



**ÇANKAYA UNIVERSITY  
THE GRADUATE SCHOOL OF SOCIAL SCIENCES  
ECONOMICS AND ADMINISTRATIVE SCIENCES**

**MASTER THESIS**

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT APPLICATIONS  
ON THE PERFORMANCE OF EMPLOYEES IN THE MINISTRY OF  
FINANCE IN IRAQ**

**HAYDER MHAWI THAJEEL**

**DECEMBER 2017**

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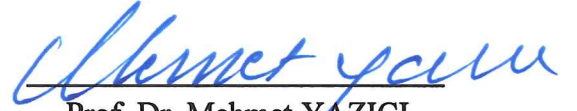
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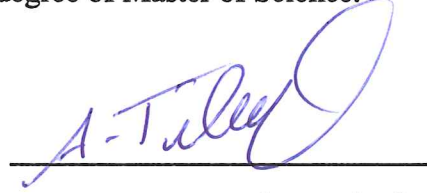
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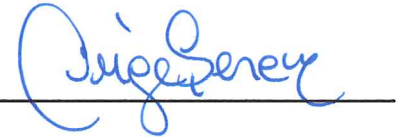
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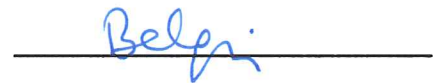
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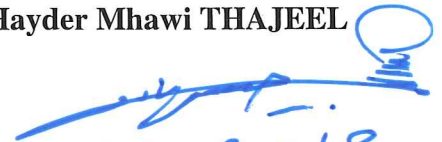


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## **ABSTRACT**

### **THE IMPACT OF HUMAN RESOURCE MANAGEMENT APPLICATIONS ON THE PERFORMANCE OF EMPLOYEES IN THE MINISTRY OF FINANCE IN IRAQ**

Hayder Mhawi THAJEEL

M.B.A, Department of Economics and Administrative Sciences

Supervisor: Prof. Dr. Alaeddin Tileylioglu

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The purpose of this study is to examine the impact of human resource management applications on the performance of employees in the Iraqi Ministry of Finance and its affiliated institutions in Baghdad. This study specifically addresses the basic human resource management practices that aim to manage its human assets efficiently and effectively, thus ensuring the highest quality of service in the public sector. The specific objectives of the study were to determine how human resource planning, staffing process (recruitment and selection), training and development, and reward and compensation systems affect the performance of employees in this ministry. This study adopted both descriptive and explanatory research designs. The primary data was collected by using a structured questionnaire in which these questionnaires were distributed randomly to the target population as a necessary procedure to obtain sufficient and valid information, while the secondary data was collected from information interpreted by other researchers. For this study, the target population consisted of administrative and technical staff and the sampling frame included 6090 employees. The stratified random sampling technique was adopted. Consequently, the sample size included 375 employees. The quantitative data were analyzed using the (SPSS) Statistical Package of Social Sciences. The results predicted that recruitment and selection have the highest significant effect on employee

performance in The Iraqi Ministry of Finance and its affiliated institutions followed by human resource planning, reward, and compensation, and training and development sequentially. From this result, the study suggested that there is a need for the Iraqi Ministry of Finance and its affiliated institutions to pay more attention to a proper management of its human resources in order to achieve its full potential in improving the performance of employees particularly and the organizational performance in general. Thus maximizing the efficiency of services provided to the public sector. The study recommends that more research can be carried out to include more institutions and in wider regions with other factors that may have an impact on employee performance in order to gain better generalization of findings.

**Key Words:** Human Resources Management, HRM applications, Human resource planning, Recruitment and selection, Training and development, Reward and compensation systems, Performance of employees, Iraqi Ministry of Finance.

## ÖZ

### İNSAN KAYNAK YÖNETİMİ UYGULAMALARININ İRAK MALİYE BAKANLIĞINDA ÇALIŞANLARIN PERFORMANSINA ETKİLERİ

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Süpervizör: prof. Alaeddin Tileylioğlu

Aralık.2017, 140 Sayfa

Bu çalışmanın amacı insan kaynakları yönetimi uygulamalarının Irak Maliye Bakanlığı ile Bakanlığa bağlı kuruluşlar nezdinde çalışanların performansına etkisini incelemektir. Bu çalışma özellikle insan kaynaklarını etkin ve verimli kılan temel insan kaynakları yönetimi uygulamalarını inceleyerek kamu sektöründe çalışanların hizmet kalitesini yükseltmeyi hedeflemektedir. Çalışmanın spesifik amacı, insan kaynakları planlamasının, personel seçme sürecinin (işe alma ve seçme), eğitim ve geliştirmenin ve ödüllendirme sistemlerinin Maliye Bakanlığında çalışanların performansını nasıl etkilediğini belirlemektir. Bu çalışma tanımlayıcı ve açıklayıcı araştırma yöntemlerini benimsemiştir. Birincil veriler, yapılandırılmış bir anketle toplanmıştır. Çalışma idari ve teknik personelden toplanan bilgilerden oluşmaktadır. Yeterli ve geçerli bilgiler elde etmek için anketler hedef popülasyona rastgele dağıtılmıştır. İkincil veriler daha önce yapılan araştırmalar ve kitaplardan elde edilmiştir. Örneklem, Maliye Bakanlığında çalışan 6090 idari ve teknik personelden rastgele seçilen 375 çalışana kapsamaktadır. Niceliksel veriler (SPSS) Sosyal Bilimler İstatistik Paketini kullanarak analiz edilmiştir. Sonuçlar, Irak Maliye Bakanlığında, işe alma ve seçme sürecinin, çalışanların performansı üzerindeki etkisinin, araştırdığımız diğer faktörlere göre, daha büyük olduğunu göstermiştir. Ayrıca çalışma, sırasıyla insan kaynakları planlaması, ödüllendirme, ücretler ile eğitim ve geliştirme faaliyetlerinin çalışanların performansına etki eden diğer

faktörler olduğunu ortaya koymuştur. Bu sonuçlardan yola çıkarak, Irak Maliye Bakanlığı ve bağlı kuruluşlarında insan kaynaklarının daha etkin bir şekilde kullanılması gereği ortaya çıkmıştır. Genel olarak örgütsel performans artırılarak kamuya sağlanan hizmetlerin etkinliğinin en üst düzeye çıkarılması gerekmektedir. Çalışma bulgularının genelleştirilmesini sağlamak için daha farklı kurum ve alanlarda çalışanların performansı ile ilgili yeni çalışmalar yapılmalıdır. Ayrıca, çalışmaya, performans üzerinde etkisi olabilecek diğer faktörlerin eklenmesi de yararlı olacaktır. Konunun önemi nedeniyle konu üzerine daha kapsamlı araştırma yapılması önerilmektedir.

**Anahtar Kelimeler:** İnsan Kaynakları Yönetimi, İnsan Kaynakları Uygulamaları, İnsan Kaynakları Planlaması, İşe Alma ve Seçme süreci, Eğitim ve Geliştirme, Ödüllendirme ve Ücret Sistemleri, Çalışanların Performansı, Irak Maliye Bakanlığı.



DEDICATION

*To my beloved mother, to the  
memory of my father*



## ACKNOWLEDGEMENTS

This work is the result of a long journey to fulfill a life goal. I need to begin by dedicating this dissertation to my parents who always encouraged me to pursue my goals, to work hard and to never give up. My late father taught me to pay attention to detail, advice which has served me well in my work career and academic studies. I think he would be proud of me. Thanks are also due to my wife, for supporting me and taking care of every chore imaginable, so I could focus on my studies. My daughter, my sons - thank you because you are the hopes which light my way to achieving my goals. To my sisters and brothers, and their families, thank you, although you are some distance away you are always with me. Thanks to – Prof. Dr. Alaeddin Tileylioglu for his direct supervision, guidance, patience, good ideas, and for the hard questions and improved quality of the final product; Assoc. Prof. Dr. Irge SENER for her warm support and expertise; Prof. Dr. Ahmed Yalnız for helping me interpret the data statistically; and Assist. Prof. Dr. Handan OZDEMIR for critiquing my methodology. Finally, to the Chairman of the National Board of Pension, Dr. Ahmed A. Hussein, I deeply appreciate and will always remember his encouragement and help over the past few years. Thank you, all for everything.

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## **LIST OF ABBREVIATIONS**

GDP	Gross domestic product
HR	Human Resources
HRM	Human Resources Management
HRP	Human Resource Planning
KSAOC s	Skills, Abilities, and Other Characteristics
IMOF	Iraqi Ministry of Finance
R and D	Research and Development
R and S	Recruitment and Selection
SPSS	Statistical Package of Social Sciences
SD	Standard Deviation
T and D	Training and Development

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

Iraq is located on the Tigris and Euphrates rivers and the site of ancient Mesopotamian and a cradle of civilization (Woods, Blake, Khadduri, Chambers, and Kennedy, 2017). The Mesopotamians developed the wheel, the plow, a lunar calendar, and an early form of writing. An advanced civilization existed in Iraq by 4000 b.c. and after 2000 b.c. This area turned into the focal point of the antiquated Babylonian and Assyrian realms. After an Arab victory in 637–640, Baghdad turned into the capital of the caliphate that extended from the Atlantic to the borders of the Chinese empire (Leick, 2003). So, the Iraqis have known since time immemorial, how to enact laws to regulate and build the world by mobilizing the energies of human resource and managed them. Foster and Karen, (2009) mentioned that “About ten thousand years ago, peoples in the Middle East evolved a radically different subsistence pattern based on agriculture and the management” (p. 8).

Today's organizations around the world have been established to achieve certain objectives. For this purpose, these organizations require adopting human resource management applications such as human resource planning, staffing process (recruitment and selection), training and development, reward and compensation which are all vital for survival and success. Good human resource management practices play the key role in the organization's prosperity and continuity (Wamuuru and Jamleck, 2016). It is a process of directing and motivating individuals towards effective and efficient outcomes (Boxall, Purcell, and Wright, 2007). A good human resource management applications enable organizations to retain the talented individuals or attract them from the labor market (Okumbe, 2001). Human Resources

Management (HRM) seeks to guarantee that individuals are well motivated and committed in order to increase their performance in their different roles (Orrington, Hallr, and Taylor, 2005). Recently, the rivalry among competitors has been increased many times than before. Under this circumstance, organizations seek to acquire a competitive advantage in an unstable environment through reducing the cost and increase innovative sources by using the best practices of human resource management (David, 2011).

Also, changing in the business environment in recent years led to increasing organizational efforts to identify and focus on elements that influence their success.

One of the most important elements that has been received more attention than others are the individuals who work for these organizations because they realized that their success is dependent on utilizing the maximum out of the employees through adapting the best applications of human resources management (Sims, 2002).

In the recent past, the influence of HRM applications on employee performance has been studied extensively. All of these studies have found that these applications impact employee performance positively (Shaukat, Ashraf, and Ghafoor, 2015). Most of these studies that focused on examining the role of HRM applications and employees' performance were conducted in developed countries (Hassan, 2016). Organizations in the modern era are developing human resource management practices in line with their beliefs and principles and guiding them to form an appropriate relationship between the administration and its employees (Dessler, 2002). These practices include human resource planning, recruitment, training, development, evaluation, compensation and occupational safety systems, employee relations, and human resources information systems (Armstrong, 2006). Successful organizations depend mainly on the effective management of their human resources (Porter, 2001). Successful organizations consider their human resources as the number one among their assets (Whitener, 1997). And it represents the most important asset of the organization to achieve competitive advantage due to its ability to convert other assets

such as land, money, machinery and raw materials into a product or service (Shaukat, Ashraf, and Ghafoor, 2015). Many previous research at the organizational level has shown that the correct applications of HRM applications affect the performance of employees positively by directing their behaviors and attitudes in a way that ensures the achievement of the objectives of the organization. An organization wants to be successful; it should get different types of employees who should be managed in a way that enables them to achieve both - their personal goals and - organizational goals. Benkhoff (1997) mentioned that effective human resources applications increase staff commitment and improve their performance. To carry out this action, the administration should make great efforts to motivate staff to improve their performance, which generates positive value for the organization. Armstrong (2006) observed that the effective application of human resource management leads to generate more flexible and intelligent organizations through the proper use of policies and procedures for hiring and developing the talented employees.

In Iraq, the service sector needs to guarantee the best usage of their assets to their own advantage and its customers. HRM practices can create organizations that are more adaptable, intelligent, competent and flexible through the application of strategies and practices that focus on recruiting, selecting, training, its employees with a good performance appraisal system and directing their best efforts to cooperate within its resource. This can enhance organizational performance through dealing with the policies and practices that can create an appropriate job environment for these organizations' staff. "HRM is the design of formal systems in an organization to ensure the effective use of employees' Knowledge, Skills, Abilities, and Other Characteristics (KSAOCs) to accomplish organizational goals" (Pynes, 2009). HRM can be described as a strategic, integrated and coherent approach to employment, development, and well-being of the people working in organizations. Recently, organizations are focused on accomplishing superior performance through better utilization of skilled human resources as a vital resource (Armstrong, 2010). HRM procedures or strategies should be aligned with the major strategy of organization for achieving organizational success. Regardless the amount of technology and mechanization developed, human resource remains the most critical

resource for any successful organization whose performance is based on an exceptional individual.

## **1.2 Background of Iraqi Ministry of Finance**

The Iraqi Ministry of Finance (IMoF) aims to establish the foundations and directions of the state's financial planning and to define the general framework of the elements of the financial plan within the framework of its general policy and development plans and create the means of preparing the plan and supervising its implementation. The Ministry seeks to achieve its objectives as follows: (Ministry of Finance, 2013).

- 1- To manage and regulate state funds and to monitor the soundness of their conduct, including the optimal use of available cash.
- 2- Managing the public treasury and enhancing its sources of nutrition.
- 3- Management and regulation of banking and insurance and linking the plans of credit and insurance and objectives of the State's financial plan and development plan.
- 4 - Management and development of customs tax system.
- 5- Develop civil service legislation and retirement within the framework of the general policy of the state in the field of civil service, public service, and social security.
- 6 - Providing advice to the government departments in matters of finance, monetary, credit, banking, insurance, civil service laws, rules and regulations, and training of accountants in order to ensure that accounting systems are applied accurately and efficiently.

The major affiliates and banks of the Iraqi Ministry of Finance are: General Customs Authority, Public Pension Body, General Commission for Taxes, General



Authority for Free Zones, Rafidain Bank, Rasheed Bank, Agricultural Bank, Industrial Bank, Real Estate Bank, Trade, Al Nahrain Islamic Bank, Training Center Financial and Accounting and State Pension Fund (Ministry of Finance, 2013).

After 2003, the economy of Iraq has passed through a transitional phase, where the Ministry of Finance is carrying a burden of correcting the economy. The Ministry has taken major responsibility for allocating and using the country's resources for a stable economy. The projects undertaken to serve these challenges require the better employment of human resources in the Ministry (Savage, 2013). This, in turn, requires a good human resource management department for planning, hiring, training, and developing human resources. The higher performance of employees is expected to lead to improving the performance of the Ministry for reforming the economy at large.

### **1.3 Statement of The Problem**

Despite the fact that Iraq possesses vast natural resources, the weak economic performance in Iraq may be attributed to the lack of proper human resource management practices in the public sector organizations. This is associated with social, cultural, demographic, political and institutional problems as well as the uncertainty that dominates the future of the country.

Iraq endured many wars and suffered from the economic blockade for the period from 1991 to 2003 that led to creating a big gap between the performance of its institutions, and the global institutions. The Ministry of Finance in Iraq is one of these institutions that suffered from the lack of proper planning of human resource management, such as poor training, unbalanced employment, promotions, high staff turnover, retirement, job satisfaction as a result of poor human resource management policies and practices. This can be attributed to the lack of human resource management specialists in the Ministry.

Key officials of the Ministries have not paid enough attention to the importance of workforce to better manage their human resources. Due to having only a small number of experts in the field of human resource, most managers, do not properly enforce or implement HR strategies, policies, processes, programs, and practices. Naturally, this ends up in a low level of institutionalization.

Poor strategic thinking together with resistance to change by top management in the Ministry, are two other problems faced. Despite the fact that these issues are discussed on a daily basis with the Ministry, no action is taken for reforming and developing HR practices and services.

In many cases, an organization that does not plan for its human resources rationally may find it difficult to meet its employee's obligations and consequently fail to meet its overall goals efficiently and effectively. Without effective human resource management, the Ministry of Finance in Iraq would find it hard to provide the required services in the public sector at that time.

After the economic embargo was ended in 2003, the situation in Iraqi institutions has changed slightly. But other economic problems have emerged in this period. According to World Bank study in 2014, between 2003 and 2010, half of Iraq's GDP was spent on public-sector services. A large proportion of this expenditure was spent on salaries and wages of government employees. From this point, there is an urgent need that appeared which is to pay more attention to the practice of human resource management applications to ensure that the funds invested in human resources have a high benefit to society.

This study assumes that the present human resource management practices in the Ministry of Finance impact the organizational performance adversely. Under this assumption, this research is planned to suggest effective HR administration functions to improve and develop skill levels and enhance the performance of employees, for greater effectiveness and efficiency of services in the Ministry.

## **1.4 Objectives of the Study**

The objectives of the study were to determine how HRM applications include human resource planning, staffing process (recruitment and selection), training and development, and reward and compensation systems affect the performance of employees in the Iraqi Ministry of Finance and its affiliates.

## **1.5 Research Questions**

The objective of the study makes us ask the following questions that should be answered through this research.

- 1 - Does human resource planning have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?
- 2 - Does the staffing process (recruitment and selection) has a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?
- 3 - Do training and development have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?
- 4 - Do reward and compensation system have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?

## **1.6 Significance of the Study**

This research seeks to study and analyze the factors that can affect the performance of employees in the Iraqi Ministry of Finance. Where most previous studies (Koch and McGrath, 1996; Fey and Björkman, 2001; Holtbrügge and Mohr, 2011; Delaney and Huselid, 1996; Rosenzweig and Nohria, 1994) had gaps in which these studies were conducted in developed countries and not in developing countries.

The present study may be one of the few numbers of studies that are completed in the Iraqi Ministry of Finance. However, there are several studies (Afriyie and Blankson, 2013; Aslam, Talha, Ghaffar, and Mushtaq, 2015; Balgobind, 2007) conducted in the industrial and private sector, but not in the public sector.

The primary reasons that indicate the significance of this research is intended to give a better understanding of the role of high-performance HRM applications in the Iraqi Ministry of Finance. So this study seeks:

- To investigate factors that impact the performance of employees in the Ministry.
- To explore the effectiveness of HRM applications and employee performance in the Ministry.
- To suggest effective HR administration functions to improve and develop skill levels and enhance the performance of employees, for greater effectiveness and efficiency of services in the Ministry.
- To improve HR practices in the Ministry, as well as assist HR managers in setting and implementing better HR strategies.

### **1.7 Scope of the Study**

This research seeks to study and examine the impact of HRM applications on the performance of employees in the Iraqi Ministry of Finance and some of its affiliated institutions in Baghdad and its suburbs. This study specifically addresses the basic human resource management practices that aim to ensure the individuals are managed efficiently and effectively. This can be achieved only by obtaining the best candidates by recruiting them and choosing them from the labor market in a transparent manner. The Ministry of Finance wants to get the best stuff by correctly planning its human resources to ensure that the right individuals in the right jobs at the right time and place. Also, the Ministry seeks its employees be more productive

by providing them with the necessary skills to enable them to carry out their work and responsibilities through establishing appropriate training and development programs and by the adoption of attractive rewards and compensation system that enhance employees loyalty and productivity.

### **1.8 Limitations of the Study**

The research, because of the time limitation, difficulty in financing and traveling, would be limited to the Ministry of Finance and some of its affiliates. Another limitation is that it is hard to get a sufficient response to the questionnaires because the respondents may be careful in giving information because of their doubts that typically connected with any sort of research. Also, using survey may lead to biases and error." even when surveys use random probability sampling methods, they are subject to potential errors" (Levine, Krehbiel, and Berenson, 2010). This bias may come from various sources that could be in operation in any given research (Podsakoff, Scott, Jeong, and Nathan, 2003).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews both theoretical and empirical literature concerning HRM applications through investigating the relationship between these applications and employee performance. Also, in this chapter, we focus on the past studies that are related to HRM applications that are completed by researchers which are known as prior empirical studies that lead to providing better knowledge about what has been done in this field. “The research finding [are] related to the finding of other” (Sekaran and Bourgie, 2013). By literature review in research, a researcher can gain comprehensive perceptions about pros and cons of previous research which lead to useful and meaningful study.

##### **2.1.1 The Concept of Human Resource Management Practices (Development, Characteristics, and Definition)**

According to some researchers interested in the HRM indicate that it began in the mid-1970s (Purcell, 1999). Then, large changes in societies such as the extension of globalization, technological development and the establishment of unionism led to new management theories (Schuler and Jackson, 1987). The model of modern management is based on the welfare of employees (Carey, 1999), unlike the classical administration that follows Taylor's principles and focuses on product rather than individuals (Delaney and Huselid, 1996). The second phase of the development of HRM applications included staffing and training process which coincided with the increasing role of trade unions (Nankervis, Compton, Baird, and Coffey, 2011).

Subsequently, HRM practices have had a significant impact on the outputs of organizations, especially after the famous experiment of Hawthorne, which showed the role of managers in maximizing the productivity of organizations through the job design, which led to the increased effectiveness of employees (Mahoney and Deckop, 1986). In the new millennium, organizations focused on the modern approaches to HRM practices, which is related to strategic management of human resources, knowledge management, talent management, high-performance workplaces and, risk management. For this reason, investing in the human capital became one of the main themes of these organizations. With regard to the definition of HRM, many researchers have argued that there is no uniform definition because of the lack a precise formulation of its content and meaning. According to Boxall, LPurcell, and Wright (2007) “there are a myriad of variations in the ideologies, styles, and managerial resources engaged, HRM happens in some form or other” (p.1). In the past, HRM has been defined as activities that are only providing assistance to the workforce responsible for producing products and services (Huselid & Becker, 2005). But this definition is more simply because human resources management is a part of strategies, methods, and plans developed to achieve the long-term organizational objectives (Buller and McEvoy, 2012). Recently, researchers look at human resources as a strategic tool to achieve and maintain the competitive advantage of the companies by leveraging their employees effectively. For example, HRM has been defined as a distinct approach to managing staffing process to create a workforce with high skills and competencies to achieve competitive advantage by adopting an integrated set of personal, structural and cultural techniques (Storey, 2001). While Biesalski and Abecker, (2005) defined HRM as “ the strategic and target oriented composition, regulation and development of all areas that affect human resources in a company.” Human resources management was also described by Armstrong (2010) as a “strategic, integrated and coherent approach to the employment, development, and well-being of the people working in organizations. It has a strong conceptual basis drawn from the behavioural science”. (P.8).

### **2.1.2 Importance of Human Resource Management Applications in the Public Sector**

Many researchers, such as Boselie (2010); Ichniowski, Kochan, Levine, Olson, and Strauss (1996); Gould-Williams (2004); Legge (1998), claimed that most of the research that examined the relationship between HRM applications and performance was conducted in the private sector. So there is little knowledge about this relationship in the public sector. The organizations in the public sector represent a significant and decisive element for the well-being of societies while the individuals are the most important assets of these organizations because their contributions play a critical role to serve the delivery of public. Therefore, their skills, knowledge, and motivation impact the effectiveness of these organizations (Vandenabeele, 2013). For this reason, HRM applications are a vital element to ensure that organizations can meet the needs of the societies they serve. Burke, Allisey, and Noblet (2013) suggested that there are four main reasons to focus on HRM applications in public sector organizations. The first reason, which is the poor interest of researchers in HRM applications in the public sector, despite this sector, has unique advantages. For example, the degree to which the State is affected by the services provided via the Government. Therefore, research on HRM in the public sector can provide information on the requirements of government institutions to enhance performance such as information about motivation, skills, and abilities of employees. Second, HRM can improve the quality of goods and services provided by government institutions and their effects on the national prosperity and public safety.

The Iraqi Ministry of Finance provides many services that include face-to-face interaction with customers and communities (as we mentioned in Chapter one). Since the decisions and actions were taken by public sector employees have a significant impact on the welfare and safety of citizens. Therefore, there are strong reasons to ensure existence high performance of human resources in this sector to improve the delivery of services, which makes it necessary to identify the effects of high-performance HRM applications in this sector.



Thirdly, the financial reasons also require focusing on HR applications. Between 2003 and 2010, the public sector expenditures accounted for more than half of Iraq's GDP and, there is more than six million workforce working in the Iraqi public sector (A World Bank Study, 2014). As a result, a large proportion of government spending is allocated to salaries and wages. This huge amount of money must be used with high efficiency. Thus, there is a need to highlight more attention to human resources management applications in the public sector to ensure that funds invested in human resources have a high benefit to society.

Finally, the challenges faced by public sector organizations are related to the labor force. These challenges include the dramatic increase in the complexity and volume of services required to meet public demands, redeveloping overall cost reduction strategies, and high levels of job stress faced by employees in this sector. Such challenges affect the profile and size of the workforce, the way in which they are managed and the conditions in which they operate. Both recipients and providers the public services are affected by these challenges. Thus, human resource management applications will help them address these challenges.

### **2.1.3 The Core Values of Human Resources Management in the Public Sector**

The formulation and implementation of the core values of HRM units significantly affect the quality of services provided to the customers. These values represent a guideline to the behavior, attitudes, activities, and procedures of HRM practitioners in public sector organizations to achieve high quality and effective performance. According to Daly, (2015), there are six core values that lead to high level of human resource units' performance in the public sector which are:

- 1 - Social equity: Human resources systems act as a tool for social equity by ensuring fair treatment for all members of society, including employees. Social equity in the context of HRM practices represents employment-related decisions that prevent discrimination such as recruitment and selection processes, training and development policies, employee

discipline processes, downsizing, termination and outplacement strategies etc.

- 2 - Responding to the will of the public: Responding to the will of the public is achieved when public sector employees work for the benefit of citizens through implementing the policy directives that adopted by elected leaders.
- 3 - Mission-driven focus: In recent years organizations have considered mission statement as an integral part of their organizational philosophy and the strategic planning process because it outlines the objectives, vision, and directions of these organizations in order to achieve the required achievements. It also acts as benchmarks to measure the success of these organizations. Thus, HRM plays a crucial role in achieving the mission of the organizations through the effective planning of human resources and providing the employees with skills and knowledge and acquiring the talents required to implement plans, policies, and programs that support the mission of these organizations.
- 4 - Professional human resource competency: Decisions made by the Human Resources Department directly affect the nature of the training and development, measurement of employee performance, and compensation as well as the countless other factors affecting their lives. For this reason, it is important to achieve the professional competence of human resource management employees.
- 5 - Skills-based competency in employment Practices: - This principle includes the identification and selection of candidates or employees with the ability and talent to perform the functions they seek or occupy effectively in which the person's qualifications are determined through a combination of high-performance prediction tests, educational attainment, demonstrated successes, and previous performance indicators.
- 6 - Ethically Based Organizational Culture: HRM in public sector organizations seeks to create standards to improve the ethical behavior of

employees by adopting special curricula to train them on ethical standards. Also, HRM staff often face difficult ethical issues in carrying out their tasks. They must also consider their own ethical values in resolving these issues.

## **2.2 Theoretical Framework**

This section reviews the concepts, basic theoretical principles, approaches, perspectives, and theories which is necessary to understand and evaluate the policies and practices of HRM applications (Benedict, 2012). The potential relationship between the high performance of HRM applications and employee performance was explained and illustrated by many theories and perspectives (Byremo, 2015). These different perspectives and theories provide a better understanding of HRM practices and how they can be utilized if their ideas are implemented (Agbodo, 2015). Generally, organizations can benefit greatly from the knowledge contained in these theories to improve the performance of their employees (Armstrong and Baron, 2003).

These entire issues highlight the further improvement of staff performance. For this reason, the study adopts the following theories:

### **2.2.1 Resource-Based Theory**

The resource-based theory has provided a new perspective for the success of institutions. This success is attributed to the unique resources and capabilities of institutions that distinguish them from their competitors (Porter, 1985). The resource-based theory focuses on the company's resources as the key elements to gain competitive advantage. According to this theory, the unique bundle of assets and resources that are hard to be imitated by competitors, generate a sustainable competitive advantage for organizations (Barney, 1991). In public sector, institutions seek to gain competitive advantage through differentiation. They make a great effort to develop their basic skills and exploit their individual characteristics that can make

them distinct from other institutions (Popa, Dobrin, Popescup, and Draghici, 2011). Human Resource can be one of the most important sources of sustainable advantage for any organizations because knowledge, human behavior, and social complexity cannot be easily imitated (Coff, 1997). Human Resource can be a source of competitive advantage for the organization if HR applications, such as planning, employing, optimizing, developing, motivating and compensating these resources are implemented appropriately. This idea was discussed by many researchers. The resource-based theory has shown the importance of human resources in institutions for their ability to create a competitive advantage. As a result, human resource management in these institutions was striving to implement and develop new ways to maximize the capacity of its employees and increase their motivation and commitment (Olalla, 1999).

Consequently, the resource-based theory has pointed to the importance of human resources to organizations because they have the potential to create a competitive advantage. Organizations should, therefore, implement and develop its HRM practices and applications that improve its employee performance.

### **2.2.2 Human Capital Theory**

In recent years, countries and organizations have faced various challenges such as rapid technological development, globalization and knowledge-based economic development, which have made them look for new ways to gain and maintain competitive advantage (Ming Au, Altman, and Roussel, 2008). For this reason, many researchers have studied human capital theory as one of the approaches that explain the importance of human resources. This theory was announced by Theodore Schultz 1960 (Blaug, 1976) which suggests that individuals and societies gain significant vested benefits when investing in people, in which human capital expenditure can be more beneficial than consumptive expenditures (Sweetland, 1996).

The prevailing idea is that the success of organizations depends mainly on individuals with the highest levels of knowledge, competence, and skill. Thus, employees become one of the most valuable resources. Accordingly, organizations invest a lot of money and effort in their employees through training and development programs and establishing an appropriate and satisfactory reward program. In general, the human capital refers to a mixture of capital and human. Human capital is the skills, competencies, knowledge, and characteristics possessed by people that create social, economic and personal well-being (Rodriguez and Loomis, 2007). The meaning of human capital has been explained by economists that people are responsible for economic activities, so the productivity of employees should be improved by effectively implementing HRM applications (Rastogi, 2002).

Several researchers have found that there is a close correlation between investment in human capital and human resources development. Investing in individuals through schooling and education leads to prepare the labor force and increases the productivity of employees and organizations as well (Nafukho, Hairston, and Brooks, 2004). This means that the economic added- value is the result of labor input through investment in human capital, like other components of production, such as land, capital, and machinery. Where the skills, competencies, and knowledge acquired by the labor force can easily be transformed into products (Romer, 1990). It is widely believed that the effective management of HRM practices can provide the workforce with the skills and competencies needed to accomplish their tasks through learning (Sleezer, Conti, and Nolan, 2004). We can observe that this theory is of particular importance to human resource management practices such as resource planning, recruitment, selection, training, and development that help organizations to maximize employee performance, thus achieve their goals and objectives.

### **2.2.3 Maslow's Need Hierarchy Theory**

Psychologists have argued that individuals' behavior can be determined by their strongest needs, as these needs can be divided according to their priorities. Abraham Harold Maslow - a famous sociologist- invented his theory called needs

hierarchy theory which interpreted the degree of needs' strength. According to his belief, human needs are arranged hierarchically to 5 basic needs. Humans seek to meet one of these needs before moving to meet the highest need. Physiological needs such as air, water and food represent the first needs of humans. The second need is safety from aggression, murder, chaos...etc. The desire of individuals to belong to others, such as society, family, and friends is the third need as important. The fourth need is esteem when the person desire to obtain appreciation from others on the basis of the individual possessing characteristics. Self-actualization is the fifth need which is the latest in the Maslow pyramid where people seek to make the maximum use of their interests (Hagerty, 1999). This theory states that people try to meet their basic needs firstly, such as safety and physiological needs. They then aspire to meet higher needs, such as the needs of self-esteem and self-actualization, through making a greater effort (Hitt, Black, and Porter, 2012).

Maslow's hierarchy of needs theory is one of the most important theories on how to motivate people to perform their duties more efficiently and effectively. HRM is a complex function and derives its ideas from different fields such as administration, sociology, economics, and psychology. Also, HRM includes activities in planning, recruitment, training, development, evaluation and reward systems (Storey, 1994). There are several researchers which integrate a large number of motivational research that lead to create a work environment that motivates employees to perform their job effectively such as motivation by meeting physiological needs, motivation by cooperation, motivation by competition, motivation by recognition, motivation by curiosity, motivation by challenges, and motivation through fantasy (Jerome, 2013).

#### **2.2.4 Universalistic Theory**

Over the past decade, there have been major shifts in HRM. Researchers have sought to develop a strategic human resource perspective and demonstrate the importance of proper HRM practices to achieve organizational goals (Delery and Doty, 1996). HRM has taken a prominent place because of the spread of

globalization, the continuing concerns about increased competition, the assimilation of rapid technological developments, and the optimization of labor productivity through effective HRM practices (Bratton and Gold, 1999). The emergence of new challenges has forced managers to change their methods to manage the workforce. Academics and researchers have argued that traditional management has become inadequate and cannot meet the goals of organizations anymore. There are many research which suggested that there is a universalistic link between HRM practices and performance in which these practices can increase organizational performance through the members of these organizations and under all circumstances. Pfeffer (2001) proposed seven practices that correspond to this theory where he observes that selective hiring, extensive training, high contingency pay, employment security, self-managed teams, extensive sharing of information, decentralization of decision-making, and reducing discrimination have a positive effect on performance. Universalistic theory represents the simplest form of theories in the HRM literature because it proves that the relationship between any given independent variable and a dependent variable is universal in organizations around the world (Delery and Doty, 1996). The value of this theory demonstrates the strategic importance of HRM applications where supporters of this theory have shown high levels of importance in their studies (Alcázar, Fernández, and Gardey, 2005). Researchers have found a lot of empirical evidence that refers to that the HR applications have a significant impact on performance. Also, they have found that the individual management practices that are working in isolation have less impact on performance than modern HRM systems (Macduffie, 1995). The logic that links the universal applications of human resource management are represented in this study, which includes human resource planning, recruitment, and selection, training and development, and compensation systems and rewards have been supported by many studies. For instance, studies have shown that comprehensive selection and training activities are frequently related to the performance of the organization (Terpstra and Rozell, 1993). Human Resource Planning (HRP) plays a major role in linking organizational goals with HRM policies and programs. On the other hand, it has importance to improve employee productivity and human development (Nkomo, 1987). While, an effective reward system represents an important element in increasing employee satisfaction and performance by offering additional rewards or benefits to employees who are making

great efforts to improve their performance (Sun, 2008). As a result, organizations must primarily create a high level of proportionality or internal consistency between their best HRM applications (Youndt, Snell, Dean, and Lepak, 1996).

### **2.2.5 Contingency (Best Fit) Theory**

This theory is in contrast to universalistic theory. According to Wright, Snell, and Dyer (2005), there are no universal recommendations for human resource management applications and policies. Researchers who support this theory discussed that the relationship between independent variables and dependent variables vary with different levels of contingency variables. Since the business strategy of organizations represents the most important element in the HRM literature. Therefore, the various HRM activities carried out by the organizations must be in line with the business strategy of these organizations and other contingencies to have an effective impact on the performance of employees as well as organizations. Also, the business environment has different contexts and varies from one organization to another. For this reason, HR strategies must be designed to suit the different business environment and the circumstances of each organization accordingly (Delery and Doty, 1996).

### **2.2.6 Configuration Theory**

Perspectives' theory of configuration focuses on the effects that HRM applications to be created when they are aggregated or grouped comprehensively and coherently. Supporters of this theory suggest that the overall impact of HRM applications is greater than the sum of the effects of each individual application (Byremo, 2015). Ichniowski, Shaw, and Prensushi (1997) mentioned that "HRM practices have large effects on production workers' performance, while changes in individual employment practices have little or no effect" (P.311). But the evidence that supports both universalistic and contingency perspectives is much more than the evidence that supports this perspective (Delery and Doty, 1996).



### **2.2.7 Abilities, Motivations, Opportunities, (AMO) Theory**

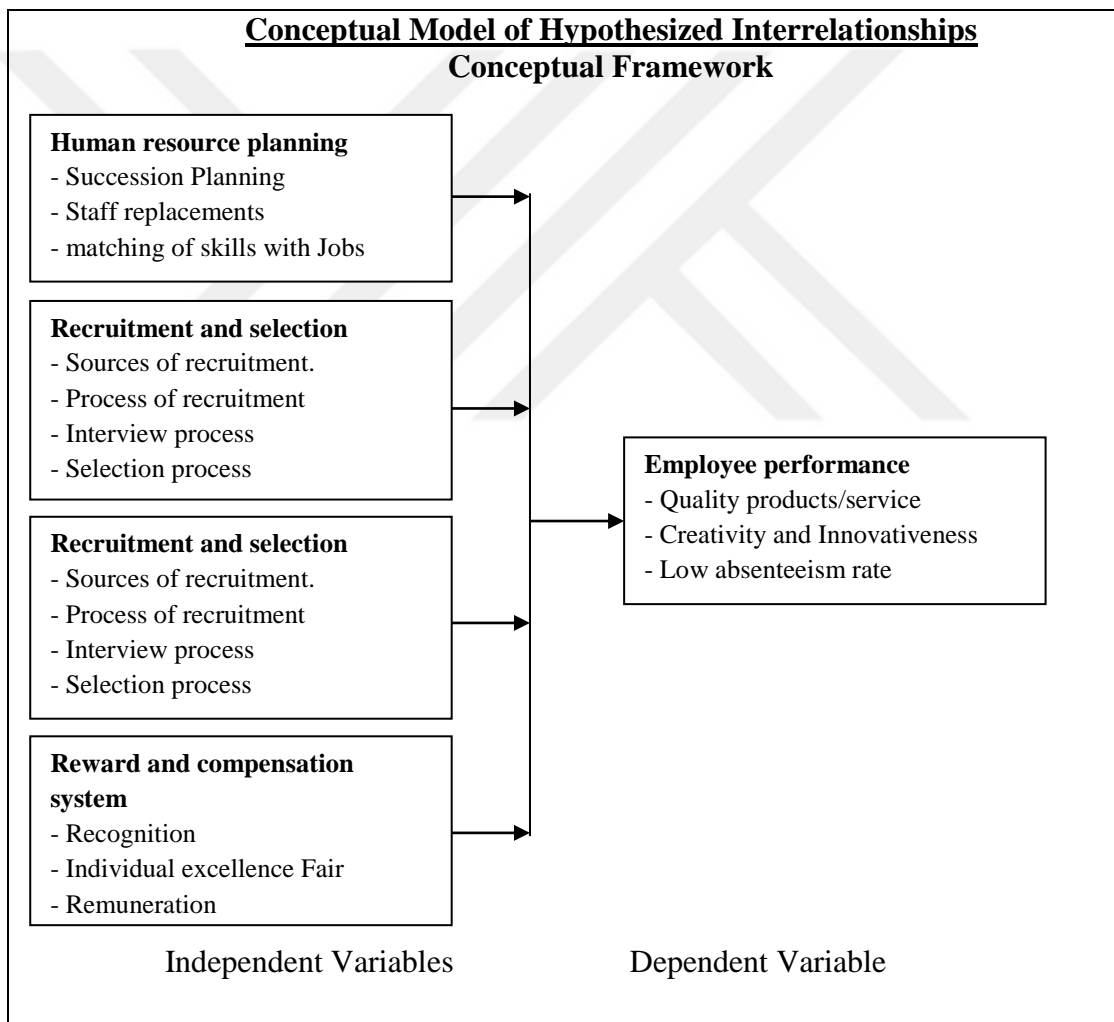
The AMO theory is one of the most important theories that explain the relationship between HRM applications and the performance and behavioral outcomes of employees in organizations (Appelbaum, Bailey, Berg, and Kalleberg, 2000). According to Boxall and Purcell (2011), this theory suggested that managers can enhance the performance of employees through effective influence on the employee's abilities (A), increase motivations (M) and maximize opportunities (O). This can be achieved when employees have the knowledge and skills to perform the tasks assigned to them (abilities), sufficient interest and incentives to accomplish these tasks (motivations), and appropriate working environment that provides them with the necessary support and avenues for expression (opportunities). The elements of AMO theory are heavily influenced by HRM practices. Appelbaum, Bailey, Berg, and Kalleberg (2000), noted in their study that there are specific human resource management practices that play a crucial role in improving and maximizing the abilities, motivation, and opportunities for employees which have been called high-performance work practices. They mentioned that recruitment and selection, training and development can enhance employees' abilities while reward and compensation systems reinforce their motivation and finally, the involvement in decision-making and job autonomy enhance opportunities for participation and contribution to accomplishing tasks.

### **2.3 Conceptual Framework**

The conceptual framework was adopted to identify what are the important characteristics and the possible relationship between the variables of this search thus, it guides the researcher to know the data that should be collected and analyzed (Robson, 1993). Independent variables are factors that affect search results, while dependent variables are the factors that depend on the results which occurred by the independent variables (Creswell, 2003). The researchers considered that the conceptual framework represents a map to illustrate theories and issues related to the research study (Leshem and Trafford, 2007). It can help the researcher to integrate the results of previous research and guide him to find new ones (Rodman, 1980).

Also, it developed to describe and interpret abstract phenomena that occur in similar circumstances (Rudestam and Newton, 1993).

This study includes four independent variables and one dependent variable. Independent variables consist of human resource planning, recruitment and selection, training and development, and reward and compensation systems which are the part of human resources management applications, while the dependent variable represents employee performance. Therefore, this study seeks to investigate how the independent variables affect the dependent variable in the Iraqi Ministry of Finance.



**Figure 2.1:** Conceptual Model of Hypothesized Relationship

### **2.3.1 Human Resource Management Applications**

This study deals with HRM applications in organizations as routine and dynamic processes for planning, recruiting, selecting, training, developing, rewarding and compensating their human resources. The following section will present four applications of HRM.

### **2.3.2 Human Resource Planning**

Human Resource Planning (HRP) has received much attention that coincides with the evolution of modern administration by organizations as a tool to link organizational objectives with HRM policies and programs (Nkomo, 1987). According to Armstrong (2006), the accurate planning of human resource links vision, mission, and objectives of organizations with HRM. It has also been defined as a process of changing the current status of the organization's workforce into the desired workforce through obtaining the right number of suitable individuals at the right time and the right place to achieve the maximum benefit for both the organization and individuals (Mahapatro, 2010). Therefore, it was noted that HRP processes are a shared responsibility of HRM professionals and managers in other departments such as finance, marketing, operations and accounting for assessing the company's future human resource requirements (demand) and determine the availability of manpower in the labor market (supply) and developing a plan to meet those needs (Hitt, Black, and Porter, 2012). So, the human resource planning processes ensure that an organization has employees with competencies and skills required to achieve its goals successfully (Afzal, Mahmood, Sherazi, and Hassan, 2013).

Caruth and Handlogten, (1997) suggested that Human resource planning involves three basic phases:

The first phase is called the requirements forecasting stage, which relates to the number and type of employees the company will need in the future. At this stage, human resource planners should take into consideration the factors affecting the

requirements such as the number of employees who will be lost due to normal attrition like retirements and terminations (P.123).

The second phase requires determining the availability of qualified individuals by looking inside the organization to identify individuals who should be transferred to new jobs or promoted to new positions. Planners should also look outside the organization to predict the number of externally qualified personnel (P.123).

The third stage of HRP involves the development of specific policies and processes to ensure obtaining manpower which is proactively forecasted (P.124).

Workforce planning enables organizations to decide “what positions the firm will have to fill, and how to fill them. It embraces all future positions, from maintenance clerk to CEO. However, most firms call the process of deciding how to fill executive jobs succession planning” (Dessler, 2013).

Surprisingly, this aspect is one of the most neglected aspects of HRM, especially in the organizations of developing countries (Mensah, 2012). It was noted that the correct application of manpower planning as one of the most important HRM practices that help organizations to answer the following questions, how many employees are there in the organization? What kind of individuals with certain capabilities and skills in this organization? What methods does the organization follow to retain its staff? How should the organization use the available resources effectively? (Lall and Zaidi, 2008).

In the twenty-first century, human resource planning has become an important component of the survival of organizations because the poor human resource planning or lack of it in such organizations leads to huge financial losses (Okumbe, 2001). For this reason, this study will seek to explore how the HRP affects the performance of employees in the Iraqi Ministry of Finance by collecting information and making decisions to enable this organization to achieve its objectives. Thite (2004), observes that the human resource demand forecasting

processes require systematic data collection, analysis, and examination to see what has happened in the past and the present regarding training costs, turnover, absence, age, gender, etc.

### **2.3.3 Recruitment and Selection**

Recruitment and Selection represents a vital role in the formulation and implementation of HRM strategies and constitutes a very important part of the duties of administrative professionals (Bonn and Forbringer, 1992). Several researchers have observed that the general recruitment theories emphasize that employees need an appropriate culture to ensure keeping them in a good job environment so the team of recruitment must establish the organizational culture to enhance their performance and to design, fit - recruitment strategies for filling the vacant positions (Kepha, Mukulu, and Waititu, 2014). The recruitment and selection processes are described as an input control tool that prevents performance deficiencies (Snell, 1992). That is why organizations allocated a large budget for this process. The recruitment and selection processes involve time-bound phases to meet the organization's human resource needs (Beardwell, Holden, and Claydon, 2004). Managing recruitment and selection efficiently reduces the turnover of staff and thus affects the culture of the company positively (McGunnigle and Jameson, 2000). The first step of the recruitment process begins with the establishing a pool of qualified candidates, while the selection process involves picking out the right people among the applicants who can perform their duties effectively (Bratton and Gold, 1999).

According to Mejía, Balkin, and Cardy (2012), recruitment is the process of obtaining qualified candidates for a particular position. There are many sources available to organizations, and the most important of them are: current employees, referrals from current employees, former employees, former military, customers, print and radio advertisements, Internet advertising, career sites, and social media, employment agencies, temporary workers, and college recruiting.

“Selection can be defined as the combination of processes that lead to the choice of one or more candidates over others for one or more jobs or roles” (Edenborough, 2005). The purpose of the selection process is to gather as much information as possible about the individuals who nominated (candidates) to make sure they are suitable for completing the tasks. Many researchers have recommended that organizations should adopt diverse and valid techniques in the selection process and involve as many professionals and experts possible in decision-making in this process (Millmore, 2003). There are many ways to select suitable candidates such as structured and unstructured interviews, selection testing (intelligence tests, personality tests, ability tests, aptitude and abilities tests), assessment centers and so on (Armstrong and Taylor, 2014).

Public and non-profit organizations have advantages that distinguish them from the private sector in the recruitment process of highly skilled applicants. These features are the generous benefits that public organizations can offer to applicants when they are employed; such as, offering collective insurance packages that can compensate for low salaries offered by public organizations. Public institutions are also less likely to lay off employees or outsource them. Moreover, public sector organizations have more stability than private companies (Valcik and Benavides, 2011).

This study attempts to determine how the recruitment and selection process affect the employees’ performance in the Iraqi Ministry of Finance.

#### **2.3.4 Training and Development**

Many researchers such as Thang, Quang, and Buyens, (2010), Cho, Woods, Jang, and Erdem, (2006), Cheng and Brown, (1998) and others mentioned the importance of training and development is to improve and maximize the performance of individuals and therefore organizations. Training and development are central and supportive components of business strategies and should be given special attention by strategists (Chand, 2010). As a result, organizations have formalized and organized training programs to maximize their benefits (Aguinis and Kraiger, 2009).

Training is an important part in the field of human resources development. The studies and theories of learning by training emphasized the need for strategic managers who can develop the vision and mission of the organization to enable their employees, understanding its objectives for achieving optimal performance. In most organizations, training programs begin with orientation and induction; this process represents one of the elements of socialization procedures (Hinkin and Tracey, 2010). Also, this procedure provides new staff with basic information about the organization and what tasks to do (Nguyen Ngoc, Truong, and Buyens, 2010). Training is the process of educating new and existing employees and providing them with the capabilities, knowledge and skills necessary to implement the requirements of their assigned functions (Lewis and McCann, 2004). According to Armstrong (2010), Human resources development is an approach adopted by organizations to develop individuals within a strategic framework; it provides opportunities for training, development, and long-term learning to improve individual, team and organizational performance. Employees became motivated and empowered when they acquire the appropriate skills, knowledge, and expertise through training, and these are important and vital keys to achieving organizational strategies (Karatepe, 2013). It is an investment that brings additional value to the organization by increasing staff skills and incentives (Beardwell, Holden, and Claydon, 2004). Hunter and Katz, (2012) observe that organizations (through training) expect their employees to improve the efficiency of work and productivity by showing transformations on products and services provided to customers and improving the conditions of labor markets. Schmidt (2007), found that the quality and duration of training in the workplace greatly affect the performance of employees and the employee's output depends on the level of knowledge and skill gained by determining the appropriate type of training. The staff needs training and development continuously and comprehensively to avoid loss talent that affects the organization's performance as a whole (Mullins, 2010). Education and training programs offered by higher education systems in relation to lifelong learning are one of the most important sources of organizations to train and develop their employees (Foley, 2004).

The training and development of employees are one of the most important functions of HRM that create a productive and effective workforce to provide the best products and services to clients, which leads to gain a competitive advantage for organizations. Due to the continuous environmental, social and technological changes, all organizations, whether newly established or old, large or small, profitable or non-profit economic or social, should adopt training programs that include all employees, new or old employees regardless of their skills, qualifications or suitability for work.

Organizations can follow a wide variety of training methods that improve the skills and abilities of staff to perform their tasks. According to Hitt, Black, and Porter, (2012), training methods include four main methods which are:

*Orientation:* orientation programs are designed to provide new employees with key information about the work, policies, and activities of the organization as well as its competitors (P.179).

*On-the-job training:* This type of training includes various techniques that managers can use to train their employees such as Expanded Responsibilities by expanding the assignments, responsibilities, and duties of the employee, Job Rotation by moving individuals to different types of jobs - at the same level of job or the next higher level - within the organization for different periods of time, Staff Development Meetings by holding periodic meetings outside the workplace to discuss facts about each employee's job and to develop the ideas that lead to improving the performance of the job, Assistant to Positions by making promising employees work as assistants with employees who have higher level jobs and skills for a specified period to gain experience from the higher-skilled positions in the organization, Problem-Solving Conferences by conducting conferences to solve specific problems facing the organization. It includes many creative means that lead to solutions to major problems such as brainstorming, Mentoring by providing advice to new employees via guide or knowledgeable person, Special Assignments by giving special responsibilities to the employee for a fixed period of time such as



evaluating a company policy, preparing a newsletter, writing a certain report, or assigning an employee to study a new project, service or product , Company Trainers by using trainers within the organization to implement special training programs such as new personnel procedures, affirmative action, new product or services, technical programs, and safety procedures, Outside Consultants by using experts from outside the organization to cover important training programs such as assessment, communications, and techniques, Consultant Advisory Reviews by assigning a group of experts in different fields, managers and employees to help solve specific problems, Reading Matter by establishing a formal program to provide special materials for selected employees such as new business material, selected books, journals, articles, and other materials, and Apprenticeship by making the apprentice working under a journeyman or a craft (Hitt, Black, and Porter, 2012, p. 179).

*Off-the-job training:* off-the-job training techniques such as online learning, computer-based training, lectures, discussions, case studies, videos, simulations, etc, which can be conducted by experts from inside or outside the organization (P.180).

*Interpersonal, Technical, and Conceptual Training:* These types of training programs address the Interpersonal, technical and conceptual abilities of employees. Interpersonal skills development programs help to improve the personal abilities of employees such as increasing the effectiveness of listening, negotiation, conflict resolution, and coaching. The technical skills training program is designed to develop the abilities of staff at different levels ranging from reading ability or ability to perform simple math operations and the ability to use complex computer programs. Finally, conceptual skills development programs are designed to develop the specific abilities of some employees such as improving the ability to problem-solving, planning, organizing and decision making (P.180).

This study sought to know to which extent training and development may affect the performance of employees of the Iraqi Ministry of Finance.

### 2.3.5 Reward and Compensation

Rewards and Compensation systems are one of the most important human resource practices used by organizations to attract and retain employees (Namasivayam, Miao, and Zhao, 2007). Most researchers agree that reward strategies are the process of aligning the reward systems and pay arrangements of employees with the objectives of the organization through developing systems that enhance the active contribution of employees in achieving these objectives (Torrington, Hall, and Taylor, 2008). “The reward system, geared to securing employee effort and commitment to the achievement of organizational goals, is a core component of any inclusive human resource management strategy” (Richbell and Wood, 2009). These systems have a direct or indirect impact on other HRM practices such as recruitment, training, evaluation, labor relations, and retention (Daly, 2015). Singh (2007), describes the compensation as all monetary claims that paid to the employee in the form of money such as salaries and wages or any other form of benefits that can be converted into money quickly and easily depending on the estimate of employees while rewards are a broader part of a strategy that leads to enhancing motivation, job satisfaction, opportunities for learning, loyalty, and achievements. It includes all forms of compensation, recognition, assignment, non-monetary awards, promotions, training opportunities, working conditions, etc. Armstrong (2007) noted that the developing and implementing strategies, practices, and policies based on equitable, transparent, consistent and fair distribution principles are capable of achieving a high-performance culture in organizations. Organizations should design and operate reward systems based on understanding the implications of the psychological contract notion for employees and develop an integrated framework of strategies, policies, and philosophies that would support the achievement of the organization objectives (Saiyadain, 2003).

Rewards and compensation systems are often linked to employee motivations and job satisfaction. In the 1960s, Frederick Herzberg in his two-factor theory suggested that there are two types of factors that affect the satisfaction of employees. The first type of these factors is called *motivators* which lead to increased functional satisfaction such as personal growth opportunities, recognition, the nature of the job,

responsibility level, and sense of achievement. While, the second type is called *hygiene factors* that do not increase job satisfaction, but prevent dissatisfaction of employees such as supervision, working conditions, relations with co-workers, and the organization's systems related to the benefits and compensation provided to employees (Hitt, Black, and Porter, 2012). Mahapatro (2010) observe that the objectives and policies of the compensation programs include attracting appropriate staff, retaining qualified staff, developing equitable and fair pay structures and compensation.

These objectives and policies most implement in accordance with the different values of the functions, adjusting compensation and reward systems to suit inflationary effects, ensuring that employees are rewarded according to their responsibility, performance, and loyalty with providing appropriate increases, compliance with legal claims for the design and implementing compensation systems; ensure the control of the wages /salaries costs (P.326).

According to Mejía, Balkin, and Cardy, (2012) total compensation of employees includes three main components. The first element is the basic compensation, which is the fixed pay salary that the employee regularly receives, such as salary or wage. The second element is incentive pay (programs designed to reward well-performing employees) such as sharing profits and bonuses. The last element of total compensation is the benefits, for example, vacations, health insurance, and unemployment compensation. Dessler (2013), classified the compensation into two categories; the first category called direct financial payments that include base compensation (salaries, wages, incentives, bonuses, and commissions), and the second category, called indirect financial payments include benefits (vacations and paid insurances).

Valcik and Benavides (2011), mentioned that the organizations in the public sector, particularly, have sought to attract, retain and motivate employees to adhere to standards for job performance of the organization through developing the reward and compensation systems that create pay and benefits similar to the private sector.

These organizations have developed payment matrices that determine the minimum and maximum pay levels for each position compared to private sector pay matrices.

This study sought to highlight the reward and compensation system in the Iraqi Ministry of Finance and for finding out to which extend its impact on the performance of employees.

### **2.3.6 Employee Performance**

Armstrong (2010) mentioned that “The Oxford English Dictionary defines performance as ‘The accomplishment, execution, carrying out, working out of anything ordered or undertaken.’ This refers to outputs/outcomes” (p. 247). The author agrees that, when defining or describing performance, it must be differentiated between the behavioral aspect (behavior that related to organizational objectives) and the outcome aspect of performance. According to Motowidlo and Scotter (1994), the concept of employee performance has two dimensions. The first dimension includes technical job performance or task performance while the second dimension refers to interpersonal job performance or contextual performance. Technical job performance or task performance represents the effectiveness of employees, performance of activities that formally assigned to them for achieving core organization’s objectives (Motowidlo, 2003), or it is a set of obligations that an employee must perform to receive compensations for ensuring the continued employment (Locke and Latham, 2013). Task performance in the Ministry of Finance and its affiliated institutions includes employee behaviors to transform the resources of these institutions to services provided to the public. Interpersonal job performance or contextual performance includes voluntary organizational activities that are not defined within the functions of the job such as cooperation, assistance to others and volunteering. It is not an official part of the job, but important for accomplishing tasks (Christian, Garza, and Slaughter, 2011).

Torrington, Hall, and Taylor, (2008) mentioned that:

“A large part of achieving effective performance is getting the organizational processes right, but within the organizational framework there are the teams, groups and individuals who do the work. Also within that framework we have to understand what it is that motivates people to perform and deploy leadership skills that match those motivations”. (p. 252)

Organizations need high-performing individuals to provide products and services to customers and thereby achieve a competitive advantage (Pulakos, 2009). But, individuals are different in their needs, attitudes, ambitions, and desires and have different levels of skills, abilities, potentials, and knowledge. Organizations strive to meet the needs of employees through proper HRM practices to achieve its goals.

#### **2.4 Prior Empirical Studies**

Several prior empirical studies are showing that HRM applications contribute to increasing the organization performance by having an effect on the organization's employees' attitudes and behaviors, financial, market, and operational performance (Byremo, 2015).

Bartram, Stanton, and Thomas (2009) studied the new challenges facing HRM in Vietnam. This study included some structural and political changes that affect human resource management applications in the private and public sector organizations and international joint ventures in this country. The researchers used the survey and organizational visits to many of these companies to collect and analyze data. Senior and middle managers were selected as a sample for this study. This study found that public sector organizations are still largely practicing traditional HRM, while private sector organizations and international joint ventures have experience with a range of innovative HRM. In general, this study showed the practical use of HRM practices and contribute literature arising from management

practices in Vietnam. Particularly, it contributed to understanding the importance of adopting modern HRM in these companies.

Krone (2014) examined the relationship between HRM practices, business strategy, and organizational outcomes in Chinese companies through two studies. The first study included short interviews with human resource managers, senior management and business leaders of these companies to understand their view of the relationship between variables. The second study tested both universalistic, and contingency theories were to understand if organizational performance would be affected when the companies use HRM practices. In this study, the researcher tried to answer the following questions (Does an organization's business strategy influence its human resource management practices?) and (How is the compatibility of the business strategy with HRM, does practice influence organizational outcomes). In order to systematically analyze this relationship, the call centers establishment employees in China were selected as a sample for the study. The researcher proved that organizations which adopt a strategic perspective of HRM to manage their human resources, achieve higher organizational results.

LeBow (2014) in his study sought to understand the human resource management department's activities to attract, retain, develop, and reward talent individuals to increase the organization's outcomes. The study examined the role of human resource management in several companies around the world such as retail, information technology, banking and financial services, courier industry, automotive, and airline companies. It focused on the value of their human capital in comparison with other companies were not emphasized on workforce practices. This study concluded the companies that rely on values-based recruitment strategies such as Phillips have succeeded in attracting talented individuals. Also, most successful companies have adopted the e-training portal for the continuous development of their employees and gain new skills. Walmart was a good example when it launched a lifelong learning program that offers scholarships to its employees. The study also showed that companies which provide different types of rewards such as monetary intrinsic rewards and recognition to their employees are more productive than companies that offer just monetary rewards. Wegman's company represents the

prime example of implementing the integration of the total reward system, which in turn has reduced turnover rate and retain its employees lifelong.

Malik (2013) researched the influences of HRM practices on employee performance in the telecom sector in India. In this study, the target population included employees of MTS Company and data collected from various universities. The result of this study was that all HRM practices have a positive correlation with the performance of employees. Also, he recommended that organizations should take care of training, selection, compensation, and participation of staff in policy development to achieve high growth.

Another study was conducted by Hoppas (2013) to evaluate and organize HRM practices in higher education institutions in Cyprus. The study examined the relationship between the HRM practices which include (employee selection, training, development, evaluation, compensation, and participation) and organizational performance, employee performance and commitment as independent variables. Two types of studies have been used in this research. The first, an exploratory qualitative study through personal interviews, and second, a survey was carried out by designing a structured questionnaire that included questions about research variables. The study population consists of all administrative staff of different grade levels in the University education institutions in this country. The pilot test was used as an important stage in the survey process to ensure that the respondents understand questions and provide appropriate answers. Also, Multivariate Analysis of Variance (Manova) and structural equation modeling (SEM) was used, as a basic way to analyze the data collected by utilizing the AMOS software program. He recommended that the system of HRM practices has a strong impact on the performance of Universities. The results showed that the skills, knowledge, experience, abilities and acquired behaviors enable employees to maximize the performance of these universities.

Nabi, Syduzzaman, and Munir (2016) examined the impact of HRM practices on job performances of employees in Dhaka Bank in Bangladesh. The objective of

the study was to investigate the role of HRM to increase the job performances of employees by analyzing the job satisfaction variables (training and development, motivation, performance appraisal, teamwork, absenteeism, and turnover) in the workplace. Executives and middle-level managers of Dhaka Bank were chosen as sample units for this study. Authors used two methodologies in their study. The first scale is developed by Singh (2001) about job satisfaction and employee turnover, which included 34 statements. The second scale is developed by Qureshi and Ramay (2006) which involved 40 statements in measuring human resource practices (employee participation, training, compensation systems, team work and performance appraisal. Also, they analyzed the impact of HRM practices on job satisfaction by using the multiple linear regression models. They find that the HRM applications such as compensation systems, training, and development, performance appraisal and teamwork, have a critical effect on job satisfaction of employees and organization's performances.

Shaukat, Ashraf and Ghafoor (2015), in their study in Pakistan tried to confirm that implementing HRM practices are necessary to retain and add value to the shareholder. Recently, knowledge organizations have embraced best practices for HRM to ensure the continued success of business organizations because this resource enables to convert the other resources into outputs such as money, machines, methods, and material either products or services thus achieving competitive advantages. Another reason is that the competitor cannot easily imitate this resource unlike the other sources because it is unique. This research concluded that the developmental aspect needs that should be given importance in the management of human resources for the enhancement of the effectiveness of the organization and especially employee Performance.

Yilmaz and Bulut (2015) examined the effect of HRM applications on organizational performance in Turkey. The samples in this study were selected of the firms that operate the manufacturing of textile products as members of the Bursa Chamber of Commerce and Industry (BCCI). The survey of this study include participants from different levels of executives who were experienced in the HRM field in the private sector from 209 companies. The results showed that the



motivation behind HRM applications is to provide employees for organizations to increase its performance and effectiveness by equipping its employees with sufficient experiences and skills as well make them believe that the organization's values and their values are compatible.

Another study was conducted by Marwat, Qureshi, and Ramay (2006), in this study, authors tried to find the impact of HRM practices on employees' performance to gain a competitive advantage in the telecommunications sector in Pakistan. Human resource executives of these companies were selected as a sample of this research. For data collection, they selected Qureshi Tahir (2006) and Singh (2004) Questionnaires. They found that there is a close relationship between HRM practices and staff performance through using descriptive statistics and Pearson correlation as a tool for analyzing data numerically. The recommendation of this study was that organizations who want to achieve high growth by increasing employee performance must emphasize HRM practices such as training, staffing (recruiting and selection), compensation systems and employee involvement for policy improvement.

Jeet and Sayeeduzzafar, (2014) examined the influence of HRM applications on job satisfaction and employee performance in the private bank sector in India. In this study, job satisfaction for banking employees of HDFC Bank was adopted as a dependent variable while, teamwork, employee participation, training, compensation systems, and performance evaluation as independent variables. The finding was that HRM application such as training, teamwork, performance appraisal, and compensation systems positively have a significant effect on job satisfaction thus, increase their performance.

Kıroğlu, (2008) in her study mentioned that the increase of human effectiveness through using HRM applications appropriately is the most important variable when companies decide to improve their organizational effectiveness. Singh's (2004) human resources practices questionnaire (HRPQ) and organizational effectiveness questionnaire which is made up of mixed subscales and close-ended (Likert-type) response format were conducted in Turkey's industrial enterprises. The

result of this study was that investment in the workforce has a critical role in organizations outcome. The higher the utilization of HRM applications, the higher the organization effectively. In other words, using human resource management applications have a high influence on the organization's outcomes such as productivity, employee turnover, quality, and profits.

Shivakumar and Basavaraj (2012), in their study, endeavored to determine the key human resources issues through which staff opinions can be drawn to identify the best ways to improve their performance. They used the survey as a tool to explore employee opinions by designing a structured form that was used as a questionnaire. Test and retest were used as an instrument to check the reliability of the survey. HRM practices were compared among respondents from three different banks in India through using Duncan's mean test. Also, they analyzed the data collections by using correlation and multiple regression analysis and graphical presentations. The questionnaire was designed to enable respondents to identify the strengths and weaknesses of human resources management in these banks, the results of this study were that "The more HR practices are in place, the more the bank employee [are] competent, satisfied with the existing HR practices, have sufficient role clarity in their job and have no intention to leave the organization"(p159).

Mostafa (2013) in his study examined the relationships between employee perceptions of high-performance HR practices, Public Service Motivation fit with employee attitudes in the Egyptian public sector. Covariance analysis as a statistical technique was used to determine the models of linear relationships among variables to combine aspects of both multiple regression and factor analysis. This study suggests that high-performance HRM applications lead to satisfying the basic psychological needs of employees, thus gain higher levels of motivation, which will, in turn, result in positive employee performance through organizational commitment and job satisfaction.

Byremo (2015) conducted a study that included the impact of human resources on the performance of the organization. This study assumes that HRM

systems such as high involvement work systems, high-performance work systems, and high-commitment work systems lead to increased employee performance. These systems have the potential to create satisfied employees with the skills required to accomplish the work. These systems include many HRM practices that support each other, such as selection and recruitment, training, and development, employee performance appraisal system, compensation systems, job security, grievance systems, health care benefits. This study shows that there is evidence indicating that HRM practices affect the behavior of the employees and their attitudes, consequently the operational, market and financial performance of these organizations.

The purpose of the study conducted by Beneict (2012) was to determine the impact of human resource management practices (human resource planning, recruitment, and selection, training and development, socialization, performance appraisal, promotion and transfers) in the provision of services to the public by the Ministry of Internal Affairs of Ghana. The methodology of this research included designing a questionnaire for both open and closed questions. The open/ended questions gave more flexibility to respondents to discuss issues that were not covered by the closed-ended questions. The SPSS program was used to analyze the data collected. Four C's Model from Harvard Business School was used as a measuring instrument to evaluate the effectiveness of human resource management practices in this organization. He recommended that this institution needs to change the way that was used to manage its human resources and there is an imperious need for innovative strategies to improve the application of HRM practices. This study revealed that workforce planning is the starting point for improving employee productivity. A good recruitment, selection, training, and development systems lead to gain a properly selected staff that was provided with the required skills and expertise. In the end, this institution should seriously consider expanding the proper use of HRM practices across all departments to mitigate the challenges it faced.

The main objective of the study conducted by Quansah (2013) was to assess staff perceptions of HRM practices in rural banks in Ghana and determine the impact of these practices on organizational performance. The researcher in this study assumed that the human resource is the main source of the organization and these

banks must develop a range of appropriate policies for human resources operations and implement them effectively to improve the performance of its employees. The SPSS program was used to process data and display it in graphs, charts and other statistical methods. This study concluded that sound management of human resources has a huge impact on organizational performance. The senior management of these banks should start integrating human resources management into their business strategies because the effective management of these banks enables them to create and maintain the competitive advantage by improving the performance of their personnel. On the other hand, investment in human capital will attract and retain talented individual within these banks.

The motivation for the study that conducted by Balgobind (2007) is to investigate whether there was a positive relationship between HRM practices on the one hand and organizational effectiveness and industrial performance on the other hand in South African organizations. This research attempted to identify HRM practices that could affect business performance. The primary data was collected by using the survey as a major source of information on the organizational effectiveness, while secondary data was the main source of information on business performance indicators. The results of this study were analyzed by using the means, standard deviation, regression analysis, and the correlation analysis between HRM practices and business performance indicators. HRM practices (competency acquisition, training and development, career development, and performance appraisal systems) were discussed as independent variables in this research. The results of this study provided statistical evidence indicating that investment in HRM practices of organizations has a positive relationship in improving business performance. Moreover, organizations that want to pursue best practices to manage their human resources should first understand their goals and define their needs proactively.

The purpose of the study which was conducted by Maina and Kwasira, (2015) was to determine the HRP practices (specifically employee attraction and retention) and its impact on the performance of employees in Kenya's County governments. The methodology of this research included using the questionnaire as a tool to collect data. The target population included 45 employees. A pilot test was performed to test

reliability and validity of the research instrument. Then, this data was analyzed by using the descriptive and inferential statistics, research designs through utilizing SPSS software. In this study, the authors recommended that; the County Government of Nakuru in Kenya should provide a competitive remuneration for their employees in order to attract and retain the best, competent and skilled workforce and it should plan well for their future human resource needs to reduce any negative impacts as a result of competency requirements, demographics, and the priorities of government.

Afriyie and Blankson, (2013) investigated the effect of recruitment and selection on the employees' performance in small and medium hotels in Ghana. Both stratified and simple random sampling techniques were used in this study. A sample of 200 respondents was engaged in this survey for collecting the primary data. The questionnaire, schedule, conversation schedule, and interview schedule were employed to conduct the survey. The researcher used charts and frequency tables for descriptive analyses while Person's correlation analysis was performed to test the performance of employees in the hotels. The finding of this study was that the relationships between recruitment and selection practices and the employees' performance in these hotels were statistically significant at the alpha value ( $\alpha$ ) = 0.05. Which showed that recruitment and selection process had a positive influence on the employees' performance.

A study conducted by Asfaw, Argaw, and Bayissa (2015), to define the impact of training and development on employees' performance and their effectiveness in Ethiopia. In this study, the researchers used quantitative research method. A systematic random sampling technique was used to collect data by distributing questionnaires among 100 participants. Based on the data analysis, the researchers found that there is a positive correlation between training and development and employee performance and effectiveness in the District Five Administration office in Addis Ababa, Ethiopia. So, they recommended that these offices should ensure the participation of their employees in training and development activities for providing them with the skills needs in order to increase their productivity.

The purpose of the study that was conducted by Aslam, Talha, Ghaffar, and Mushtaq (2015), was to determine the impact of reward, compensation, incentives and salary system on employee performance in banking sector of Pakistan. SPSS program was used to analyze the collected data. The results of this study show that the rewards and compensation systems can highly enhance the profitability through increasing the performance of employees thus, improve the effectiveness of organizations.

## **2.5 A Brief Summary**

This chapter has identified some of the different definitions that have been given to the concept of HRM applications. In general, these applications can be defined as a set of HRM practices designed to enhance the performance of individuals and the organization effectiveness by developing and improving the skills of the workforce.

Also, this chapter presented several studies that have linked good HRM applications to workforce performance. In general, these studies indicate that these applications are positively related to the high performance of the labor force. However, most of these studies were conducted in the private sector of developed countries with very few studies in the public sector of developing countries. This is what the current research is looking at by studying the impact of good human resources management applications on the outcome of the labor force in the Iraqi Ministry of Finance and its affiliates.

Finally, some of the theories that dominated HRM literature were also discussed, to explain this relationship. Resource-based and Human Capital Theory explained that the human resource is the most important resource for the organization and that it must be invested appropriately to gain a competitive advantage by developing the skills of individuals. Also, meeting the needs of the employees (according to Maslow's need hierarchy theory) leads to increase in their motivation and satisfaction thus increasing attitudes and behaviors desirable to work.

Universalistic Theory and Contingency (best fit) theory showed two contradictory ways of identifying the most important HRM practices that organizations should follow.

The universalistic theory states that global practices work as standards for HRM while Contingency (best fit) Theory assumes that these practices should be defined according to the nature of the work of each organization.

Contingency theory suggests that HRM practices can influence performance, better when they are grouped comprehensively and coherently. Moreover, Abilities, Motivation, Opportunities (AMO) Theory argued that maximizing the abilities, motivations, and opportunities for staff participation are key elements of increased performance.

From these theories we can conclude that human resources management in the Iraqi Ministry of Finance must: 1- Give great importance to HRM applications, 2- Meet the needs of their employees to increase their satisfaction and motivation, 3- Consider the human resource as the most important resource, 4- Optimize investment for human capital to maximize the abilities, motivations and opportunities for participation of human resources, 5- choose between the international standards for HRM applications or to determine them according to the nature of the work of this Ministry, 6- Apply HRM practices in an integrated and coherent manner to achieve the highest impact on performance.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

According to Kothari (2004), research methodology is a systematic way to solve research problems and includes many steps that must be adopted by the researcher to conduct research scientifically by describing, explaining and predicting phenomena. We can say that the research methodology is about how to collect data from the real world related to a particular research to answer research questions. So, in this chapter, we defined the stages, methods, and procedures that were followed in the implementation of this study. It also aims to determine the background, rationale, and methodology of it. Therefore, it discusses the research design, population of interest, sampling techniques, data collection procedures, data collection instruments, pilot testing and data analyzing, and processing.

##### **3.1.1 Research Philosophy**

Research philosophy can be interpreted primarily as a justification or a basis for following up a particular procedure for this research. This section includes a description and discussion of the best method that has been found more effective in similar research.

##### **3.1.2 Deductive or Inductive Research**

According to Sekaran and Bourgie (2013), there are two broad ways of thinking about logic. First, the deductive reasoning which is applying a general



theory to a specific situation. It is a logical process of conclusion of something known to be true.

**Theory → Hypothesis → Observation → Confirmation**

**Reference:** (Sekaran and Bourgie, 2013)

The hypothetical deductive method includes seven steps, identifying the problem area, identifying the problem statement, determining the hypothesis (hypothesizing), identifying measures, collecting data, analyzing the data and interpreting the results.

Second, inductive reasoning is creating a general proposal based on observed facts. It is a systematic process when the researcher expresses a general opinion on the ground through observation.

**Observation → Pattern → Tentative Hypothesis → Theory**

**Reference:** (Sekaran and Bourgie, 2013)

This process is simply the answer to this question (why does this happen).

Philosopher Karl Popper as cited by Sekaran and Bourgie (2013), in his famous theory suggested that it is impossible to prove a valid scientific theory of induction because there is not enough evidence to confirm that. Instead, he suggested that the correct science is accomplished by deduction. This way includes the process of falsification (a specialized aspect of hypothesis testing) which involved clarifying some of the results of the theory and then finding cases contrary by using observations and experiments. In general, this methodology is a hypothetical-deductive method (Wollheim and Bliven, 2005).

In this study, the deductive approach was chosen because the method chosen was a theory - to - empirical results through the collecting of theories and previous

concepts about the impact of HRM applications on the performance of employees. This procedure gives a conception or an idea of what can be found when moving forward in the empirical part of this study.

### **3.1.3 Qualitative or Quantitative**

Kothari (2004) suggested that there are two main approaches to hold research called qualitative approach and quantitative approach. The first approach depends on the researcher's assessment of opinions, attitudes, and behavior. Therefore, this type of research involves insights and impressions of the researcher. In such a case the results of qualitative research are not subject to rigorous quantitative analysis. In general, researchers use several types of interview methods to conduct such as these research.

The quantitative approach is the process of quantitative data generation which can be subject to quantitative analysis. The purpose of this approach is to establish a database that enables the researcher to infer the characteristics and relationships among the population usually by conducting a survey (questionnaire or observation) to study a particular sample that represents this population.

For this study, the quantitative method of data collection was chosen by conducting a survey study with as many participants as possible and then use quantitative measures to examine the relationships between variables through arithmetic methods for more accurate results and suitable for generalization.

## **3.2 Research Design**

The research design is the presentation of the strategy, plan, and structure of the investigation to answer the research questions. Research design “describes a (flexible) set of assumptions and considerations leading to specific contextualized guidelines that connect theoretical notion and elements to a dedicated strategy of inquiry supported by methods and techniques for collecting empirical material”

(Jonker and Pennink, 2010, p. 39). According to Sekaran and Bourgie (2013), research design is a plan or a work program for collecting, measuring and analyzing data based on research questions.

This study adopted both descriptive and explanatory research designs. Saunders, Lewis, and Thornhill (2009) argued that the descriptive studies aim to portray a precise profile of situations, events, and individuals to form a clear picture of the phenomena that the researcher wishes to collect the data about. Description of business management research has a clear position to achieve the desired end. It represents an introduction to explain the results obtained. While the explanatory study is studying a situation or a problem in order to explain the causal relationship between research variables. This type of study focuses on explaining how and why there is a causal relationship between two or more aspects of the certain phenomenon. Therefore, in this research, the explanatory study was designed to identify and explain the relationship between the dependent variable - the performance of the employees and the independent variables - human resource planning, recruitment and selection, training and development, and reward and compensation. On the other hand, this study adopted this design for easy access to information related to this phenomenon where a large amount of information can be collected and analyzed statistically in detail by covering a large number of participants from various organizations affiliated to the Iraqi Ministry of Finance.

### **3.3 Sources of Data**

In this study, both primary and secondary sources were used for data collection and analysis as will be explained below:

#### **3.3.1 Primary Data Source**

The primary data are the data collected for the first time by the researcher thus; it would be original in character.

### **3.3.1.1 Primary Data Collection Instruments**

Data collection instruments are tools used to gather information as part of conducting the research. There are several ways to collect primary data when conducting descriptive and survey studies. According to Saunders, Lewis, and Thornhill (2009), the use of questionnaires within the survey strategy is one of the most important tools for collecting primary data in the business and management research. However, it represents all data collection techniques by asking each person to respond to the same set of questions in a predefined subject. Kothari (2004), noted that, collecting data through a questionnaire reduces costs and saves time. Also, using a large sample helps the researcher to make the results more dependable and reliable.

For this study, primary data was collected by using a structured questionnaire in which these questionnaires were distributed randomly to the target population as a necessary procedure to obtain sufficient and valid information, the researcher sought to clarify the purpose of the study and to calm the respondents' fears by assuring them that the information collected is used for academic purposes only, through attaching a letter of introduction explaining the purpose of collecting this information

### **3.3.2 Secondary Data Sources**

Secondary data was collected from information interpreted by other researchers and recorded in books, academic and professional journals, articles, theses, reports, unpublished manuscripts, and other publications which are related to the subject of our research.

### **3.4 Target Population**

According to Sekaran and Bourgie (2013), population refers to a group of events, things or people that the researcher wishes to investigate or to make inferences about them based on sample statistics. While Kothari, (2004) indicated

that, "All items in any field of inquiry constitute a 'Universe' or 'Population'" (p. 55). So it includes all the individuals or items about which the researcher wants to draw a conclusion (Levine, Krehbiel, and Berenson, 2010). This study consists of the target population of administrative and technical staff of the Iraqi Ministry of Finance and some of its affiliated institutions. The total number of the Ministry Institutions stands at 19; they are Ministry of Finance (headquarter), General Customs Authority, Public Pension Body, General Commission for Taxes, General Authority for Free Zones, Iraqi Fund for External Development, Rafidain Bank, Rasheed Bank, Agricultural Bank, Real Estate Bank, Trade Bank of Iraq, Al Nahrain Islamic Bank, Dewan al Tamen, Iraqi Insurance Company, National Insurance Company, General Reinsurance Company, Iraqi Company for banking services, Training Center Financial and Accounting and State Pension Fund (Ministry of Finance, 2013).

### **3.5 Sampling Frame**

According to Murphy, Staffileno, and Foreman, (2017), a researcher seeks to determine an accessible population - which is called sample frame -, "since it is impossible to reach an entire population"(p. 166).

The sampling frame of the study included 6090 employees from six of nineteen Institutions as shown in Table 3.1.

Noteworthy, in this study, one bank, two bodies, one fund, in addition to Training Center Financial, and Accounting and Headquarter of the Ministry were chosen, to represent all of the institutions.

**Table 3.1:** Study Population

	<b>Name of the Institution</b>	<b>Total number of employees</b>
1	General Customs Authority	2111
2	Ministry of Finance (center building)	1859
3	Rafidain Bank	1333
4	Public pension body	483
5	State Pension Fund	171
6	Training Center Financial and Accounting	133
	<b>Total</b>	<b>6090</b>

**Source:** (State Pension Fund Database, 2017)

### 3.6 Sample Size

Because of the difficulty of studying the whole population due to cost, time, and accessibility, a subset of the population (a sample of the population) was selected to facilitate the acquisition of results. According to Levine, Krehbiel, and Berenson (2010), “A sample was defined as the portion of a population that has been selected for analysis” (p. 234). Statistical sampling procedures involve collecting a small group (sample) representing all elements of the population.

In 1976, Taro Yamane created a simplified formula to calculate sample sizes (Israel, 1992). This formula was used to determine the sample size of this research as follows:

$$n = \frac{N}{1 + N(e)^2}$$

The confidence level is 95%, (n) is the sample size, (N) is the population size, (e) is the level of precision (% level of significance or margin of tolerable error). The researcher chose 5% of the level of precision (% level of significance or margin of tolerable error).

$$n = \frac{N}{1 + (e)^2}$$

$$n = 6090 \div 1 + 6090 (0.05)^2$$

$$= 375.34$$

Approx. 375 staff

### 3.7 Sampling Method

For this research, the technique of stratified random sampling was adopted because the population does not constitute a homogeneous group. The stratified random sampling includes a “process of stratification or segregation, followed by random selection of subject from each stratum” (Sekaran and Bourgie, 2013, p. 249). This technique is more efficient because the researcher be ensured of the representation of samples for all populations (Levine, Krehbiel, and Berenson,2010). This type of sampling technique is designed to reduce the standard error by controlling the variance thus obtain more reliable and detailed information. This study has grouped populations in different strata according to different categories of staff. Where these institutions include some of the common stuff, such as administrative and technical staff, which the researcher planned to take samples from them. The sample size representing the number of employees participating in the questionnaire (the respondents) was divided into a stratum by using the following formula:

$$nx = \frac{(n)(N)}{P}$$

In which (nx) is sample size in each stratum

n = Total sample size of the study

N= Population size of staff in each stratum

P = Total population of the study

Table 3.2 shows the sample size for the study.

**Table 3.2:** Stratum Representation of Sample Size

Name of institutions	Population		Total Population	Sample size $nx$ $nx = (n)(N) \div P$		Total sample size
	Technical	Administrative		Technical	Administrative	
General Customs Authority	412	1699	2111	25	105	130
Ministry of Finance (center building)	391	1468	1859	24	90	114
Rafidain Bank	199	1134	1333	12	70	82
Public pension body	161	322	483	10	20	30
State Pension Fund	61	110	171	4	7	11
Training Center Financial and Accounting	47	86	133	3	5	8
<b>Total</b>			6090	78	297	375

### 3.8 Data Analysis

The quantitative data (collected through the questionnaire) is analyzed using the Statistical Package of Social Sciences (SPSS) by utilizing several types of analytical methods used to analyze, interpret and understand the data collected for gaining meaningful results from this data as the following:

To analyze and describe demographic data of the respondents, the descriptive analysis was conducted. This kind of analyses could help to understand the demographic characteristics of respondents that could influence their response to the questions asked. This type of analysis also enables the researcher to determine whether the samples were distributed fairly and naturally or not, which in turn minimizes the bias that could be resulting from sample selection.

To test the accuracy of data, the reliability and validity of the measures were conducted by using the Pilot test, Cronbach's alpha analysis, and factor analysis. Researchers attempted to conduct the pilot testing to validate the instrument used in



their studies (Alumran, Yu Hou, and Hurst, 2012). "Cronbach's alpha is a reliability coefficient indicates how well the items in a set are positively correlated to one another" (Sekaran and Bourgie, 2013, p. 292). The construct validity of a questionnaire can be tested by using factor analysis (Rattray and Jones, 2007).

To test the normality distribution of data, a z-test was applied by using skewness and kurtosis. The normality shows the compatibility between the distribution of sample data with a normal distribution (Hair, Black, Babin, and Anderson, 2010).

To test the correlation, directional strength, and significance of the bivariate relationship between the independent and dependent variables, the Pearson correlation test was used.

To test the statistical relationship between only two variables in which that one of them defined as an independent variable that is the cause of the behavior of another one which is defined as the dependent variable (in which independent variable  $X$  can affect dependent variable  $Y$ ), a simple regression analysis was conducted.

A simple linear regression model was used with a formula:

$$Y_i = \beta_0 + \beta_i X_i + \varepsilon_i$$

Reference: (Sekaran and Bourgie, 2013)

$Y$  = Employee performance as dependent variable

$\beta_0$  = Constant

$\beta_i$  = Regression coefficients

$X_i$  = Independent variable

$\varepsilon$  = Error term

To test the statistical relationship between two or more than two independent variables and the dependent variable, the multiple regression analyses were used due to the framework of this study four independent variables were included that need to be examined to explain variance in the dependent variable

A multiple linear regression model was used with a formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Y = Employee performance as dependent variable.

$\beta_0$  = Constant.

$\beta_1 \dots$  etc = Regression coefficients

X1 = Human resource planning as independent variable 1

X2 = Recruitment and selection as independent variable 2

X3 = Training and development as independent variable 3

X4 = Reward and compensation as independent variable 4

$\varepsilon$  = error term

Reference: (Sekaran and Bourgie, 2013)

Also, T-Test has been used to check if there is a difference between two sets of data from one another (To test whether two groups are different).

“ANOVA” test was tested to examine the significant mean differences among more than two groups on a depended variable (Sekaran and Bourgie, 2013).

### **3.9 Data Presentation**

Bar graphs and tables were also used as statistical techniques to present quantitative data. To come up with comprehensive conclusions, the researcher must present the data by using graphical techniques and statistical techniques or a combination of the two (Kombo and Tromp, 2006).

### **3.10 Hypothesis Testing**

This study specifically addressed the basic HRM practices that aim to manage human assets in the Iraqi Ministry of Finance and its affiliated institutions efficiently and effectively, thus ensuring the highest quality of service in the public sector. The questions of the study, which are (Do the four HRM applications that included human resource planning, recruitment and selection, training and development, and reward and compensation systems) affect the performance of employees in the Iraqi Ministry of Finance and its affiliates?

To answer the research questions, the null hypotheses were formulated as follows:

1 – H1o: Human resource planning does not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

H1A: Human resource planning has a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

2 – H2o: Staffing process (recruitment and selection) does not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

H2A: Staffing process (recruitment and selection) has a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

3 – H3o: Training and development do not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

H3A: Training and development have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

4 – H4o: Reward and compensation system do not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

H4A: Reward and compensation system has a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.

It is noteworthy that the "hypothetic-deductive method requires the hypotheses are falsifiable: they must be written in such a way that other researchers can show them to be false" (Sekaran and Bourgie, 2013, p. 84).

These null hypotheses seek to determine whether HRM applications have influence employee performance. In addition to this, the nature of the influences, namely either positive or negative will also be tested.

A simple regression analysis models were used to test the hypothesis which was hypothesized for this study (to test whether the hypothesis of this research is statistically supported or not).

The researcher made a comparison between the values of  $t$  calculated and critical  $t$  to reject or accept the null hypothesis by using the following formula:

If  $t_{strata} > t_{table}$

Then the  $H_0$  reject (at the 5% level of significance)

According to Levine, Timothy, and Mark (2010), if the calculated value of  $t$  is greater than the value of critical  $t$ , then the alternative hypothesis is accepted.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the statistical results and discussions obtained from the present study based on the objectives which previously identified. Where these objectives determine the impact of HRM applications on the performance of employees of the Iraqi Ministry of Finance. Therefore, descriptive and deductive statistics were used to present and explain the results of this study.

#### **4.2 The Rate of Response**

In the study, we used questionnaires as instruments to collect the primary data which is formulated by Andrew (2014). The questionnaires were translated and conducted in Arabic language. The total number of questionnaires that are distributed to the target population (employees of the Iraqi Ministry of Finance and some of its affiliates) was 375. The number of questionnaires distributed to the employees included General Customs Authority with a total of 130 questionnaires, Ministry of Finance (headquarter) with a total of 114 questionnaires, Rafidain Bank with a total of 82 questionnaires, Public Pension Body with a total of 30 questionnaires, State Pension Fund with a total of 11 questionnaires, while Training Center Financial and Accounting had a total of 8 questionnaires. A total of 315 questionnaires was returned out of 375 distributed. 29 questionnaires were eliminated since they had excessive missing data. So, 286 responses were taken into account in analyzing the questionnaire data. This number represents a rate of response 76.2%, which is satisfactory to represent the target population and therefore enables us to draw

conclusions from the current study. According to Nulty (2008), the response rate between 50% and 70% is acceptable in social research. Mugenda and Mugenda (2008) took the same position when he stated that 50% of respondents rate is enough for data analysis, 60% of respondents rate is good, while above 70% is considered very good. Table 4.1 shows the number of distributed questionnaires, institution names, and response rate.

**Table 4.1:** Response Rate

Name of the organization	Number of questionnaires distributed	Number of questionnaires completed and returned	The rate of response to each organization
General Customs Authority	130	93	71.5%
Ministry of Finance (center building)	114	78	68.4%
Rafidain Bank	82	67	81.7%
Public pension body	30	29	96.6%
State Pension Fund	11	11	100%
Training Center Financial and Accounting	8	8	100%
	375	286	

We found that the rate of response for all organizations was higher than 60%, thus the inference drawn from the current study would be representative.

### 4.3 General Information

This section discusses the demographic characteristics of the target population to ensure that there is no bias in the manner which is used to select respondents who participate in this study. The demographic information provides data on research participants that are necessary for determining whether the sample is representative of the target population for generalization purposes or not (Salkind, 2010).

In this study, both genders (female and male) participated in the questionnaire. The number of male participants is 162 out of the total number of participants, which represents 56.6% percent, while, the number of female

participants is 124, which represents 43.4% percent. A ratio of at least 1:2 in either gender in the study should be represented (Kothari, 2004). So the ratio of gender in this study is representative enough.

Two different categories of employees, which are administrative and technical, were targeted in the Ministry of Finance. The administrative staff accounted for the highest percentage of 228 respondents out of 297 questionnaires distributed which represent 76.7%, while the technical staff included 58 participants out of 78 questionnaires distributed which representing 74.3%. Since the ratio of the Administrative staff and Technical staff are more than 50%, so they representative enough to obtain more reliable and detailed information for drawing conclusions from the current study.

The study also targeted employees of different ages. The highest response rate was among respondents aged between (31-35) who had the total number of 112 that represent 39.2%. This ratio was followed by individuals who were aged more than 41 which had a total number of 70 respondents with 24.5%. The third highest ratio was 18.2% with the total number 52 individuals whose age are between (36-40), while, those who were aged between (26-30) were 45 respondents with a response rate 15.7%. Finally, the lowest response rate was 2.4% with total number of 7 employees who were aged between (20 - 25) years. This information shows that the researcher targeted all age levels of employees in the questionnaire to be more representative for drawing conclusions from the current study.

According to education level of respondents that participated in the study. The majority of the respondents were graduates with a bachelor's degree with total number 170 which represents 59.4%. They were followed by diploma holders which represents 20.6% of 59 participants. The percentage of participants who had a high school certificate was 15% of the total number of 45, while the participants with postgraduate degrees 4.2% with a total number of 12. This study targeted participants with different levels of education to obtain different perspectives of respondents in order to avoid bias thus, ensuring that the researcher got objective results.

This study targeted a group of employees who had different functional experiences in these organizations for different years. This survey showed that the majority of respondents that worked for the period (6 -10 years) were 129 which represent 45.1% of the sample. Followed by those who worked more than 21 years their total number was 51, 17.8%. While individuals who had worked between (11 – 15) years were 46. Those with (16 – 20) years 32 and (1–5) years 28 participants, accounted for 16.1%, 11.2% and 9.8% respectively. This clearly indicates that the researcher targeted all levels of employees experience in the ministry and its affiliates, thus ensuring the results of the study to be more objective, representative and reliable. All this information is represented in table 4.2.

**Table 4.2:** Demographic Characteristics of Respondents

		Frequency	Percent
Gender	Male	162	56.6
	Female	124	43.4
Category	Administrative	228	79.7
	Technical	58	20.3
Age	20-25	7	2.4
	26-30	45	15.7
	31-35	112	39.2
	36-40	52	18.2
	More than 41	70	24.5
Levels of education	High school	45	15.7
	Diploma	59	20.6
	Graduate	170	59.4
	Postgraduate	12	4.2
Length of service	1-5	28	9.8
	6-10	129	45.1
	11-15	46	16.1
	16-20	32	11.2
	More than 21	51	17.8

#### 4.4 Validity and Reliability of Measures

Validity and reliability are key criteria for assessing social research (Bryman, 2012). “Validity is the most critical criterion and indicates the degree to which an



instrument measures what it is supposed to measure. . . Reliability, on the other hand, shows the accuracy and precision of a measurement procedure” (Kothari, 2004, p. 131).

In this study, a pilot test of factor analysis, and Cronbach’s Alpha were conducted to measure validity and reliability of questionnaire items. According to Hzzi and Maldaon (2015), the pilot test represents the cornerstone of research design. This test was defined by Cooper and Schindler (2006) as a process of the “trial collection of data to detect weaknesses in the design or instrument and provide proxy data for probability sampling” (p.88). So this type of test represents the start phase in data collecting for conducting research (Marczyk, DeMatteo, and Festinger, 2015).

Factor analysis confirms "which of the items are most appropriate for each dimension (establishing construct validity)" (Sekaran and Bourgie, 2013, p. 227).

In factor analysis, the importance of a factor loading depends on the sample size. Stevens (2002) recommends that if the sample size is between (200-299), the factor loading should be higher than 0.364 (as cited in Field, 2009, p. 644).

For this study, we assumed that the variables with loads of less than 0.364 have a negligible (non-significant) effect on the factor (since the sample size was 286), and should, therefore, be ignored. According to Nunnally and Bernstein (1994) the ranges of the coefficient of Alpha reveals the extent of the reliability of the instrument which used in the research. Table 4.3 shows the acceptable percentages of Cronbach’s Alpha Test.

**Table 4.3:** Selection of coefficient of alpha to observe the extent of the instrument’s reliability

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Reference: (Sharma, 2016)

We notice that the results of Cronbach's Alpha must be at least 0.7 for each content to be acceptable (see Table 4.3). Reliability represents the consistency of the measurement, and the closer the coefficient towards 1.00, the greater the consistency of the items in our scale (Gliem and Gliem, 2003).

#### 4.5 Results of the Pilot Testing

In this study, a pilot test was conducted to ascertain the validity and suitability of the questionnaire and to identify weaknesses of its design. The researcher, distributed 36 questionnaires to the target population randomly. In addition, the reliability of the questionnaire was tested by using Cronbach Alpha test, because it is the most commonly used when the researcher wants to test the internal consistency of a questionnaire which includes multiple Likert-type scales and items.

The Tables 4.4 shows the results of the pilot testing of the items for this study.

**Table 4.4:** Reliability Coefficients of The Variables

Variable	Cronbach's Alpha	Number of Items
Human Resource Planning	.792	8
Recruitment and Selection	.885	8
Training and Development	.928	8
Reward and Compensation	.919	7
Employee Performance	.831	8

From this information, we can conclude that the training and development, reward and compensation, recruitment and selection, and human resource planning had the reliabilities at 0.928, 0.919, 0.885, and 0.792 sequentially among the independent variables of the study while employee performance (which is the dependent variable of the study) had a reliability level at 0.831. Also, the reliability coefficients of all variables were 0.963 as shown in Table 4.5.

**Table 4.5:** Reliability Coefficients of All Variables

Cronbach's Alpha	N of Items
.963	39

The results of the pilot testing clearly indicate that the questionnaire was valid and reliable for conducting the survey of the current study.

#### **4.6 Results of Factor Analysis and Cronbach's Alpha Test**

Factor analysis and Cronbach's alpha test were conducted to confirm the validity and reliability measures for (multiple Likert-type) of items for dependent and independent variables of the study as shown below.

##### **4.6.1 Factor Analysis and Cronbach's Alpha Test for Human Resource Planning**

The first independent variable human resource planning had a total of eight (8) items. According to factor analysis results (see Table 4.7) which indicate that the items of this variable had values of factor loading higher than (0.364). Therefore, these items were confirmed as valid. So, we can retain them for subsequent analysis. Moreover, all the items of Human resource planning confirmed as good reliability levels since they had values more than (0.8). The information about this result was presented in tables 4.6 and 4.7 below.

**Table 4.6:** Cronbach's Alpha Test For Human Resource Planning (Reliability Statistics)

Cronbach's Alpha	N of Items
.855	8

**Table 4.7:** Analysis for Human Resource Planning Component Matrix

Human Resource Planning questions	Component
	1
Human Resource Planning, Q1	.654
Human Resource Planning Q2	.556
Human Resource Planning Q3	.770
Human Resource Planning Q4	.613
Human Resource Planning Q5	.752
Human Resource Planning Q6	.785
Human Resource Planning Q7	.809
Human Resource Planning Q8	.678

#### 4.6.2 Factor Analysis and Cronbach's Alpha Test for Recruitment and Selection

The second independent variable recruitment and selection had a total of eight (8) items. Factor analysis results (see Table 4.9) indicate that the items of this variable had factor loading values higher than (0.364). Therefore, these items were confirmed as valid. So, we can retain them for subsequent analysis. Also, all the items of recruitment and selection were confirmed that they had good reliability levels since they had values higher than (0.8). This information is presented in Table 4.8.

**Table 4.8:** Cronbach's Alpha Test for Recruitment and Selection (Reliability Statistics)

Cronbach's Alpha	N of Items
.892	8

**Table 4.9:** Factor Analysis for Recruitment and Selection Component Matrix

Recruitment and Selection questions	Component
	1
-Recruitment and Selection Q 1	.769
-Recruitment and Selection Q 2	.763
-Recruitment and Selection Q 3	.780
-Recruitment and Selection Q 4	.787
-Recruitment and Selection Q 5	.808
-Recruitment and Selection Q 6	.791
-Recruitment and Selection Q 7	.695
-Recruitment and Selection Q 8	.637

### 4.6.3 Factor Analysis and Cronbach's Alpha Test for Training and Development

The Table 4.11 shows the result related to the factor analysis of training and development as a third independent variable. This variable had a total of eight (8) items. Factor analysis, the results indicate that the items in this variable had values of factor loading higher than (0.364). Therefore, these items were confirmed as valid. So, we can retain them for subsequent analysis.

Moreover, all the items of training and development were confirmed that they had good reliability levels since they had values higher than (0.7) as shown in the Table 4.10 below.

**Table 4.10:** Cronbach's Alpha Test for Training and Development Reliability Statistics

"Cronbach's Alpha"	N of Items
.775	8

**Table 4.11:** Factor Analysis for Training and Development Component Matrix

Training and Development questions	Component
	1
Training and Development Q 1	.451
Training and Development Q 2	.615
Training and Development Q 3	.656
Training and Development Q 4	.702
Training and Development Q 5	.627
Training and Development Q 6	.645
Training and Development Q 7	.646
Training and Development Q 8	.636

#### 4.6.4 Factor Analysis and Cronbach's Alpha Test for Reward and Compensation Systems

The fourth independent variable, reward, and compensation systems had seven (7) items in the questionnaire. According to factor analysis results (see Table 4.13), these items of the independent variable were confirmed valid because they had factor loading values higher than (0.364). Therefore, they were retained for subsequent analysis. Moreover, all the items of reward and compensation systems confirmed to have good reliability levels since they had values more than (0.8). The information about this result was presented in the Table 4.12.

**Table 4.12:** Cronbach's Alpha test for Reward and Compensation Systems Reliability Statistics

Cronbach's Alpha	N of Items
.875	7

**Table 4.13:** Factor Analysis for Reward and Compensation Systems

Reward and Compensation questions	Component
	1
Reward and Compensation Q1	.687
Reward and Compensation Q 2	.748
Reward and Compensation Q 3	.819
Reward and Compensation Q 4	.769
Reward and Compensation Q 5	.716
Reward and Compensation Q 6	.777
Reward and Compensation Q 7	.787

#### 4.6.5 Factor Analysis and Cronbach's Alpha Test for Employee Performance

Employee performance as a dependent variable had a total of eight (8) questions. According to factor analysis results, there is items/item that should be excluded since there are two components as a showing in Table 4.14.

**Table 4.14:** Factor Analysis for Employee Performance Component Matrix

Employee Performance questions	Component	
	1	2
Employee Performance Q 1	.541	.152
Employee Performance Q 2	.693	-.378-
Employee Performance Q 3	.655	-.369-
Employee Performance Q 4	.335	.555
Employee Performance Q 5	.735	-.185-
Employee Performance Q 6	.750	-.082-
Employee Performance Q 7	.381	.649
Employee Performance Q 8	.495	.375

In this case, there are two questions must be answered. First question, how many items should be excluded? And the second question, which item or items should be excluded?

To answer these questions, the researcher, improved the interpretability of factors through the rotation test. The results of this test were shown in Table 4.15.

**Table 4.15:** Component Matrix after Rotation

Employee Performance questions	Component
	1
Employee Performance Q 1	.541
Employee Performance Q 2	.693
Employee Performance Q 3	.655
Employee Performance Q 4	<u>.335</u>
Employee Performance Q 5	.735
Employee Performance Q 6	.750
Employee Performance Q 7	.381
Employee Performance Q 8	.495

According to factor analysis results, seven (7) items in the questionnaire were confirmed valid due to they had factor loading values higher than (0.364) (see Table 4.15). As a result, these seven values were retained for subsequent analysis, while the item four is excluded from subsequent analysis due to it had a value of the factor loading lower than (0.364).

For employee performance, a Cronbach's Alpha tests the reliability of its items. However, this variable had eight items, but one of them was excluded and a new reliability identified with seven items only (see Table 4.16). The reliability of the (7) items of employee performance was increased up to 0.731 and confirmed as acceptable reliability levels since they had values more than (0.70).

**Table 4.16:** Reliability Statistics

Cronbach's Alpha	N of Items
.731	7

#### **4.7 Normality of Distributions**

Normality of distribution test was conducted for the dependent variable (employee performance) to examine if the data were normally distributed or not. If yes, the subsequently inferential analyses such as correlation or related linear regression techniques would be conducted. When this assumption is violated, interpretation and inference may not be reliable or valid" (Park, 2008).

“There are two main ways in which a distribution can deviate from normal: (1) lack of symmetry (called skew) and (2) pointyness (called kurtosis)” (Field, 2009, p. 18). So, in this study, the skewness and kurtosis of data were analyzed to test the normality of distributions by using a Z-test.



Table 4.17 indicates that there are no data missing of all 286 respondents, while the Table 4.18 shows the values of skewness and kurtosis with their standard error values.

**Table 4.17:** Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employee Performance	286	100.0%	0	0.0%	286	100.0%

**Table 4.18:** Descriptive

		Statistic	Std. Error
Employee	Skewness	<u>.251</u>	<u>.144</u>
performance	Kurtosis	<u>.473</u>	<u>.287</u>

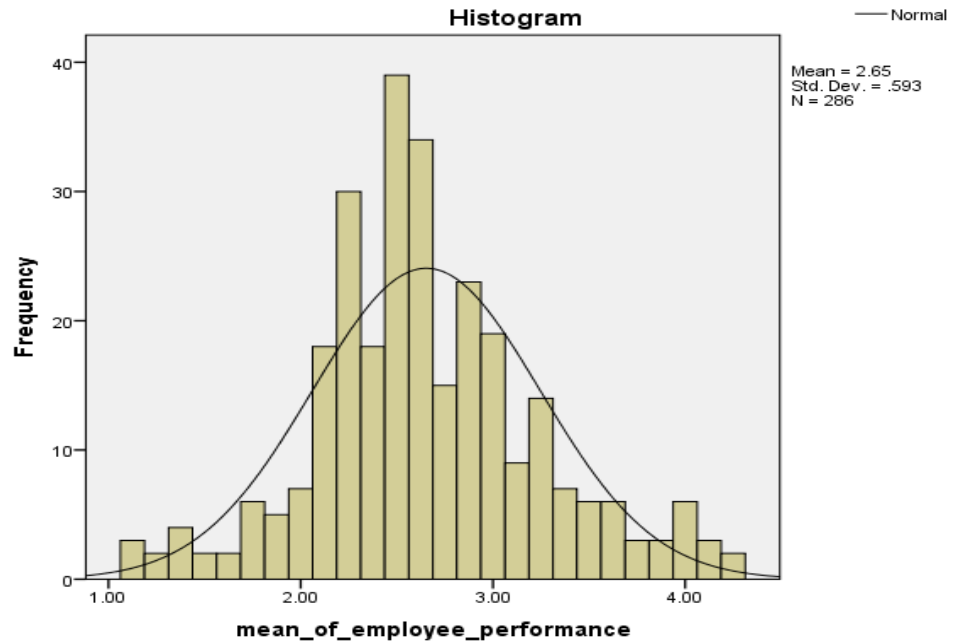
According to Kim (2013), a z-score could be calculated by dividing the skew value on its standard error value or excess kurtosis on its standard error value. To calculate the z-score value, the formulas below were used:

$$Z = \frac{\text{Skew value}}{\text{SE skewness}} = \frac{0.251}{0.144} = 1.743$$

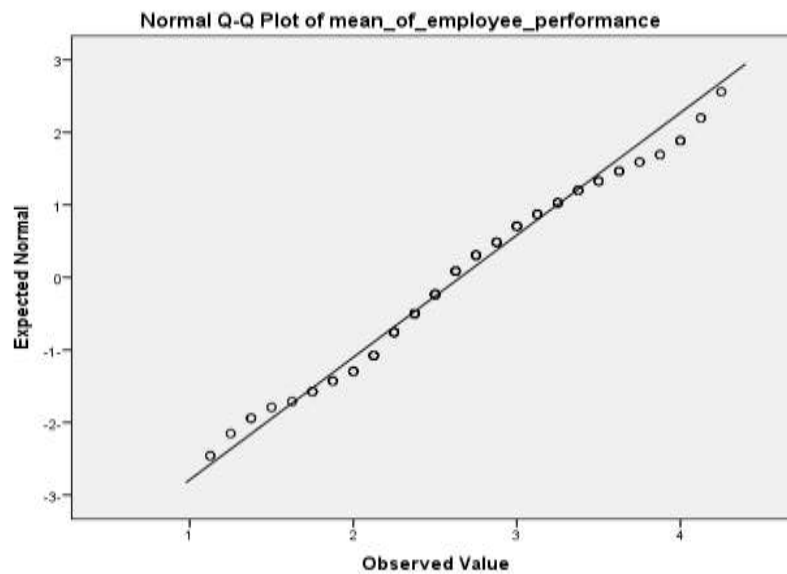
$$Z = \frac{\text{Excess kurtosis}}{\text{SE excess kurtosis}} = \frac{0.473}{0.287} = 1.648$$

Reference: (Kim, 2013)

Field (2009) mentioned that, if the 95% of z-scores lie between  $-1.96$  and  $+1.96$  so, the data considered being normal. The z-score of Skewness and Kurtosis are 1.743 and 1.648 respectively. From these results, we can indicate that, the Z-score for both tests are lower than  $/1.96\pm /$ , thus the depended variable was normally distributed and as a result, the subsequent analyses could be done. Furthermore, the histogram of the dependent variable (see Figure 4.1) indicated that this variable was approximately normally distributed (since it fitted with the normal curve) with a mean and standard deviation of 2.65, 0.593 subsequently.



**Figure 4.1:** Histogram of Employee Performance



**Figure 4.2:** The quantile-quantile (QQ) plot of the dependent variable

According to Levine, Krehbiel, and Berenson, Business Statistics, (2010) “if the data are normally distributed, the values will plot along an approximately straight line” (p.222). The normal Q-Q plot of dependent variable showed that most of the values were plotted on the 45<sup>0</sup> Line (see figure 4.2), hence, the observed values of employee performance in this study were confirmed as a normally distributed.

## 4.8 Differences Between Variables According to Respondents Characteristics

Analysis of variance between the variables of the study, according to demographic characteristics of the sample was conducted by using both T-test and ANOVA test to determine if there is a significant difference in The Ministry of Finance in Iraq in terms of Human resource management applications and the performance of employees, depended on respondent characteristics which are gender, age, education levels, experience, and category of employee. The results of these analyses were explained as a follows.

### 4.8.1 Determination of the Differences of Variables According to Gender of Respondents

The T-test was conducted to determine the variance between the genders of respondents on the variables of the study. The results of this test are shown in Table 4.19.

**Table 4.19:** The Differences of Variables According to Gender of Respondents

Variable	t	Sig. (2-tailed value of $p$ )
Human resource planning	1.407	0.161
Recruitment and Selection	1.146	0.253
Training and Development	0.828	0.408
Reward and compensation	1.570	0.117
Employee performance	0.953	0.341

The mean difference is significant at 0.05 levels.

This information showed that the T value, were (1.407, 1.146, 0.828, 1.570, 0.953) and the two-tailed value of  $p$  which was (0.161, 0.253, 0.408, 0.117, 0.341) sequentially. Since there was no two-tailed value of  $p$  was less than 0.05, we can conclude that there was no significant difference for HRM practices according to genders of respondents for the variables of the study. According to Field, (2009), if

the two-tailed value of  $P$  is greater than 0.05, which is mean that there is no significant difference between the means of two samples.

#### 4.8.2 Determination of The Differences of Variables According to Age of Respondents

ANOVA test was used to determine the variance of the age of respondents on the variables of the study. The results of this test were shown in the Table 4.20 below.

**Table 4.20:** The Differences of Variables According to Age of Respondents

Variable	F	Sig.
Human resource planning	0.253	0.908
Recruitment and Selection	0.101	0.982
Training and Development	0.169	0.954
Reward and compensation	3.379	0.010
Employee performance	0.899	0.465

Table 4.20 shows that there are significant differences between the sample of the study of reward and compensation which had a value of the F-ratio (3.379) and corresponding significance value at (0.010) which is significant at the level of 5% (since the observed significance value is less than 0.05). That means there are significant differences between the sample of reward and compensation according to age. On the other hand, there are no significant differences between the sample of the study according to human resource planning, recruitment and selection, training and development, employee performance, which they had F-ratio of (0.253, 0.101, 0.169, 0.899) and corresponding significance values of (0.908, 0.982, 0.954, 0.465) sequentially. According to Field (2009), if the value of  $F$  is less than 1, we can immediately indicate that this difference will not be significant.

Since there is a significant difference between the sample of the study for reward and compensation, the Post- hoc test was conducted in a less significant difference in LSD to determine the source of age variance of this sample as shown in the Table 4.21.

**Table 4.21:** The Post- hoc test. for Source of Age Variance

Variable	(I) Age of respondent	(J) Age of respondent	Mean difference (I-J)	Sig.
Reward and compensation	20-25	26-30	.47302	.124
		31-35	.68495*	.020
		36-40	.35989	.237
		More than 41	.37755	.208
	26-30	31-35	.21193	.112
		36-40	.11313	.462
		More than 41	.09546	.508
	31-35	36-40	.32506*	.011
		More than 41	.30740*	.008
	36-40	More than 41	.01766	.208

From this information, we can conclude that there were significant differences between the age of respondents which is 20-25 years old compared to the age of respondents 31-35 years old at a significance level of (0.020) also, there were significant differences between the age of respondents which is 31-35 years old compared to the age of respondents 36-40 and more than 41 years old at a significance level of (0.011) and (0.008) sequentially.

#### **4.8.3 Determination of The Differences of Variables According to Category of Employee**

The T-test was conducted to determine the variance between the categories of the employees (administrative and technical) on the variables of the study. The results of this test are shown in Table 4.22.

**Table 4.22:** The differences of variables according to the category of employee

Variable	t	Sig . (2-tailed value of p)
Human resource planning	0.852	0.395
Recruitment and Selection	0.966	0.337
Training and Development	1.646	0.101
Reward and compensation	0.797	0.428
Employee performance	1.782	0.076

This information shows that the T values were (0.852, 0.966, 1.646, 0.797, and 1.782) and the two-tailed values of  $p$  were (0.395, 0.337, 0.101, 0.428 and 0.076) sequentially. Since there was no two-tailed value of  $p$  less than 0.05, we can conclude that there was no significant difference between the categories of the employee on the variables of the study.

#### 4.8.4 Determination of the Differences of Variables According to Education Levels

ANOVA test was performed to determine the variance of the education levels of respondents on the variables of the study. The results of this test are shown in the Table 4.23.

**Table 4.23:** The Differences of Variables According to Education Levels

Variable	F	Sig.
Human resource planning	0.603	0.614
Recruitment and Selection	1.157	0.326
Training and Development	0.866	0.459
Reward and compensation	0.393	0.758
Employee performance	0.417	0.741

Table 4.23 indicated that there are no significant differences according to different educational levels between the sample of the study for human resource planning, recruitment and selection, training and development, reward and compensation, and Employee's performance, which they had F-ratio of (0.603, 1.157, 0.866, 0.393, 0.417) and corresponding significance values of (0.614, 0.326, 0.459, 0.758, 0.741) sequentially. Since there was no corresponding significant value less than 0.05. So, there were no significant differences between the samples of the study.

#### 4.8.5 Determination of the Differences of Variables According to Experience

ANOVA test was performed to determine the variance of the experiences (according to the length of service) of respondents on the variables of the study. The results of this test are shown in the Table 4.24.

**Table 4.24:** The differences of variables according to experience

Variable	F	Sig .
Human resource planning	0.492	0.742
Recruitment and Selection	0.510	0.729
Training and Development	1.169	0.325
Reward and compensation	1.792	0.131
Employee performance	0.662	0.619

There were no significant differences according to experience levels between the sample of the study of human resource planning, recruitment and selection, training and development, reward and compensation, and employee's performance, which had F-ratio of (0.492, 0.510, 1.169, 1.792, and 0.662) and corresponding significance value of (0.742, 0.729, 0.325, 0.131, and 0.619) sequentially. Since there was no corresponding significant value less than 0.05. So, there were no significant differences between the samples of the study.

#### 4.9 Descriptive Analysis Results for Variables of the Study According to Respondents' Opinion

In this section, the descriptive analysis results for variables of the study, according to respondents' opinion were represented for diagnosing the strengths and weaknesses of implementing the human resources management applications in this organization as shown below.

#### **4.9.1 Descriptive Analysis Results for Human Resource Planning According to the Respondents' Opinion**

An organization can only have the desired level of staff if there is proper human resource planning because it represents a critical factor in HRM applications. Thus, it assists organizations to have the right employees in the right numbers at the right place and at the right time.

For this reason, the study sought to determine the impact of human resource planning on employee performance in the Iraqi Ministry of Finance and its affiliated institutions. Thus, The researcher supplied the respondents a questionnaire with 5 - Likert scale and asked to provide objective opinions which best describe their responses. A 23.8% of participates' answers were strongly disagreed; while 27.3%, 26.9%, 15.7%, and 6.3% answered disagree, neutral, agree, strongly agree sequentially.

#### **4.9.2 Descriptive Analysis Results for Recruitment and Selection According To Respondents' Opinion**

Recruitment and selection is a vital aspect of HRM applications. It enables an organization to attract potential employees from inside the organization and the labor market and also ensures that the right people are selected to occupy vacant positions. So, the researcher supplied the respondents a questionnaire with 5 - Likert scale and asked them to provide objective opinions which best describe their responses. A 23.5% of participates' answers were strongly disagreed; while 27.0%, 28.2%, 16.3%, and 5.0% answered disagree, neutral, agree, strongly agree sequentially.

#### **4.9.3 Descriptive Analysis Results for the Training and Development, According to Respondents' Opinion**

Training and development enable an organization to gain employees with the skills required to achieve its objectives. Organizations with good training and



development programs own competitive advantages since they are able to innovate. To examine the impact of training and development on employee performance, we supplied the respondents a questionnaire with 5 - Likert scale and asked to provide objective opinions which best describe their responses. A 39.9% of participates' answers were strongly disagreed; while 30.1%, 24.5%, 5.2%, and 0.3% answered disagree, neutral, agree, strongly agree sequentially.

#### **4.9.4 Descriptive Analysis Results for Reward and Compensation System According to Respondents' Opinion**

A reward and compensation systems in an organization represent a vital dimension of HRM applications because it determines the extent to which an organization is able to motivate and retain its employees. To examine the influence of reward and compensation systems on employee performance, the respondents were supplied with a (5 - Likert scale) questionnaire and asked to provide objective opinions which best describe their responses. A 36.6% of participates' answers were strongly disagreed; while 30.3%, 24.6%, 6.8%, and 1.7% answered disagree, neutral, agree, strongly agree sequentially.

#### **4.9.5 Descriptive Analysis Results for Employee Performance, According to Respondents' Opinion**

Employee performance in an organization is very critical because it leads to achieving the organizational desired objectives and enhances the organization's image. So, this study aimed to measure the indicators of employee performance in the Iraqi Ministry of Finance and its affiliated institutions. The best-described respondents' opinion were 14.5% of participates' answers were strongly disagreed; while 30.6%, 34.5%, 16.1%, and 4.3% answered disagree, neutral, agree, strongly agree sequentially.

#### 4.10 Pearson Correlation Analysis of Independent Variables

“A Pearson correlation matrix will indicate the direction, strength, and significance of bivariate relationships among all the variables that were measured on an interval or ratio level” (Sekaran and Bourgie, 2013, p. 289). So, It is a measure of the relation between two variables in which the values of the correlation coefficient are between -1 and +1 in terms a positive correlation coefficient indicating that the relationship between two variables is positive (if one increased, the other increased also, and vice versa) while the negative correlation coefficient indicates that the relationship between the two variables was in a negative linear (if one increased, the other decreased). On the other hand, the correlation coefficient of zero indicates that there is no relationship between two variables. Noteworthy, A correlation coefficient of +1 and -1 indicates that two variables are perfectly related. The Table 4.25 represents the interpretation of the strength of the correlation coefficient.

**Table 4.25:** Interpretation of Strength of the Correlation Coefficient

The correlation coefficient (r)	Value of coefficient
From 0.10 to 0.29	Low degree of correlation
From 0.30 to 0.49	Moderate degree of correlation
From 0.50 to 1.00	High degree of correlation

Source: Cohen (1998) as cited by Warokka, Gallato, and Moorthy, 2012)

However, a two-tailed test of Pearson Correlation analysis was used since we cannot predict the nature of the relationship between variables (non-directional hypothesis) (Field, 2009). The Pearson Correlation analysis of each independent variable was explained as follows.

Scatter/Dot test was also used to determine the nature of the relationship (either positive or negative) between one of the independent variables and depended variable individually, in terms the upward trend refers to the positive relationship while the downward trend refers to the negative relationship (Field, 2009).

#### **4.10.1 Pearson Correlation Analysis of Human Resource Planning**

The results of the Pearson Correlation analysis of human resource planning show that the value of correlation coefficient (P) between human resource planning and employees' performance was found to be (0.461) at (P= 0.000). So, we can infer that there was a moderate positive correlation between human resource planning and performance of employees according to this study.

#### **4.10.2 Pearson Correlation Analysis of Recruitment and Selection**

Pearson Correlation results of recruitment and selection were shown that the value of correlation coefficient (P) for the two variables was found to be (0.476) at (P= 0.000). We can conclude that there was a moderate positive correlation between recruitment and selection and performance of employees in this study.

#### **4.10.3 Pearson Correlation Analysis of Training and Development**

Also, Pearson Correlation results of training and development show that the value of the correlation coefficient (P) between variables is 0.272 at (P=0.000). We can infer that is a low positive correlation between the training and development and employees' performance.

#### **4.10.4 Pearson Correlation Analysis of Reward and Compensation**

The value of correlation coefficient (P) between reward and compensation and employees' performance was found to be (0.383) at (P= 0.000). So, we can infer that there was a moderate positive correlation between these two variables according to this study.

In general, "The partial correlations represent the relationships between each predictor and the outcome variable," controlling for the effects of the other predictors (Field, 2009, p. 241).

Table 4.26 shows the degrees of correlation between the independent variables and dependent variable sequentially:

**Table 4.26:** Pearson Correlation analysis

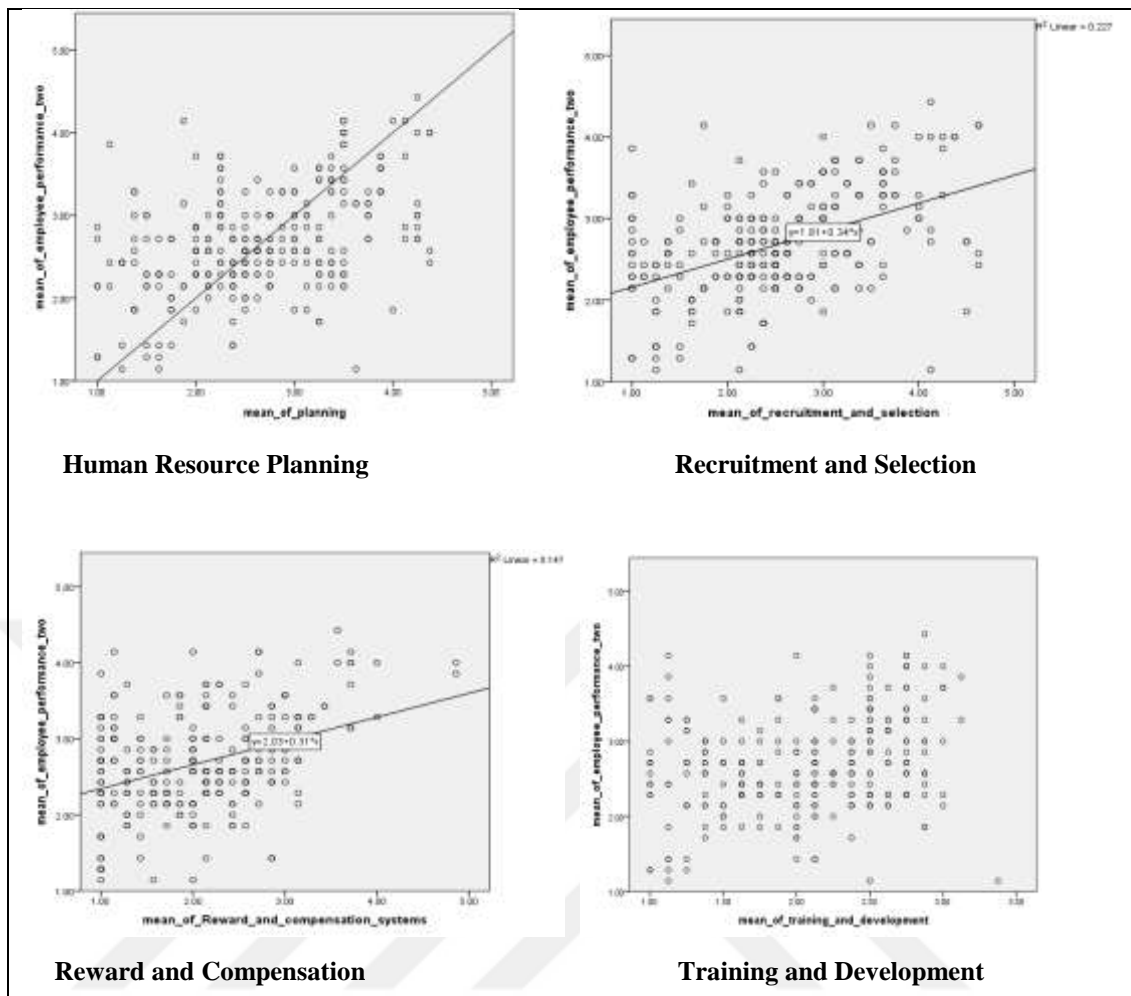
Independent variables	degrees of correlation
Recruitment and Selection	0.476
human resource planning	0.461
reward and compensation	0.383
training and development	0.272

Independent variables: Human resource planning, recruitment and selection, training and development, and reward and compensation.  
 Dependent variable: Employees' performance.

Moreover, the Scatter/Dot diagram test depicts the nature of the correlation between independent variables and the dependent variable is represented in Figure 4.3.

We can clearly note that the nature of the correlation between human resource

planning, recruitment and selection, reward and compensation, training and development and employees' performance had an upward trend, that means the relationship between the variables was positive.



**Figure 4.3:** Scatter/Dot test of Independent variables

## 4.11 Hypotheses Testing

The main objective of this research is to study and analyze the impact of human resource management applications on the performance of employees in Iraqi Ministry of Finance. For this reason, we tested the hypothesis for each specific objective of this study as follows.

### 4.11.1 Human Resource Planning Hypothesis Results

*Question1* -Does human resource planning have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?

The null hypothesis is:

*Human resource planning does not have a significant effect on employee performance in the ministry of finance in Iraq and its affiliates.*

$$H0_1: \beta_j = 0$$

$$HA_1: \beta_j \neq 0$$

Was tested by using regression analysis, analysis of variance (ANOVA), coefficients for regression, and comparing the values of critical t and calculated t using a two-tailed test. The null hypothesis was rejected as shown below.

#### 4.11.1.1 Regression Analysis Results of Human Resource Planning

The result of regression analysis showing that R has a value of 0.461, this value represents the simple correlation between human resource planning and employee performance.  $R^2$  shows that human resource planning can account for 21.3% of the variation in employee performance. In other words, 21.3 % of the corresponding change in performance of employees can be explained by a unit change in human resource planning as shown in Table 4.27.

**Table 4.27:** Regression Between Human Resource Planning and Employee Performance (Model Summary).

Model	R	*R Square	*Adjusted R Square	*Std. Error of the Estimate
1	.461 <sup>a</sup>	.213	.210	.55758

a. Predictors: (Constant), Human resource planning M

#### 4.11.1.2 Analysis of Variance (ANOVA) Results of Human Resource Planning

The result of Analysis of Variance (ANOVA) represented in the table 4.28 shows that the F-ratio is 76.670 which is significant at  $p < 0.001$  because the value in the column labeled *Sig* is lower than 0.001. This result indicated that there is lower than a 0.1% chance that an F ratio of this size would occur if the null hypothesis were true thus, we can conclude that the regression model overall predicts employee performance significantly well.

**Table 4.28:** ANOVA results for Human Resource Planning and Employee Performance.

Model	Sum of Squares	*df	Mean Square	*F	*Sig.
*Regression	23.836	1	23.836	76.670	0.000 <sup>b</sup>
1 Residual	88.294	284	.311		
Total	112.130	285			

a. Dependent Variable: employee performance, b. Predictors: (Constant), Human resource planning

#### 4.11.1.3 The Coefficients of Regression Results Between Human Resource Planning and Employee Performance

From the regression analysis, which is presented in Table 4.29, we can note that  $b_0$  is 1.750. This can be interpreted as when human resource planning does not change or (when  $X = 0$ ), the value of employee performance is 1.750. In other words, this model predicts that the value of employee performance is 1.750 in the current situation. The value of  $b_1$  (0.352) represents "the change in the outcome associated with a unit change in the predictor". Therefore, the predictor variable (human resource planning) is increased by one unit, predicts that employee performance will increase by 0.352. Also, we can infer that since the  $b_s$  ( $b_0 + b_1$ ) values are different from 0, and the observed significance is less than 0.05 (which is 0.000 as labeled in Sig column) then the human resource planning makes a significant contribution to predicting the performance of employees. If the "observed significance is less than 0.05, the result reflects a genuine effect" (Field, 2009, p. 208).

A Simple linear regression model was used with a formula:

$$Y_i = (\beta_0 + \beta_1 X_i) + \epsilon_i$$

Performance of Employees  $i = 1.750 + (0.352 \times \text{Human Resource Planning } i)$

**Table 4.29:** Coefficients Regression Results Between Human Resource Planning and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.750	.111		15.728	.000
1 Human resource planning M	.352	.040	.461	8.756	.000

a. Dependent Variable: employee performance M2

Finally, to test the hypothesis for coefficients of regression between human resource planning and employee performance, we compare the values of critical t and calculated t using a two-tailed test as shown below.

**Table 4.30:** The values of Critical t and calculated t using a Two-Tailed Test.

Model	B	t cal.	t critical
Human resource planning	.352	8.756	1.96

From the information represented in Table 4.30, we can answer the question 1:

The study rejected the null hypothesis which is human resource planning does not have a significant effect on employee performance in the Ministry of Finance in Iraq. The study, therefore, supported the alternative hypothesis which is human resource planning have a significant effect on employee performance in the ministry of Finance in Iraq since the calculated  $t = 8.756$  is higher than the critical  $t_{(286-1)}$ .



#### 4.11.2 Recruitment and Selection Hypothesis Results

**Question 2:** Does the staffing process (recruitment and selection) has a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates? The hypothesis that

*Staffing process (recruitment and selection) does not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.*

$$H0_2: \beta_j = 0$$

$$HA_2: \beta_j \neq 0$$

This hypothesis was tested using regression analysis, analysis of variance (ANOVA), coefficients for regression, and then comparing the values of critical t and the calculated t using a two-tailed test. The null hypothesis was rejected as shown below.

##### 4.11.2.1 Regression Analysis Results of Staffing Process (Recruitment and Selection)

The result of regression analysis show that R has a value of 0.476, this value represents the simple correlation between recruitment and selection and employee performance. Also, the coefficient ( $R^2 = 0.227$ ) tells us that recruitment and selection can account for 22.7% of the variation in employee performance. In other words, 22.7 % of the corresponding change in performance of employees can be explained by a unit change in recruitment and selection as shown in Table 4.31.

**Table 4.31:** Regression Between Recruitment and Selection And Employee Performance (Model Summary).

*Model	R	*R Square	*Adjusted R Square	*Std. Error of the Estimate
1	0.476 <sup>a</sup>	.227	.224	.55252

a. Predictors: (Constant), Recruitment and selection M

#### 4.11.2.2 Analysis of Variance (ANOVA) Results of Recruitment and Selection

The result of Analysis of Variance (ANOVA) represented in the table 4.32

**Table 4.32:** ANOVA results for Recruitment and Selection and Employee Performance

*Model	Sum of Squares	*df	Mean Square	*F	*Sig.
*Regression	25.430	1	25.430	83.302	0.000 <sup>b</sup>
1 Residual	86.699	284	.305		
Total	112.130	285			

a. Dependent Variable: employee performance, b. Predictors: (Constant), Recruitment and selection

The result of Analysis of Variance (ANOVA) shows that the F-ratio is 83.302 which is significant at  $p < 0.001$  because the value in the column labeled Sig. is lower than 0.001. This result indicates that there is lower than a 0.1% chance that this F ratio would occur if the null hypothesis were true or (99% chance that an F ratio this would occur if the alternative hypothesis were true) thus, we can conclude that the regression model overall predicts employee performance significantly well

#### 4.11.2.3 The Coefficients Regression Results Between Recruitment and Selection

From the regression analysis, which presented in Table 4.33, we can note that  $b_0$  is 1.814. This can be interpreted as when there is no increase in recruitment and selection or (when  $X = 0$ ), the value of employee performance is 1.814. The value of  $b_1$  0.343 represents “the change in the outcome associated with a unit change in the predictor” (Field, 2009, p. 207). Therefore, if our predictor variable is increased by one unit (if the recruitment and selection is increased by 1), the employee performance will increase by 0.343. Also, we can infer that since the  $b_s$  ( $b_0 + b_1$ ) values are different from 0, and observed significance is less than 0.05 (which is 0.000 as labeled in Sig. Column) than the recruitment and selection variable makes a significant contribution to predicting the performance of employees. If the "observed significance is less than 0.05, then result reflects a genuine effect" (p. 208). A simple linear regression model was used with a formula:

$$Y_i = (\beta_0 + \beta_1 X_2) + \varepsilon_i$$

Performance of Employees  $i = 1.814 + (0.343 \times \text{Recruitment and Selection } i)$ .

**Table 4.33:** Coefficients Regression Results Between recruitment and selection and Employee Performance

Model	*Unstandardized Coefficients		*Standardized Coefficients	*t	*Sig
	B	Std. Error	Beta		
(*Constant)	1.814	.100		18.078	.000
<sup>1</sup> Recruitment and selection M	.343	.038	.476	9.127	.000

a. Dependent Variable: employee performance

Finally, to test the hypothesis for coefficients of regression between recruitment and selection and employee performance, we compare the values of critical t and calculated t using a two-tailed test as shown below.

**Table 4.34:** The values of Critical t and calculated t using a Two-Tailed Test

Model	B	t cal.	t critical
Recruitment and selection M	.343	9.127	1.96

From the information represented in Table 4.34, we can answer the question 3 as follows:

The study rejected the null hypothesis which is staffing process (recruitment and selection) does not have a significant effect on employee performance in the Ministry of Finance in Iraq. The study, therefore, supported the alternative hypothesis which is staffing process (recruitment and selection) have a significant effect on employee performance in the ministry of finance in Iraq, due to the calculated  $t = 9.127$  is higher than the critical  $t_{(286-1)} = 1.96$ .

### 4.11.3 Training and Development Hypothesis Results

**Question 3:** Do training and development have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?

The hypothesis that

*Training and development do not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.*

$$H0_3: \beta_j = 0$$

$$HA_3: \beta_j \neq 0$$

Was testing the hypothesis by using regression analysis, analysis of variance (ANOVA), coefficients for regression, and then comparing the values of critical t and calculated t using a two-tailed test. The null hypothesis was rejected as shown below.

#### 4.11.3.1 Regression Analysis Results of Training and Development

The result of regression analysis shows that (R) has a value of 0.272; this value represents the simple correlation between training and development and employee performance. Also, the ( $R^2 = 0.074$ ) tells us that training and development can account for 7.4% of the variation in employee performance. In other words, training and development explained 7.4% of the corresponding change in performance of employees as shown in Table 4.35.

**Table 4.35:** Regression Between Training and Development and Employee Performance (Model Summary)

Model	*R	*R Square	*Adjusted R Square	*Std. Error of the Estimate
1	.272 <sup>a</sup>	.074	.071	.60473

a. Predictors: (Constant), Training and development M

#### 4.11.3.2 Analysis of Variance (ANOVA) Results of Training and Development

The result of Analysis of Variance (ANOVA) represented in the Table 4.36 shows that the F-ratio is 22.621 is significant at  $p < 0.001$ . Because the value in the column labeled Sig. is lower than 0.001. This result indicates that there is lower than a 0.1% chance that this F ratio would occur if the null hypothesis were true. Thus, we can conclude that the regression model overall predicts employee performance significantly well.

**Table 4.36:** ANOVA Results for Training and Development and Employee Performance

Model	*Sum of Squares	*df	*Mean Square	*F	*Sig.
*Regression	8.272	1	8.272	22.621	.000 <sup>b</sup>
Residual	103.857	284	.366		
Total	112.130	285			

a. Dependent Variable: employee performance, b. Predictors: (Constant), Training and development

#### 4.11.3.3 The Coefficients of the Regression Results between Training and Development and Employee Performance

From the regression analysis, which is presented in Table 4.37, we can note that  $b_0$  is 2.067. This can be interpreted when there is no change in training and development or (when  $X = 0$ ), the value of employee performance is 2.067. In the other word, this model predicts that the value of employee performance is 2.067 in the current situation. The value of  $b_1$  0.297, represents “the change in the outcome associated with a unit change in the predictor”. Therefore, if our predictor variable is changed by one unit (if the training and development is increased by 1), then there will be change 0.297 in the employee performance. Also, we can infer that since the  $bs$  ( $b_0 + b_1$ ) values are different from 0, and the observed significance is less than 0.05 (which is 0.000 as labeled in Sig. Column), then the training and development makes a significant contribution to predicting the performance of employees. If the “observed significance is less than 0.05, then the result reflects a genuine effect” (Field, 2009, p. 208).

A simple linear regression model was used with a formula:

$$Y_i = (\beta_0 + \beta_1 X_3) + \epsilon_i$$

Performance of Employees  $i = 2.067 + (0.297 \times \text{training and development } i)$

**Table 4.37:** Coefficients of regression results between training and development and employee performance

"Model"	"Unstandardized Coefficients"		*Standardized Coefficients	*t	*Sig
	B	Std. Error	Beta		
(*Constant)	2.067	.134		15.444	.000
1 Training and-development M	.297	.062	.272	4.756	.000

a. Dependent Variable: Employee Performance M2

However, the hypothesis for Coefficients of regression between training and development and employee performance was tested by comparing the values of critical t and calculated t using a two-tailed test as shown in the table 4.38.

**Table 4.38:** The values of Critical t and calculated t using a Two-Tailed Test

Model	B	T cal.	t critical
Recruitment and selection	.297	4.756	1.96

From this information, we can answer the question 3 as follow:

The study rejected the null hypothesis which is "training and development do not have a significant effect on employee performance" in the Ministry of Finance in Iraq. The study, therefore, supported the alternative hypothesis which is training and development have a significant effect on employee performance in the Ministry of Finance in Iraq since the calculated  $t = 4.756$  is higher than the critical  $t_{(286-1)} = 1.96$ .

#### 4.11.4 Reward and Compensation System Hypothesis Results

**Question 4:** Do reward and compensation system have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates?

The hypothesis that

*“Reward and compensation system does not have a significant effect on employee performance in the Iraqi Ministry of Finance and its affiliates.”*

$$H_{0_4}: \beta_j = 0$$

$$H_{A_4}: \beta_j \neq 0$$

Was tested by using regression analysis, analysis of variance (ANOVA), coefficients for regression, and comparing the values of critical t and calculated t using a two-tailed test. The null hypothesis was rejected as shown below.

##### 4.11.4.1 Regression Analysis Results of Reward and Compensation System

**Table 4.39:** Regression Between Reward and Compensation and Employee Performance (Model Summary).

Model	*R	*R Square	*Adjusted R Square	*std. Error of the Estimate
1	0.383 <sup>a</sup>	.147	.144	.58037

a. Predictors: (Constant), Reward and compensation

The result of regression analysis show that  $R$  has a value of 0.383, this value represents the simple correlation between the reward and compensation and employee performance. Also, the ( $R^2 = 0.147$ ) tells us that reward and compensation can account for 14.7% of the variation in employee performance. In other words,

14.7% of the corresponding change in performance of employees can be explained by a unit change in reward and compensation as shown in table 4.39.

#### 4.11.4.2 Analysis of Variance (ANOVA) Results of Reward and Compensation System

**Table 4.40:** ANOVA Results for Reward and Compensation System Performance

Model	*Sum of Squares	*df	*Mean Square	*F	*Sig <sup>a</sup>
1 *Regression	16.469	1	16.469	48.893	.000 <sup>b</sup>
Residual	95.661	284	.337		
Total	112.130	285			

a. Dependent Variable: employee performance M2

b. Predictors: (Constant), Reward and compensation

The result of Analysis of Variance (ANOVA) represented in the Table 4.40 shows that the *F*-ratio is 48.893 is significant at  $p < 0.001$  (lower than 0.001). This result indicates that there is lower than a 0.1% chance this *F* ratio would occur if the null hypothesis were true. Thus, we can conclude that the regression model overall predicts employee performance significantly well.

#### 4.11.4.3 The Coefficients of Regression Results Between Reward and Compensation System and Employee Performance

From the regression analysis, which presented in Table 4.41, we can note that  $b_0$  is 2.030. This can be interpreted that, when there is no change in reward and compensation system or (when  $X = 0$ ), the value of employee performance is 2.030. This model predicts that the value of employee performance is 2.030 in the current situation. We can also note that the value of  $b_1$  is 0.314. This value represents “the change in the outcome associated with a unit change in the predictor”. Therefore, if our predictor variable is increased by one unit (if the reward and compensation system is increased by 1), then there will be 0.314 increases in employee



performance. Also, we can infer that since the  $bs$  ( $b_0 + b_1$ ) values are different from 0, and observed significance is less than 0.05 (which is 0.000 as labeled in Sig. Column) than the reward and compensation system makes a significant contribution to predicting the performance of employees. If the "observed significance is less than 0.05, then scientists agree that the result reflects a genuine effect" (Field, 2009, p. 208). A simple linear regression model was used with a formula:

$$Y_i = (\beta_0 + \beta_1 X_i) + \epsilon_i$$

$$\text{Performance of Employees } i = 2.030 + (0.314 \times \text{Reward and Compensation } i)$$

**Table 4.41:** Coefficients of Regression Results Between Reward and Compensation System and Employee Performance

Model	Unstandardized Coefficients		*Standardized Coefficients	*t	*sig
	B	Std. Error	Beta		
(*Constant)	2.030	.099		20.505	.000
Reward and compensation	.314	.045	.383	6.992	.000

a. Dependent Variable: employee performance

The hypothesis for coefficients of regression between reward and compensation system and employee performance was tested by comparing the values of critical t and calculated t using a two-tailed test as shown in the Table 4.42.

**Table 4.42:** The values of Critical t and calculated t using a Two-Tailed Test

Model	B	t cal.	t critical
Reward and compensation system	.314	6.992	1.96

From this information, we can answer the question 4 as follows:

The study rejected the null hypothesis which is "reward and compensation system does not have a significant effect on employee performance in the Ministry of

Finance in Iraq.” The study, therefore, accepted the alternative hypothesis which is reward and compensation system have a significant effect on employee performance in the Ministry of Finance in Iraq, Since the calculated  $t = 6.992$  is higher than the critical  $t_{(286 - 1)} = 1.96$ .

#### 4.12 Results of Multiple Linear Regression Analysis for All Variables

**Table 4.43:** Results of Regression Analysis for All Variables -Model Summary

Model	*R	*R Square	*Adjusted R Square	*Std. Error of the Estimate
1	.512 <sup>a</sup>	.262	.251	.54274

From the information in the Table 4.43, we note that the value of  $R$  is 0.512. This value represents the multiple correlations between all the predictors (human resource management applications: human resource planning, recruitment and selection, training and development, and reward and compensation systems) and the employee performance. This result shows a high degree of correlation between the dependent variable and independent variables.

Also,  $R^2$  is 26.2%, which tells us that human resource management applications accounted for 26.2% of the variation in employee performance. which means 26.2% of the corresponding change in performance of employees, can be explained by a unit change in human resource management applications.

In general, we can conclude that the model overall has the ability to predict the change (increase) on the performance of employees better than any independent variable individually.

“The adjusted  $R^2$  gives us some idea of how well our model generalizes and ideally we would like its value to be the same, or very close to, the value of  $R^2$ ” (Field, 2009, p. 235). In this model, the difference between the values of  $R^2$  (0.262) and adjusted  $R^2$  (0.251) is small (0.011) about 1.1%. This amount of difference

means that “if the model were derived from the population rather than a sample it would account for” (p.235) 1.1% variance (variation) in the outcome which is in our model, the change in employee performance. In short, this difference (1.1%) indicates that the validity of this model is very good since it is quite small.

#### 4.13 Coefficients for Regression of All Variables

From the information in the Table 4.44, we can indicate that the value of  $b$  tells us about the relationship between employee performance and each independent variable (depending on their interdependence). “If the value is positive we can tell that there is a positive relationship between the predictor and the outcome, whereas a negative coefficient represents a negative relationship” (Field, 2009, p. 238). However,  $b_0$  is 1.772. This can be interpreted as meaning that when there is no change in HRM applications or (when  $X = 0$ ), the value of employee performance is 1.772. This model predicts that the value of employee performance is 1.772 in the current situation. Also, we can note that the values of  $b_1$ ,  $b_2$ ,  $b_3$ ,  $b_4$  have represented the change in the outcome (which is employee performance) associated with a unit change in the predictors (which are HRM applications). Since the values of  $b_1 = 0.162$ ,  $b_2 = 0.219$ ,  $b_3 = -0.164$ , and  $b_4 = 0.128$ . Thus we can infer that:

- One unit increase in human resource planning changes employee performance by 0.162 units.
- One unit increase in recruitment and selection changes employee performance by 0.219 units.
- One unit increase in training and development changes employee performance by -0.164 units.
- One unit increase in reward and compensation changes employee performance by 0.128 units.

A multiple linear regression model was used with a formula:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Employee performance  $i = 1.772 + (0.162 \text{ human resource planning} + 0.219 \text{ recruitment and selection} + -0.164 \text{ training and development} + 0.128 \text{ reward and compensation})$ .

**Table 4.44:** Coefficients for Regression of All Variables

Model	Unstandardized Coefficients		*Standardized Coefficients	*t	*Sig.
	B	Std. Error	Beta		
(*Constant)	1.772	.127		13.902	.000
1 Human resource planning	.162	.069	.212	2.353	.019
Recruitment and selection	.219	.068	.304	3.216	.001
Training and development	-.164-	.079	-.150-	-2.075-	.039
Reward and compensation	.128	.058	.157	2.219	.027

Moreover, according to Field, (2009), the t-tests in this analysis enable us to conclude “if the t-test associated with a b value is significant (if the value in the column labeled Sig. is less than 0.05) then the predictor is making a significant contribution to the model”(p.239). At this point, we can note that human resource planning, recruitment, and selection, training and development and, reward and compensation systems have significant P values =0.019, 0.001, 0.039, and 0.027 sequentially. And all is less than 0.05. So, we can infer that these variables make a significant contribution to the model.

However, the standardized beta values provide us with a better insight to understand the importance of each variable (predictor) in this model. Actually, they “tell us the number of standard deviations that the outcome will change as a result of one standard deviation change in the predictor” (P.239). So, from the column labeled as Beta (see Table 4.44) we can conclude that the recruitment and selection with (standardized Beta= 0.304) has the highest degree of importance in the model followed by human resource planning with (standardized Beta= 0.212), reward and

compensation with (standardized Beta= 0.157), and training and development with (standardized Beta= 0.150) sequentially.

Finally, the model is statistically significant in predicting how human resource management applications affect employee performance in the Iraqi Ministry of Finance.



## CHAPTER FIVE

### MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

In this chapter, we discuss the finding of the study and their implications based on the study objectives. In addition, we present the main conclusions. Further, suggestions and recommendations for future researchers are also discussed.

#### 5.2 Major Findings

- 1 - *The representativeness:* A 286 out of 375 responses of them were taken into account in analyzing the questionnaire data which represent 76.2% that mean, the response rate was representing the target population. The demographic characteristics of the target population (gender, the category of employees, ages, education levels, and length of service) of the respondents were also, significantly represented.
- 2 - *Validity and reliability:* The instrument of collecting data (the questionnaire) was valid and reliable for conducting further analyses.
- 3 - *Normality of Distributions:* the data were normally distributed, and as a result, the subsequent analyses could be done.
- 4 - *Differences between variables according to respondents' characteristics:*

This analysis has shown that there was no significant difference between gender, the category of employees, education levels, and length of

service of respondents of the variables of the study. While there were significant differences between the sample in terms of reward and compensation according to ages of respondents.

5 - *Pearson correlation analysis of independent variables:*

The results of this analysis indicated that the recruitment and selection have the largest zero-order correlation, followed by human resource planning, reward, and compensation, training, and development sequentially. Also, we can note that the relationships among Independent variables and the dependent variable were positive.

6 - *Hypotheses testing results:*

For testing the hypotheses of this study, simple regression analysis were conducted. And the results were that human resource planning, staffing process (recruitment and selection), training and development and, reward and compensation system have a significant effect on employee performance in the Ministry.

7 - *The results of multiple linear regression analysis for all variables:*

- Human resource management applications have a significant effect on the performance of employees in the Ministry of Finance in Iraq.
- There are multiple correlations between human resource management applications and the performance of employees in the Ministry of Finance in Iraq.
- The validity of the model for this study proved to be very good for generalizing.
- The importance of each variable (predictor) in this model was presented that the recruitment and selection with (standardized Beta= 0.304) have the highest degree of importance in the model followed by human resource planning with (standardized Beta= 0.212), reward

and compensation with (standardized Beta= 0.157), and training and development with (standardized Beta= 0.150) sequentially.

In general, this study mainly focused on conducting a critical evaluation of the employees' perceptions about the human resource management applications and their impact on employee performance. For this reason, we considered these perceptions in evaluating these findings. The employees' perceptions pointed out that there are divergent views in some cases regarding human resources management applications. Although this research has shown concretely that human resources management applications have a direct and positive impact on employee productivity, the Ministry, according to the evidence collected, has not yet benefited greatly from the sound management of its human resources. The results of the study showed that the Ministry of Finance and its institutions did not give enough attention to human resource planning for establishing better management practices. It is established that the Ministry have lack of an ideal number of staff required to perform a large variety of functions. Also, problems in identifying the vacant positions, distributing the staff according to their skill level, or elaborating plans for workforce requirements are identified. These problems are obvious our research reveals that the obstacles that are making the Ministry achieve its goals of maintaining an ideal HRM. Also, it is evident from this research that the Ministry did not establish a systematic procedure in the recruitment and selection process, which made it difficult for them to fill vacancies within a reasonable period of time because they did not take into account the appointment of the right people through a competitive selection process. The results indicated (according to the responses of employees) that, in many cases, the process of recruitment from external sources provided a little advertisement or none at all. Also, there is no policy to guide the recruitment process and if any, it cannot be applied.

On the other hand, the study proved that the external recruitment is often made based on personal recommendations from the top management. In other words, nepotism at a high degree often selection. Moreover, these institutions have difficulties in determining the gaps in the recruitment process because they do not share this process with divisional and departmental heads. Also, the findings



established that this Ministry gave relative importance of training and development of its employees through organizing workshops both inside and outside its buildings and adopting both methods, on-the-job and off-the-job training. But, it lacked the existence of coherent training and development strategies that reflect the training needs of these institutions or represent the interests of individuals. Respondents pointed out that the Ministry did not provide for its employee's regular opportunities for personal and career development or equal training opportunities. Employees were not properly oriented and trained to work effectively in the Ministry or encourage them to be innovative. Finally, this study revealed that the reward and compensation system was not significantly influential in improving the performance of employees working in the Ministry because it did not offer a good benefits package compared to other organizations such as Iraqi ministry of electricity, Iraqi Ministry of Oil and even within the institutions of the Iraqi Ministry of Finance or providing fairness in the style in which these systems are managed.

### **5.3 Conclusion and Recommendations**

The study concluded that human resources management applications that included in this study which are human resource planning, recruitment, and selection, training and development, reward and compensation, have a great impact on staff performance in the Iraqi Ministry of Finance and its affiliated institutions. These findings are similar to Maina and Kwasira, (2015) findings which indicate that the human resources planning practices (specifically employee attraction and retention) have an impact on the performance of employees in Kenya's County governments.

Also, it similar to Afriyie and Blankson research, (2013) which indicate that recruitment and selection had a positive influence on the performance of employees. Moreover, Armstrong (2010) indicated that recruitment and selection practices have a direct effect on employee performance. Hence it represents a critical dimension of the HRM process.

These results support the findings of Asfaw, Argaw, and Bayissa, (2015) which, indicates that Training and development has a positive correlation and significant relationship with the performance of employees. In their study, they emphasized the importance of training and development activities for providing the employees with the skills needed in order to increase their productivity.

In addition, these results support the findings by Aslam, Talha, Ghaffar, and Mushtaq (2015), who indicated that the rewards and compensation systems can highly enhance the profitability through increasing the performance of employees thus, improve the effectiveness of organizations.

In general, this result is supported by Malik (2013) who mentioned that there is a strong positive relationship between HRM Practices and employee performance. He indicated that the organization should take care of selection, compensation, training and development, and participation of staff in order to develop its policy for achieving high growth. Hoppas (2013), argued that the human resource management practices have a positive correlation with the performance of employees. He recommended that these practices have a critical effect on job satisfaction of employees and organization's performances. Marwat, Qureshi, and Ramay, (2006), argued that an organization who want to achieve high growth by increasing employee performance must emphasize on human resource management practices such as, training and development, staffing (recruiting and selection), compensation systems and employee involvement for policy improvement. Beneict (2012) indicated that recruiting and selection, compensation systems, training and development, and human resource planning are basic human resource management applications which have the capability of influencing employee performance hence improving organizational performance. Byremo (2015), in his study shows that there is evidence indicating that HRM practices such as human resource planning, training and development, selection and recruitment, compensation systems, grievance systems, health care benefits affect the behavior of the employees and their attitudes, consequently, the operational, market and financial performance of these organizations.

In view of the mentioned findings and conclusion, we can make some recommendations that would lead to improving the current practices of human resource applications in this Ministry:

- 1 - These institutions need to pay more attention to the proper management of its human resources through the HRM applications that related to our study in order to achieve its full potential in improving the performance of employees, thus maximizing the efficiency of services that provide to the public sector.
- 2 - These institutions should begin to integrate the human resources management into the business strategy and make the human resource management function strategically proactive in order to establish effective management that can improve the performance of employees.
- 3 - The administrators of these institutions should focus on improving the staffing process (recruitment and selection) first since this dimension has the highest impact ( $R^2 = 22.7\%$ , Beta = 0.304) on employees' performance.
- 4 - These institutions should develop policies and strategies that predict an adequate number of employees and competencies required at all times by engaging specialists and line managers in this process. HRM practices should also be consistent with the vision, mission, and goals, of the Iraqi Ministry of Finance and its affiliate institutions.
- 5 - The staffing process (recruitment and selection) must be managed in accordance with effective management to ensure that these organizations are getting a high-quality performance. Therefore, this process should be organized objectively, by setting the required job specifications in advance and strictly adhering to them. Recruitment and selection, therefore, should be managed by individuals who are experts in the human resources area and with the help of line managers away from favoritism, nepotism, and cronyism. For selection and hiring, they should establish an interview team characterized by professionalism and unbiased. For this reason, these institutions should look for better ways to

ensure the competency of the interview team through training the specialized teams, involving different types of experts in the fields of tests for recruitment and selection or contracting with consulting companies which were proven that they have experience and integrity. Finally, these institutions must develop specific policies that are consistent with prevailing law.

- 6 - These institutions should develop coherent strategies for the training and development programs that are in line with the interests of both staff and institutions in this Ministry. So that the training programs offered to staff should be relevant to their skills development needs. To ensure that this process is successfully managed, these institutions should form specialized committees that will be responsible for providing its employees with training scholarships, consistent with their training needs and distributing them in a fair manner based on advice from specialists in this field. Finally, for ensuring that training needs are useful and realistic, these needs should be discussed with the employees themselves.
- 7 - It is important for these institutions to align the system of rewards and compensation with the systems of other similar institutions. Also, linking the reward system to the performance leads to motivate employees to perform their jobs efficiently. Finally, taking care of the needs of the new staff reduces the turnover of the workforce and increases retention of talented personnel.

#### **5.4 Contributions**

In addition to the scholarly contributions, this study has important practical implications because:

- 1 - It is the first research conducted to study and analyzes the impact of human resource management applications on the performance of employees in the Iraqi Ministry of Finance.

- 2 - It contributes to show the needs, ambitions, and aspirations of employees in the Iraqi Ministry of Finance through their perceptions that should be taken seriously for forecasting their performance.
- 3 - It helps the practitioners in the HRM field in the institutions to design and implement the HRM applications, in particular, and the HRM strategy in general.
- 4 - It contributes to economic, ethical and social and ethical issues through improving the performance of the Ministry of Finance employees, which is beneficial to enhancing the general economy of the country.

### **5.5 Areas for Further Research**

This study was limited to six of the nineteen institutions affiliated to the Ministry of Finance. Also, this research was conducted only in Baghdad and its suburbs and did not include the rest of the region. Therefore, more research should be carried out to include more of these institutions and in wider regions in order to gain better generalization of findings. Furthermore, future studies on the same subject are recommended through the inclusion of other human resources management applications that are not included in this study.

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## APPENDICES

### **Appendix 1: Introduction Letter and Questionnaire**

Dear respondent

I am a student at Çankaya University - graduate school of social sciences in Turkey / Ankara

Pursuing a master in human resource management. I am conducting a study on the human resource management applications and its impacts on the performance of employees in the ministry of finance in Iraq. This study will help to investigate how human resource management applications impacts on employee performance in organizations, especially in the Ministry of Finance in Iraq

I would like to request for your cooperation in accomplishing the attached questionnaire.

These questions seek to gain your opinions regarding your organization's human resource management applications in relation to employee performance. This questionnaire does not require you to personally identify yourself and your information will remain anonymous and confidential and will strictly be used only for academic purposes.

Please note that there are no wrong or right answers.

Thank you for your participation in this study.

Yours sincerely

Hayder Mhawi Thajeel

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**The impact of human resources management applications on the performance  
of employees in the Iraqi Ministry of Finance**

**Section I**

**[Mark tick (x) where applicable]**

**1- Name of the organization that you are working with -----  
-----**

**2- Gender**

**Male**

**Female**

**3 - Category of employee**

**Administrative**

**Technical**

**4 - Age of respondent**

**20 – 25**

**26 – 30**

**31 – 35**

**36 – 40**

**Above 41 years**

***5 – Level of education***

<b>High school</b>	<input type="checkbox"/>
<b>Diploma</b>	<input type="checkbox"/>
<b>Graduate</b>	<input type="checkbox"/>
<b>Postgraduate</b>	<input type="checkbox"/>

***6 - Length of service***

<b>1 -5 years</b>	<input type="checkbox"/>
<b>6 – 10 years</b>	<input type="checkbox"/>
<b>11 – 15 years</b>	<input type="checkbox"/>
<b>16 – 20 years</b>	<input type="checkbox"/>
<b>Above 21 years</b>	<input type="checkbox"/>

**Section II**

The following statements relate to the way in which you describe your best response regarding the human resource management applications in your organization. For each statement, you are asked to put an X in the box that you think is appropriate where;

1- .....-2 .....-3 .....-4 .....-5

Strongly disagree      Disagree      Neutral      Agree      strongly agree

**A - Human Resource Planning**

An organization can only have the desired level of staff if there is a proper human resource planning because it represents a critical factor in human resource management applications. Thus, it assists organizations to have the right employees in the right numbers at the right place and at the right time.

(For each of the following statements, you are kindly required to mark X which best describes your response)

Human Resource Planning		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
N	Statements	1	2	3	4	5
1	Staff replacements in the organization are done immediately when an employee leaves the organization.					
2	The organization where you work has an ideal number of staff required to perform its functions.					
3	The organization determines in advance the positions that are to be vacant.					
4	There is a thoughtful succession planning in the organization.					
5	The skills acquired by staff in the organization determine their area of work					
6	The organization has elaborate plans for all its workforce requirements.					
7	The organization has put in place a human resource plan that helps it in achieving its goals					
8	The human resource plan in the organization takes into account relevant labor legislations					

## B- Recruitment and Selection

Recruitment and selection is a critical aspect of HRM applications. It enables an organization to attract potential employees from inside the organization and the labor market and also ensures that the right people are selected to occupy vacant positions.

(For each of the following statements, you are kindly required to mark X which best describes your response)

Recruitment And Selection		Strongly Disagree	Disagree	Neutral	Agree	Strongly
	Statements	1	2	3	4	5
1	The “organization recruits immediately after positions are declared vacant”.					
2	The organization has a policy that guides in recruitment actions.					
3	There is transparency in recruitment actions.					
4	The staff is made aware of existing vacancies.					
5	“Only candidates with the relevant skills are considered during the selection process”.					
6	“The organization does not encourage the influence of external forces during the selection process”.					
7	The employees are involved in making decisions regarding employment.					
8	“All divisional/departmental heads are involved in the selection process”.					

### C- Training and Development

Training and development enable an organization to gain employees with the skills required to achieve its objectives. Organizations with good training and development programs have competitive advantages since they are able to innovate.

(For each of the following statements, you are kindly required to mark X which best describes your response)

Training And Development		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	Statements	1	2	3	4	5
1	Employees are properly oriented and trained to work in the organization.					
2	The organization provides for its employees regular opportunities for personal and career development.					
3	The “organization has career development activities that help its employees to improve their abilities”.					
4	The organization provides equal training opportunities for all employees.					
5	The organization has put in place well elaborate development programs (such as workshops and seminars) aimed at improving the performance of employees					
6	“Innovation and creativity are encouraged in the organization”.					
7	The organization workshops are held both inside and outside its buildings					
8	“The organization adopts both methods on the job and off the job training”.					

## D - Reward and Compensation System

A reward and compensation systems in an organization represent a critical component of human resource management applications because it determines the extent to which an organization is able to motivate and retain its employees.

(For each of the following statements, you are kindly required to mark X which best describes your response)

Reward And Compensation System		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	Statements	1	2	3	4	5
1	A positive recognition is given to employees when they produce high quality work.					
2	The organization's payment system is good.					
3	Employees in the organization are given salary increments when they meet their targets.					
4	The organization offers a good benefits package compared to other organizations.					
5	The organization offers good opportunities for promotion.					
6	There is fairness in the style in which the reward and compensation system are managed in the organization.					
7	The well performed, employees are highly rewarded					

## E- Employee Performance

Employee performance in an organization is very critical because it leads to achieving the organizational desired objectives and enhances the organization's image. (For each of the following statements, you are kindly required to mark X which best describes your response)

Employee Performance		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	Statements	1	2	3	4	5
1	"Employees in the organization are aware of the organizational objectives, mission statement", vision, and objectives it intends to achieve.					
2	The "work performed by employees in the organization is of high quality".					
3	"The rate of absenteeism by employees in the organization is low".					
4	The "employees in the organization can achieve their specified targets".					
5	"Employees in the organization are creative and innovative".					
6	Employees in the organization can fulfill deadlines for accomplishing their tasks.					
7	The "employees in the organization are encouraged to appraise" their performance.					
8	Service Recipients (customers) are satisfied with the services provided by the organization's staff					

Thank you for your cooperation.

**Source:** Andrew (2014)

## Appendix 2: Introduction Letter and Questionnaire in Arabic language

### مقدمة الرسالة والاستبيان

عزيزي المستجيب

تحية طيبة

أنا طالب في جامعة جانكايا - كلية الدراسات العليا للعلوم الاجتماعية في تركيا / أنقرة لاجراء دراسة الماجستير في ادارة الاعمال/ إدارة الموارد البشرية وأود أن أطلب تعاونكم في إنجاز الاستبيان المرفق ادناه, حيث ان مشاركتكم في هذا الاستبيان ستكون قيمة لاتمام هذه الدراسة

تتمحور هذه دراسة حول تطبيقات إدارة الموارد البشرية وآثارها على أداء القوى العاملة في وزارة المالية العراقية و الدوائر التابعة لها من خلال بحث و تحديد اهمية هذه التطبيقات في زيادة كفاءة و فعالية اداء الموظفين عن طريق تبني افضل الممارسات الادارية لادارة الموارد البشرية لضمان تحقيق اهداف الوزارة و الدوائر التابعة لها بكفاءة عالية مما ينعكس ايجابا على حياة المواطنين العراقيين ككل

واود ان احيطكم علما بان هذا الاستبيان لا يتطلب منك تحديد هويتك الشخصية و ان المعلومات الخاصة بك سوف تبقى سرية وسيتم استخدامها لأغراض أكاديمية فقط

ارجوا عدم التردد في الاتصال للاجابة على استفساراتكم فيما يخص هذه الدراسة

أشكركم على مشاركتكم وتقبلوا مني فائق الاحترام

الباحث : حيدر مهاوي تجيل

موظف في وزارة المالية / هيئة التقاعد الوطنية

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تأثير تطبيقات إدارة الموارد البشرية على أداء الموظفين في وزارة المالية العراقية

القسم الأول

1 - اسم المؤسسة التي تعمل بها-----

ضع علامة ( صح ) اينما ينطبق ذلك

2 - الجنس

ذكر

انثى

3 - التخصص الوظيفي

اداري

فني / تقني

4 - الفئة العمرية (العمر)

25 - 20

30 - 26

35 - 31

40 - 36

اكثر من 41 سن

5 - المستوى التعليمي

الدراسة الاعدادية

دبلوم

بكالوريوس

حاصل على دراسات عليا

6 - سنوات الخدمة

من 1 الى 5 سنوات

من 6 الى 10 سنوات

من 11 الى 15 سنة

16 الى 20 سنة

اكثر من 21 سنة

## أ- تخطيط الموارد البشرية

لا يمكن للمنظمة أن تحصل على المستوى المطلوب من الموظفين إلا إذا كان هناك تخطيط سليم للموارد البشرية لأنه يمثل عاملاً حاسماً في تطبيقات إدارة الموارد البشرية. وبالتالي، فإنه يساعد المنظمات الحصول على العدد المناسب للموظفين و توزيعهم في المكان المناسب وفي الوقت المناسب. بالنسبة إلى كل عبارة من العبارات التالية، يرجى التفضل بوضع علامة (صح) على أفضل وصف لإجابتك

ت	العبارة	الاستجابة
1.	عندما يتم مغادرة موظف معين المنظمة (بسبب النقل أو الاستقالة أو الإحالة إلى التقاعد أو أي سبب آخر) فإن الإدارة تقوم باستبداله بموظف آخر بشكل سريع	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
2.	المنظمة التي تعمل لديها تمتلك العدد المثالي من الموظفين لانجاز المهام	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
3.	المنظمة تحدد الوظائف الشاغرة مسبقاً (عن طريق الاعلان أو أي طريقة أخرى) لشغل هذه الوظائف بشكل سريع لضمان استقرار العمل.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
4.	هناك تخطيط مسبق من قبل الإدارة لتعاقب المناصب في المنظمة. (أي ملئ الوظائف الشاغرة في المستوى الأعلى من قبل موظفين آخرين من مستوى الأدنى).	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
5.	توزيع الموظفين في المنظمة لشغل الوظائف يكون وفقاً لتخصصاتهم	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
6.	لدى المنظمة خطط مفصلة تتعلق بتوفير احتياجات جميع موظفيها	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
7.	لدى إدارة المنظمة خطة شاملة لموظفيها و التي تساعد في تحقيق أهدافها	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]
8.	التخطيط الإداري للموارد البشرية في المنظمة يراعي القوانين و التشريعات	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق بشدة [ ]

ب- التوظيف والاختيار

التوظيف هو جانب حاسم من تطبيقات إدارة الموارد البشرية. فهو يساعد المنظمة على جذب المرشحين الجيدين للتوظيف و من ثم اختيار الأفضل من بينهم بكل نزاهة و شفافية لشغل الوظائف الشاغرة.

بالنسبة إلى كل عبارة من العبارات التالية، يرجى التفضل بوضع علامة(صح)على أفضل وصف لإجابتك

ت	العبارة	الاستجابة
1.	في حال توفر درجات وظيفية شاغرة يتم الاعلان عنها بشكل فوري لجذب المرشحين لغرض مقابلتهم	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
2.	لدى المنظمة سياسات توجيهية صارمة في اجراءات التوظيف( اي يتم التعيين وفق الشروط المعلنه)	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
3.	هناك شفافية في إجراءات التوظيف.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
4.	يتم إعلام الموظفين الحاليين بالشواغر الموجودة	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
5.	يتم الاختيار من بين المرشحين وفقا للتخصصات المطلوبة	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
6.	لا توجد هنالك تاثيرات او ضغوط خارجية على عملية الاختيار بين المرشحين للوظيفة الشاغرة	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
7.	يشارك الموظفون الحاليين بعملية اتخاذ القرارات المتعلقة بالتوظيف	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
8.	يشارك جميع رؤساء الإدارات و الشعب في عملية الاختيار من بين المرشحين لشغل الوظائف الجديدة	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]

ج- التدريب والتطوير

التدريب والتطوير يساعد الموظفين على اكتساب المهارات والخبرات والمعرفة المطلوبة لتحقيق أهداف المنظمة . المنظمات التي لديها برامج جيدة للتدريب والتطوير تمتلك مزايا تنافسية اعلى نظرا لقدرتها على الابتكار. بالنسبة إلى كل عبارة من العبارات التالية، يرجى التفضل بوضع علامة (صح) على أفضل وصف لإجابتك

ت	العبارة	الاستجابة
1	الموظفين في المنظمة مدربين و موجهين بشكل جيد على اعمالهم.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
2	توفر المنظمة لموظفيها فرص منتظمة لتطوير مهاراتهم الشخصية والوظيفية.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
3	تمتلك المنظمة برامج وأنشطة جيدة لتطوير مهارات موظفيها لتحسين قدراتهم.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
4	توفر المنظمة فرصا تدريبية متساوية لجميع الموظفين	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
5	وضعت المنظمة برامج تطويرية جيدة (مثل حلقات العمل و الندوات) لتحسين أداء الموظفين.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
6	يتم تشجيع الموظفين المبتكرين و المبدعين في المنظمة.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
7	تنظم المنظمة ورش عمل تدريبية داخل و خارج المنظمة.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
8	تتبنى المنظمة طريقة التدريب اثناء اوقات العمل و طريقة التدريب خارج اوقات العمل.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]

د - نظام المكافآت والتعويضات

وتمثل نظم المكافآت والتعويض في المنظمة عنصرا حاسما في تطبيقات إدارة الموارد البشرية لأنها تحدد مدى قدرة المنظمة على تحفيز موظفيها و كسب رضاهم والاحتفاظ بهم.

بالنسبة إلى كل عبارة من العبارات التالية، يرجى التفضل بوضع علامة (صح) على أفضل وصف لإجابتك

ت	العبارة	الاستجابة
1	الإدارة العليا تقدر وتحترم الموظفين الذين يقومون بعمل عالي الجودة) مثلا تكافئهم بكتب شكر و تقدير).	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
2	نظام الدفع (الأجور و الرواتب و الحوافز و المكافآت المالية و العينية) في المنظمة جيد.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
3	يحصل الموظفين على زيادات عندما ينجزون مهامهم بشكل جيد.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
4	تقدم المنظمة حزمة من المزايا( المنافع مثل الرواتب و المكافآت) جيدة للموظف مقارنة بالمنظمات الأخرى.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
5	توفر المنظمة فرص ترقية جيدة لموظفيها	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
6	هناك عدالة في نظام توزيع المكافآت والتعويضات في المنظمة.	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
7	يتم دفع مكافآت عالية للموظفين الذين يودون اعمالهم بشكل متميز	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]

أداء الموظفين في المنظمة أمر بالغ الأهمية لأنه يؤدي إلى تحقيق الأهداف التنظيمية المنشودة ويعزز صورة المنظمة. بالنسبة إلى كل عبارة من العبارات التالية، يرجى التفضل بوضع علامة (صح) على أفضل وصف لإجابتك

ت	العبارة	الاستجابة
1	موظفوا المنظمة مطلعون على رؤية ورسالة واهداف المنظمة التي ترغب في تحقيقها. (أي اهداف المنظمة المستقبلية التي تسعى الى تحقيقها)	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
2	موظفوا المنظمة يؤدون اعمالهم بكفاءة عالية	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
3	معدل تغيب موظفي المنظمة منخفض	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
4	موظفي المنظمة يحققون اهدافهم الخاصة (مثلا الترقية- تحقيق الذات - توفير الحياة الكريمة و غيرها)	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
5	موظفوا المنظمة هم مبدعون و مبتكرون (أي لا يقتصر عملهم على الانجاز بل يتعدى ذلك الى الابداع و الابتكار)	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
6	موظفوا المنظمة ينجزون مهامهم وفق المواعيد المقررة	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
7	موظفوا المنظمة يشتركون في تقييم اداءهم (أي يشترك الموظف مع المشرفين في تقييم ادائه)	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]
8	مستلموا الخدمة (المراجعون) راضون عن الخدمات التي يقدمها موظفوا المنظمة التي تعمل بها	غير موافق بشدة [ ] غير موافق [ ] محايد [ ] موافق [ ] موافق بشدة [ ]

شكرا لتعاونكم معنا

## CURRICULUM VITAE

### PERSONAL INFORMATION

Surname, Name: THAJEEL, Hayder  
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### EDUCATION

Degree	Institution	Year of Graduation
MS	Çankaya Univ. <u>Business Administration</u>	2018
BS	Baghdad Univ. <u>Business Administration</u>	2006
High School	Iben rushed High School	2001

### WORK EXPERIENCE

Year	Place	Enrollment
2007- Present	Ministry of Finance, Iraq	Administrative employee

**COMPUTER SKILLS-** Word processing, Statistical Analysis (SPSS program), Format.

### TRAINING COURSES/ EDUCATION:

Staff Supervision, 20-day course, Training Center of Finance Ministry – Baghdad.  
Feasibility Study, 28-day course, Ministry of planning - Baghdad.  
Capacity building for government officials, 21- day course, Austraining International- Sydney

### FOREIGN LANGUAGES

English, Turkish

### HOBBIES

Listening to music, bodybuilding, hunting, Swimming,