

# The Impact of The Management of Business Organizations on The Development of Human Resource Performance

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## Abstract

The interest in human resources is one of the most important goals of business organizations, in addition to the reliance of those organizations, whether private or governmental, in their scientific and practical renaissance, on their human wealth, being one of the entrances to the success of organizations and their competitive advantage in the business environment, so the goal of the human resource development process upgrading workers by providing them with skills and knowledge by using the best effective and productive methods in order to face current and future challenges. This research aims to determine the organizational impact of the management of Korek Telecom company for Communications in the development of human resources. Where this research was applied to a sample of workers in Korek Telecom for Communications, and the method of simple random sampling was chosen for this research, whose number was (190) workers from technicians and administrative employees. The research reached several conclusions, the most important of which is the interest of the company studied in this research in coordinating the efforts of the workers and making them one harmonious system. Based on the results, recommendations were made, the most important of which is the provision of funded scientific programs for the development of human cadres (human resources) in the company.

## Keywords

creativity, performance development, training, private companies in the Middle east.

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## Introduction

Interest in human resource development is the cornerstone of the work of all organizations, and an organization that is unable or unable to develop its human resources cannot achieve its planned and hoped goals and objectives. Therefore, most business organizations in the world focus on the human factor in a large way, because of its importance and impact on its reality and future (Collin.at.el,2020). The private companies in the Middle east, which seek growth, survival and success, must work on the development of human resources through the ability of their management to understand their work and practice their activities, in line with the achievement of their organizational goals on the one hand, and to ensure the fulfillment of the requirements of workers in terms of training, development and unleashing freedom Creativity and innovation on the other hand. Based on this, the development of human resources means the ability to enable workers to change their ideas, desires, skills and abilities, in order to achieve their creativity through the use of effective and influential means and methods in the success of their organizations. Hence the research came to provide intellectual treatments and comprehensive concepts for the subject of human development in Korek Telecom company, the organization studied in this research.

## Research Problem

In the context of the interest in the private sector in the Middle east, there are many research corps and centers that have called for the necessity of activating the impact of this sector in developing the performance of human resources. However, thinking about the phenomenon of NGOs and asking questions to them in order to shed more lights around them is only an implicit indication that the influence and status of NGOs have not yet reached the level sought by the development and modernization movement in our societies (Ekuri 2008). Therefore, business organizations face real challenges in the process of staff development and expansion, which is an inevitable result of what those departments suffer from defects in the organization process, which negatively affected the development process, which has become limited to certain administrative levels without the other, while in fact it must include the process of developing and expansion the performance of resources Humanity at all levels in the organization's structure, (Jawad, 2000). In order to frame the research problem, a questionnaire was prepared for the studied company, in an effort to diagnose the reality of the development process and the extent to which it can be measured in private companies. Accordingly, the research problem can be limited by answering the following questions:

- Does the management of the studied company have an impact on human development?
- What is the impact of the management of private companies with its dimension (organization) in developing the performance of human resources in its dimensions (training, creativity)?
- Are there differences in the respondents' responses due to (gender, field of work, years of experience)?

## Research Aims

We aim through this research to achieve several goals, including:

- Shedding light on the impact of business organization management and its importance in the human development process in the Middle east.
- Identifying the extent of benefiting from the training programs for employees of Korek Telecom Communications Company.
- Determining the problems facing the training process by identifying the reasons that lead to the failure of the training process provided to the trainees, knowing the strengths in order to benefit from them in developing the training processes, and knowing the weaknesses in order to address them in a way that achieves the training process.
- Clarify the most important practices that private companies follow in order to change and direct subordinates towards creativity and innovation.
- Presenting proposals and recommendations that may be useful in enhancing the impact of private companies in the development and expansion of workers in the Middle east.

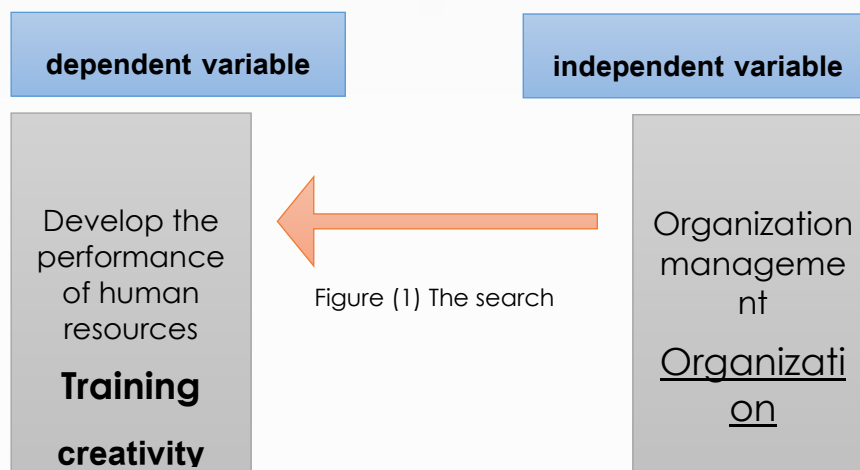
## Research importance

The importance of the current research is summarized in the following data:

- 1- Responding to the most important recommendations of previous research that called for the study of human resources development, which it is hoped that the results and recommendations of this research will benefit private companies in the Middle east.
- 2- The research also derives its theoretical importance from the importance of organization as it is one of the main activities carried out by the administration in its quest to evolve and develop its working human resources.
- 3- Providing a scientific contribution to the officials in the company in question regarding the efficiency and effectiveness of the current development methods for the required objectives.
- 4- Presenting modern approaches to the development of human resource performance based on clear foundations and criteria that can be measured and tested to determine the extent of the impact of those approaches on workers (Abboud and Al-Tai, 2011).

## Flow Chart of Search Actions

The procedural plan deals with the statistically significant impact of the management of business organizations with its dimension (organization) in the development of human resource performance in its dimensions (training, creativity) according to Figure No. (1).



## Research methodology

The research adopted a descriptive analytical method to deal with and classify data so that it describes the phenomenon and the researched community and analyzed it using the statistical program (SPSS) after collecting data through the research tool (the questionnaire) in order to identify the impact of business organization management in developing human resource performance.

## Research sample and population

This research dealt with the population of telecommunications companies operating in northern Iraq, where Korek Telecom was selected as the first company working in the field of telecommunications. The sample was taken from that company using the simple random sampling method by distributing 216 questionnaires on the research sample (who are in the branches of Erbil, Sulaymaniyah and Dohuk), and 198 were retrieved, of which 190 were valid, or 88% of the total questionnaires that were retrieved. Therefore, the study sample became (190) samples.



## **Terminology of study Organization**

Most of the researchers agreed about the detailed elements of management that they are summarized in the two elements: the organizational and the human. The organizational element consists of structures and functions that can be changed and reconfigured, so that they become more efficient, effective, and more appropriate to the evolving environmental conditions, and the organization as an administrative function derives its importance as the vessel through which the administration exercises its tasks and implements the plan that was previously determined to achieve the desired goals (Abdul Alim, 2007). ). (Koontz et al, 2015) defined the organization as all the activities that are assigned to the departments to work to achieve the goals of the organization and to coordinate for the development of the efforts of the employees, and (Abbas, 2007) defines the organization as the framework within which the efforts of the work groups are collected. Arranging and coordinating them in order to achieve the objectives of the organizations and to provide working individuals with the necessary competencies and powers to help them perform their tasks and functions. By reading the previous definitions of organization, we find that they agree on one concept, which is that the organization is the framework that gathers, arranges and coordinates the efforts of individuals in order to achieve specific goals for the organization.

## **Human Resource Development**

The development of human resources has become an urgent necessity in contemporary companies as a result of the increasing size and quality of local or global competition between private and public companies of all kinds, which always strive to meet the needs and desires of their current and future customers. Human resource development has become one of the most important strategies adopted by private companies, and because it is the only way to build knowledge, skills and experience for the human resources working in it. The concept of human resource development means those integrated, objectively planned processes that are based on correct information and aim to create a work force commensurate with work requirements and that understand the conditions, rules and methods of performance required (Ahmed, 2005). And (Abdul Baqi, 2001) believes that human resource development in the Middle east focuses on the patterns of thinking and behavior of workers, in addition to the quality of education and training, the quality of participation in decision-making, social relations, and customs and traditions in those organizations. Therefore, human resource development is the process of increasing the knowledge, skills and capabilities of the workforce, which are selected and chosen in order to raise the level of their productive efficiency to the maximum extent possible (Hassouna, 2008).

## **Training**

This job is one of the important and necessary jobs for both new and old employees, and because it is an integrated and continuous programmed organizational effort aimed at promoting workers and providing them with skills that enable them to move from their current level to a better level, through an integrated process that begins with providing training needs and ends with evaluation and review, (AlKahtani.at.el,2021). (Diaz, 2006) defines training as a planned organizational effort aimed at facilitating workers' acquisition of work-related skills and acquiring knowledge that helps improve performance and achieve company goals, and (Rida, 2010) defined training as a process of developing qualities or characteristics found in human resources , which will eventually make it possible to make human resources more productive. In order to implement the training process, it must be preceded by training planning, which is forecasting the needs and the scientific visualization of the training programs by setting strategic plans and the current and future training objectives of the organization (Assaf, 2009). The process of implementing the training comes after the completion of its planning. At this stage, the training plans are implemented after defining the target groups of workers for all levels and training needs, determining the training location and its equipment, and calculating the potential costs and benefits of the training process. After completing the implementation of the training programs, the training evaluation stage comes at the last stages, which aims to measure the effectiveness and feasibility of training, and try to identify strengths and weaknesses to improve and develop the training process (Al-Ghamdi, 2014). Based on this, training occupies an important place among the administrative

activities aimed at raising production efficiency, developing services and improving the performance of human resources in organizations.

## Creativity

Creativity represents the individual's ability to distinguish, and (Moustaghfir et al, 2020) indicated that creativity is nothing but the individual's vision of a certain phenomenon in a serious way, that is, thinking differently and creatively, and finding the appropriate solution to the problems facing the creative person. It was considered, (Alomari & Megdadi, 2020) that creativity is one of the important things for all organizations that work in an environment characterized by change and competitiveness, and the organizations need for creativity has increased with the intensification of competition. And (Jones, 2004) defined creativity as the process of generating useful ways and methods for accomplishing work, which is what is called a creative decision, a decision that carries with it solutions to the existing problem and in a manner that shows creativity. As defined by (Anderson, 1992), creativity is not always moody thinking, but rather it is looking at the familiar in an unfamiliar way or from an unfamiliar angle, and then this view develops into an idea, then a design, and then into a creativity that can be applied and used. As far as the topic of research is concerned, creativity has apparent elements that must be provided to give unique and new results that are widely spread, and they are as follows: Fluency, flexibility, originality, risk taking, sensitivity to problems, the ability to analyze, and the ability to be creative and innovative (Abu Wael and Omair, 2011). At the same time, there are pressures that hinder creativity in companies, which are as follows: Administrative control, short-term goals, exaggeration in the analysis of ideas, and fear of failure (Al-Otaibi, 2007), in addition to the absence of a policy of motivation and encouragement, the low economic level, and the lack of trust between management and workers, (Juran, 2002). Accordingly, private companies can face these obstacles by supporting and applying creative thinking, removing personal and organizational obstacles, finding supportive administrative approaches, and providing appropriate ways to promote and develop the creativity of human resources.

## Data Analytics Framework

The data analytical framework deals with a presentation of the characteristics of the research sample, analysis of the results, and answers to research questions using the statistical methods specified in the research methodology. The (SPSS) program was also used to perform the statistical analysis on the data collected through the questionnaires that were distributed to the members of the research sample, and the following is a presentation of the arithmetic averages and standard deviations of the research dimensions.

## Organization dimension

Table (1) shows the arithmetic averages and standard deviations of the answers of the research sample members to the dimension of organization in Korek Telecom Communications Company, on the following:

**Table No. (1)**

The averages and standard deviations of all items related to the dimension (organization) are arranged in descending order

Significance level Sig	T .value	standard deviation	relative weight	Arithmetic average	rank	the question	paragraph number
0.00	22.381	0.7037	81.33	4.06	1	The company's management works on coordinating the efforts of the employees and making them one harmonious system. The relationship between the company's management and its human cadres is characterized by positivity and cooperation. Korek Telecom offers funded projects for the development of cadres specialized in the field of communications.	2
0.00	28.93	0.534	80	4.0	2	The management of the studied company sets clear and specific goals to achieve human development. The company's management qualifies its human cadres and the resources necessary for its development.	1
0.00	15.902	0.8280	68	3.400	3		5
0.00	21.313	0.5936	65.33	3.266	4		4
0.00	14.317	0.883	65.33	3.266	5		3

Table (1) shows the averages and standard deviations of all paragraphs related to the (organization) dimension, where the arithmetic averages ranged between (4.06 - 3.266), where paragraph (2) ranked first with an arithmetic average (4.06) and a standard deviation of (0.7037). The value of (T) is (22.381), which is not statistically significant. Paragraph (3) ranked last, with an arithmetic average of (3.266), a standard deviation of (0.883), and the value of (T) (14,317), which is not statistically significant. This explains the answers of the members of the research sample, which show that organization is an essential factor for companies management, and that the company's management seeks to coordinate the efforts of employees and make it one harmonious system.

### Training Dimension

Table (2) shows the arithmetic averages and standard deviations of the answers of the research sample members for the training dimension in Korek Telecom, as follows:

**Table No. (2)**

The averages and standard deviations of all items related to the (training) dimension are arranged in descending order

Significance level Sig	T . value	standard deviation	relative weight	Arithmetic average	rank	the question	paragraph number
0.00	16.837	0.828	72	3.600	1	The duration and times of training vary based on working conditions and the capabilities of the employees.	10
0.00	16.102	0.833	69.33	3.466	2	The content of the training program is commensurate with the duration of the training.	7
0.00	14.554	0.833	62.66	3.133	3	The content of the training program suits my needs at work.	9
0.00	12.550	0.925	60	3.00	4	The administration sets specific financial allocations for training.	8
0.00	8.718	1.125	50.66	2.533	5	The training process includes all levels of the company's organizational structure.	6

Table (2) shows the averages and standard deviations of all paragraphs related to the (training) dimension, where the arithmetic average ranged between (3.600 -2.533), where paragraph (10) came in the first place with an arithmetic average (3.600) and a standard deviation of (0.828). The value of (T) reached (16,837), which is not statistically significant. Paragraph (6) came in the last rank with an arithmetic average of (2.533), a standard deviation of (1.125), and the value of (T) reached (14,317), which is not statistically significant. This explains the answers of the research sample members that show the different training programs and training times and according to the working conditions and the capabilities of the employees, in addition to defining the training program in line with the training needs.

### Creativity Dimension

Table (3) shows the arithmetic averages and standard deviations of the answers of the research sample members to the creativity dimension in Korek Telecom Communications Company, on the following:

**Table No. (3)**

The averages and standard deviations of all paragraphs related to the dimension (creativity) are arranged in descending order

Significance level Sig	T. value	standard deviation	relative weight	Arithmetic average	rank	the question	paragraph number
0.00	18.101	0.7988	74.66	3.733	1	The company encourages creative competition among employees.	11
0.00	14.666	0.915	69.33	3.466	2	The company takes measures that help to activate communication and exchange of knowledge between employees.	12
0.00	28.174	0.452	65.86	3.293	3	The company pays attention to research and development.	14
0.00	10.693	1.014	56	2.800	4	The company takes what the employees put forward of new ideas.	13
0.00	8.500	1.032	45.33	2.266	5	The company takes risks and seeks to implement new ideas even if its results are uncertain.	15

Table (3) shows the averages and standard deviations of all paragraphs related to the dimension (creativity), where the arithmetic averages ranged between (3.733 - 2.266), where paragraph (11) came in the first place with an arithmetic average (3.733), and a standard deviation amounted to (0.7988). The value of (T) is (18.101), which is not statistically significant. Paragraph (15) ranked last with an arithmetic average of (2.266) and a standard deviation of (1.032), and the value of (T) reached (8.500), which is not statistically significant. This explains the answers of the members of the research sample, which shows that the research company encourages creative competition among employees through the exchange of knowledge and experiences and reverse communication among them. The statistically significant differences for the research sample are due to demographic variables.

## Gender

Testing the differences in viewpoints between the average responses of the research sample members on the impact of business organization management in developing human resources in Korek Telecom Communications Company due to gender.

**Table (4)**

The arithmetic average of the answers of the male and female research sample members

Significance level Sig	arithmetic average	Gender
0.418	3.4333	Male
	3.1333	Female

The results presented in Table (4) indicate that there are no statistically significant differences at



the significance level ( $\alpha = 0.05$ ), between the two arithmetic averages of the answers of the two groups, namely the male category and the female category in all dimensions, as the significance level was higher than ( $\alpha = 0.05$ ), which is not statistically significant.

#### Number of years of service

Testing the differences in viewpoints between the responses of the members average of the research sample, the impact of the management of business organizations on the development of human resources in Korek Telecom due to years of service.

**Table (5)**

The differences test for the answers of the members of the research sample due to number of years of service

Significance level Sig	F . value	sum of squares	the service
0.742	0.306	0.139	among the group
		2.730	within the group
		2.869	total summation

It is clear from Table (5) that there are no differences between the averages of the respondents' responses about the impact of the management of business organizations in developing the performance of human resources in Korek Telecom for years of service, as the significance level is higher than ( $\alpha = 0.05$ ), which is not statistically significant.

#### Field of work

Testing the differences in viewpoints between the responses of the members average of the research sample about the impact of business organization management on the development of human resources in Korek Telecom due to the field of work.

**Table (6)**

The arithmetic average of the answers of the members of the research sample of technicians and administrative personnel

Significance level Sig	arithmetic average	Field of work
0.099	3.2476	administrative personnel
	3.3333	technicians

The results presented in Table (6) indicate that there are no statistically significant differences at the significance level ( $\alpha = 0.05$ ), between the two arithmetic averages of the answers of the two groups in all dimensions, as the significance level was higher than ( $\alpha = 0.05$ ), which is not statistically significant.

## Conclusions

It is possible to refer to the most important findings of the research based on the answers of the members of the research sample to the paragraphs of the questionnaire, which are as follows:

- The results showed that the management of private companies is aware and conscious of the nature and importance of coordinating the efforts of the employees and making them one harmonious system, which is a reflection of their organizational status.
- The results showed that the management of Korek Telecom Communications Company seeks to provide funded projects for the development of cadres specialized in the field of communications and works to organize them on an ongoing basis.
- The results showed that the training programs did not include all employees of Korek Telecom.

- The results showed that there is a clear failure by the management of Korek Telecom for Communications in financial support for the training programs and that the financial allocations for training are limited.
- The results showed that the management of Korek Telecom Communications encourages employees to compete creatively and works to activate communication and exchange of knowledge between employees to achieve the ambition and goals of the company.
- The low results showed that the management of Korek Telecom Communications Company does not implement the new ideas proposed by the employees because the company's management believes that its results are uncertain, which may negatively affect the financial and market situation of the company.

## Recommendations

In light of the results that have been reached, the researchers suggest a number of recommendations, which are as follows:

- Providing funded scientific programs for the development of human cadres in the studied company.
- the studied company should take the training needs in a way that achieves the goals of the employee training process.
- Giving the employees of Korek Telecom a greater influence in the process of putting forward ideas and encouraging them to be creative and innovative in line with the aspirations of the company's management.
- Consolidating the functional relationship between management and employees at all levels through the organizational impact of the company.
- Work to create coordination and cooperation between the various functions through communication and exchange of experiences, in order to enhance the knowledge capabilities of the employees of Korek Telecom.
- Giving great importance to the issue of the training budget and working to increase the training allocations in the company and linking them to the actual training needs if the training objectives are achieved.
- Giving all employees the opportunity to obtain the training effects without exception or favoritism.
- It is necessary for the management of Korek Telecom for Communications to review and study global training systems and the experiences of other companies in order to develop and improve the performance of employees.

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