outperforms the rest of the other percentages in the surveyed organization, as it reached (44.76%), which is the highest percentage, while the percentage of holders of a preparatory certificate reached (18.55%) of the individuals surveyed, while the holders of a diploma degree The percentage of them reached (14.92%) of the individuals surveyed, while the percentage of holders of a master's degree (13.31%) of the individuals surveyed, and the percentage of holders of a doctorate degree (4.44%) of the individuals surveyed, and came in the last stage the percentage of holders of a higher diploma degree by (4.03%). Thus, we conclude that most of the study samples are those with good scientific experience and competencies that allow them to deal with the questionnaire form properly and accurately.

2- Gender: Gender is one of the important indicators, which consists of two categories, males, and females, as Table (1) shows that the percentage of males in the surveyed organization reached (62.50%), which is the highest percentage, while the percentage of females reached (37.50%) of the individuals surveyed. Thus, we conclude that most of the research sample are males, where They may deal with the questionnaire form properly and accurately.

3- Years of experience : Long service plays an important role in devoting experience and knowledge to the respondents, which is reflected positively in dealing with the questionnaire properly, and it is clear from Table (1) that the percentage of the number of sample members who have a functional service (less than 5 years) was (4.84%) among the individuals surveyed, which is the lowest percentage among the individuals surveyed, while the percentage of individuals surveyed who have service (6-10 years) (21.77 %), as for those who have a service (11-15 years), their percentage was (34.27%), which is the highest percentage among the individuals surveyed, while the percentage of individuals who have service (16-21 years) reached (20.56%), and for the functional service (21 years and over), it reached (18.55%). From the foregoing, the researcher believes that (95%) of the individuals surveyed have a functional service of more than 6 years, which reflects the ability of individuals and their administrative skills because of the information and knowledge they have acquired, as well as the extensive experience and high skill in their field of work as a result of this enabling them to accomplish the tasks entrusted to them efficiently and effectively and has a great impact on dealing with the questionnaire properly.

4- Job position: It is clear from Table (1) that most of the respondents are employees, as their percentage reached (41.53%), and this percentage is equal to the official of the division, as they reached (41.53%), followed by the director of the department, as their percentage reached (7.66%), while the percentage of assistant department manager was (7.26%), Those who do not have a position or do not respond to this paragraph (otherwise), their percentage reached (2.02%) and this reflects the high ability of the respondents to understand the paragraphs of the questionnaire and answer them accurately without caring about the tasks of the position or feeling the job anxiety that the position may generate on the respondent.

Third: Measuring the correlation between the training strategy and the performance of employees: The results of the statistical analysis shown in Table (2) related to the statement of the correlation between the dimension of the training strategy and the performance of employees and its dimensions in the organization surveyed as follows:

A significant correlation was achieved between the dimension of (quality of performance), (commitment m), (appropriate timing for work), (job satisfaction) and (performance of employees) and after (training strategy) in terms of the values of the correlation coefficient that appeared equal to (0.681), (0.647), (0.392), (0.662), (0.703) respectively, and these values are significant based on the P-value that appeared equal to (0.000), (0.000), (0.000), (0.000), (0.000), (0.000) is less than (0.01), which means that it is highly significant.

TABLE (2) VALUES OF THE CORRELATION COEFFICIENT BETWEEN THE DIMENSION OF THE TRAINING STRATEGY AND THE PERFORMANCE OF EMPLOYEES AND ITS DIMENSIONS

| | | Link | | | | |
|--------------|---------------------|------------------------|------------|---------------------------|------------------|----------------------|
| | | Quality of performance | Commitment | The right timing for work | Job satisfaction | Employee Performance |
| Tax Strategy | Pearson Correlation | 0.681 | 0.647 | 0.392 | 0.662 | 0.703 |
| | Sig. (2-tailed) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| | N | 248 | 248 | 248 | 248 | 248 |

Source: Prepared by the researcher based on the outputs of the SPSS V.26 program.

Fourth: Measuring the impact of the training strategy on the performance of employees of the surveyed organization:

Figure (4) and Table (3) shows the nature of the impact of the training strategy dimension on the performance of employees and shows that there is a significant impact of the dimension (training strategy) on the performance of employees in terms of the value of the regression coefficient that appeared equal to (0.813) and this effect is significant in terms of the probability value (P-value).) that appeared equal to (0.000) which is less than (0.01).

Based on the above, the null hypothesis, which states that "there is no significant impact relationship between the training strategy and the performance of the employees in the surveyed organization“, will be rejected and the alternative hypothesis that states that “there is a significant relationship between the training strategy and the performance of the employees in the surveyed organization” will be accepted.

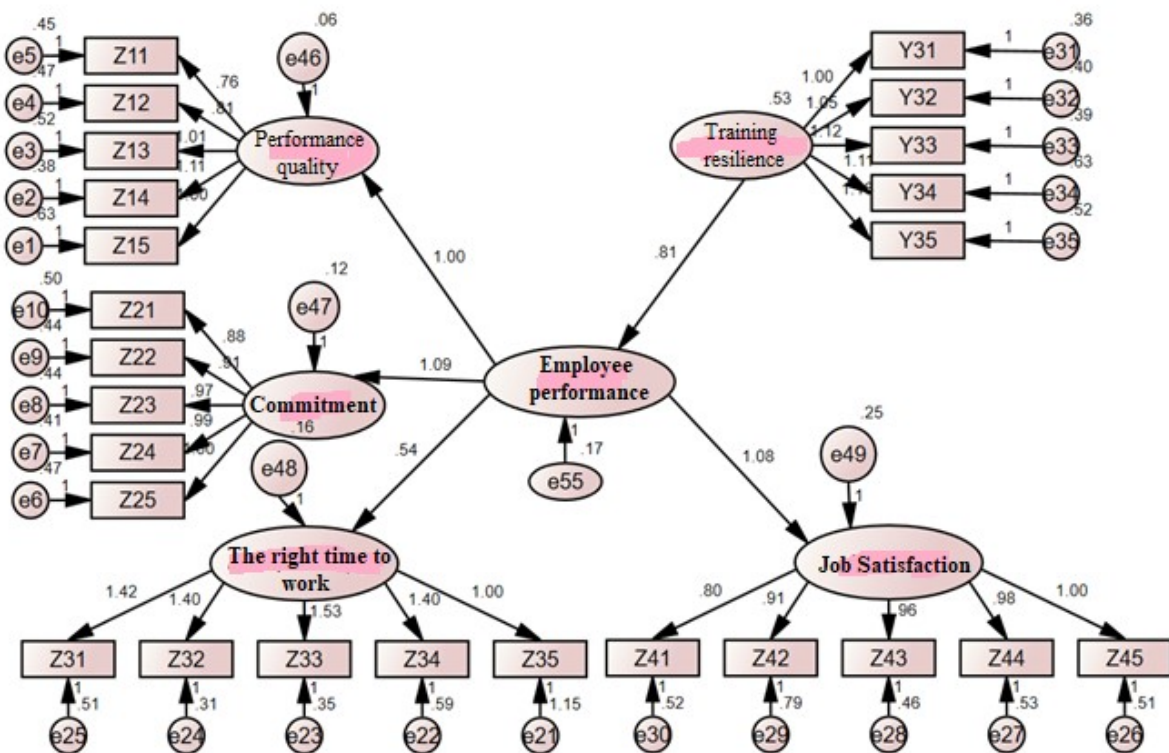


Figure (4) The relationship of the impact of the training strategy on the performance of employees

TABLE (3) VALUES OF STANDARD AND NON-STANDARD REGRESSION COEFFICIENTS FOR THE IMPACT OF TRAINING STRATEGY ON EMPLOYEE PERFORMANCE

| P-value | SRW | Estimate(b) | Dependent variable | Direction of influence | Interpreted variable |
|---------|-------|-------------|----------------------|------------------------|----------------------|
| 0.000 | 0.824 | 0.813 | Employee Performance | → | Training Strategy |

Source: Prepared by the researcher based on the outputs of the statistical program (AMOS V.24).

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. There is a statistically significant and significant correlation between the training strategy and the performance of employees, and this means that the more this strategy is adopted in the surveyed organization, it will increase the quality of its performance and the commitment of workers to their working times and their commitment to their tasks and duties and their implementation on time or before and will also increase their job satisfaction and the performance of its workers in general, and this will save it time, effort and financial amounts and vice versa.
2. Achieve a significant correlation between the training strategy and the performance of employees and its dimensions (quality of performance, commitment, appropriate timing of work, job satisfaction), where the organization surveyed identifies the priorities of the most necessary training for the purpose of achieving its goals but does not follow up the progress that occurs in the performance of its employees after each training program.
3. It was found that there is a significant impact of the training strategy on the performance of workers, which means that this strategy has a direct impact on the performance of employees, whether positive or negative.
4. There is a significant impact relationship for the training strategy on the quality of performance dimension in the surveyed organization, as it seeks to make the relationship between its employees and auditors good and provide high-quality services, but it does not depend on the percentage of the number of complaints submitted to it as a measure to measure the quality of its performance.
5. It was also noted that there is a moral impact of the training strategy on the dimension of commitment, and this is what made workers give a positive image of their organization from commitment to their tasks and duties, but it does not seek to provide an atmosphere of confidence in its employees, and this reflects negatively on their commitment to work.
6. There was a relationship of the moral impact of the training strategy after the appropriate timing of work, and this reflected positively on the commitment of workers to the working hours specified for them to attend or leave.
7. It is also evident that there is a moral impact relationship of the training strategy on the job satisfaction dimension, and this leads either to employees in the organization feeling satisfied with their current jobs or feeling bored in these jobs.

Recommendations

1. As soon surveyed systems should adopt the training strategy in their general strategy to ensure their success and achieve their goals as soon as possible and with the least effort.
2. Using internal and external expertise in developing modern training programs to develop and develop the skills of employees to keep pace with technical and technological developments to enhance the position of the organization and the Human Resources Department must conduct an evaluation of employees after each training program.
3. Work to increase the quality of services provided by the organization and the accuracy and skill in completing tasks reliably by adopting the percentage of the number of complaints as a mechanism for that.
4. The organization should spread the spirit of confidence in its employees and provide a spirit of work that encourages teamwork and enhances their belonging to the organization to give a positive image of it.
5. Arrange the behavior and performance of employees to carry out their tasks and duties on time or earlier and according to precedence.
6. Providing all the needs and requirements that increase the internal satisfaction felt by employees because this results in their satisfaction with their jobs, work, and duties, and this reflects positively on the organization in achieving its goals.

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