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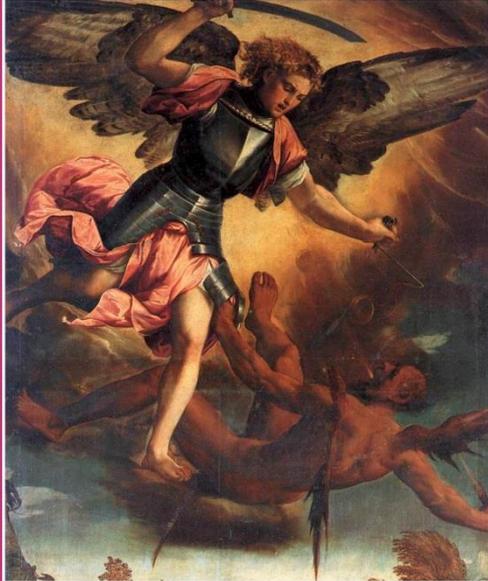
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The Impact of Attracting High Level Management Competencies` Strategies on the Performance of Employees On Iraqi Commercial Banks

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Abstract

This study aimed to determine the impact of Attractive competencies strategies on the performance of employees on Iraqi commercial banks, which included the study population all Kuwaiti banks listed on the Kuwait Financial, shares of nine banks, while the study sample of (9) responsive. has adopted a researcher on exporters Presidents of data collection are the primary data and secondary data. Hypotheses were tested using simple linear regression analysis and multi. The study concluded that there is a statistically significant effect of the dimensions of the process of attracting qualified senior management of (b determine plans to attract senior management competencies, and know edge sources to attract qualified senior management) on the performance of employees in commercial banks. And in the light of the results of the study made a number of recommendations including: pay attention to the development of the capacity of managers in the field to attract qualified senior management in banks surveyed by preparing training programs and use of experts and consultants in the field of attracting talent. And to build on the foundations of the process and objectivity in determining the quality of the Supreme Administrative efficiencies and suitability to the circumstances, and when depolarized in the banks surveyed, which positively affect the performance of the employees.

El Impacto De Atraer La Gestión De Alto Nivel Estrategias De Competencias Sobre El Desempeño De Los Empleados Sobre Los Bancos Comerciales Iraquíes

Resumen

Este estudio tuvo como objetivo determinar el impacto de las estrategias de competencias atractivas en el desempeño de los empleados en los bancos comerciales iraquíes, que incluyó la población de estudio de todos los bancos kuwaitíes que figuran en Kuwait Financial, acciones de nueve bancos, mientras que la muestra de estudio de (9) responde. ha adoptado un investigador sobre exportadores Los presidentes de recolección de datos son los datos primarios y los datos secundarios. Las hipótesis fueron probadas usando análisis de regresión lineal simple y multi. El estudio concluyó que existe un efecto estadísticamente significativo de las dimensiones del proceso de atraer a la alta gerencia calificada de (b determinar planes para atraer las competencias de la alta gerencia y conocer las fuentes de vanguardia para atraer a la alta gerencia calificada) en el desempeño de los empleados en bancos comerciales . Y a la luz de los resultados del estudio, se hicieron una serie de recomendaciones que incluyen: prestar atención al desarrollo de la capacidad de los gerentes en el campo para atraer a la alta gerencia calificada en los bancos encuestados mediante la preparación de programas de capacitación y el uso de expertos y consultores en el campo de atracción de talento. Y para construir sobre los cimientos del proceso y la objetividad en la determinación de la calidad de las eficiencias administrativas supremas y la idoneidad para las circunstancias, y cuando se despolariza en los bancos encuestados, lo que afecta positivamente el desempeño de los empleados.

Chapter One

Methodology of the study

Introduction:

The degree of success of business organizations depends on the strategy of attracting senior management competencies, which is a critical resource. Investing in the resource efficiently and effectively helps to address the scarcity of other resources. This requires the activation of systems related to functions and activities related to human resource management, including: obtaining the senior management competencies who are needed by the organization in quantity and quality, and follow policies and encourage

them to stay in their organizational , in addition to urging them to invest and develop their capabilities.

The focus of the process of attracting senior management competencies is on human resources as a component of the production process, which calls for paying the attention to the development of this resource, through working to attract the most efficient resources and work to qualify them for the purpose of keeping up with current and future challenges in order to expand knowledge in this field and to learn more about the related aspects, and to try to explore the significance of attraction, in light of the increasing and multiplicity of researches and the department applying them.

Humans are essential in every organization, whatever type or purpose it is . This source is more necessary for banks as it represents their permanent capital and have the necessary human resources and abilities (Abbas and Ali, 2009). Due to the principle that the performance of the employees of the organizations is characterized by dynamics due to its adaptation to the surrounding environment and the prevailing working conditions, the management of any organization should pay attention to supervise this performance continuously and try to control it through continuous evaluation so as to identify the strengths in it and then develop it, and shortcomings and then corrected in a timely manner.

It is known that the Iraqi banking sector, which includes commercial banks operating in Iraq, is characterized by its large size and possessing of huge, diverse and fixed financial assets. It plays a distinguished role in the implementation of economic and social development programs in Iraq, where Iraqi banks manage assets estimated at about (...) billion Iraqi dinars. Over the past years, these banks have provided an added value to the national economy and contributed significantly to the growth of GDP of the country.

First: Problem of Study

Attracting managers from other banks in the (financial, commercial or real estate) sectors and giving them salaries and privileges higher than the salaries and privileges that they received from the banks they used to work in is drastically significant. Such managers have extensive experience in dealing with employees in their banks which indicate the significance of attracting senior management competencies. The recruitment process has contributed to improving the performance of banks and performance of the employees. Therefore, the purpose of this study is to know the influence of the process of attracting senior management competencies on the performance of workers in the commercial banks. The purpose of this study

can be achieved by answering the following main questions:

Does the attraction of senior management competencies, which is represented by (identifying plans to attract senior management competencies, and knowledge of sources of attracting senior management competencies) have an influence on the performance of workers in Iraqi commercial banks?

Second: Significance of the study

1.1: Theoretical Significance

The significance of the current study springs from the fact that it deals with a vital and modern topic in the field of attracting senior management competencies, due to the significant role it plays in securing the needs of the senior administrative competencies of business organizations, including the study of the Iraqi commercial banks in that it is one of the studies that try to find a link between the strategies of attracting senior management competencies and the performance of workers in the commercial banks which is a vital sector of the Iraqi national economy, which can benefit from the results and recommendations of the current study.

1-2: Scientific Significance

The significance of the study stems from the scientific point of view that it is trying to shed light on the impact of strategies to attract senior management competencies in the performance of workers in Iraqi commercial banks, while the reliance on attracting senior management competencies has become important, to play its competitive role at the national and global level, and the associated Expected positive impact to support this position, which is reflected on the extent to which banks benefit from the experiences of other banks that have succeeded in accessing global banking markets and outperform other banking institutions at the local, regional or international level. The study is of increasing significance to human resources in improving the efficiency of performance, which prompted the banks to sponsor the activity related to this element by a regulatory unit that specialized in senior management competencies.

Third: Objectives of the study

This study aims at achieving the following:

1 - Identifying the influence of strategies to attract senior management competencies in the implementation of tasks as a dimension of the performance of workers in the Iraqi commercial banks.

2 - Identifying the influence of strategies to attract senior management competencies in diligence and perseverance as a dimension to the performance of workers in the Iraqi commercial banks.

3 - Determining the influence of strategies to attract senior management competencies in the initiative and creativity as a dimension of the performance of workers in Iraqi commercial banks.

4 - Specifying the significance of strategies to attract senior management competencies in relations with others as a dimension of the performance of workers in Iraqi commercial banks.

Fourth: Study hypotheses

The study attempts to test the validity of the following hypotheses:

HO1 Main hypothesis: There is no statistically significant effect at the level of significance of ($\alpha = 0.05$) to the dimensions of the strategy of attracting senior management competencies, namely (identifying plans to attract senior management competencies, and knowledge of sources of attracting senior management competencies) on the performance of workers in the Iraqi commercial banks. This hypothesis has a number of the sub-hypotheses, as follows:

HO11 First Sub-Hypothesis: There is no statistically significant effect at the level of significance of ($\alpha = 0.05$) to exclude the strategy of attracting managerial competencies (identifying plans for attracting senior management competencies, and knowledge of sources of attracting senior management competencies) on the implementation of tasks as a dimension of the performance of employees in the commercial banks.

HO12 Second Sub-Hypothesis : There is no statistically significant effect at the level of significance of ($\alpha = 0.05$) to diminish the strategy of attracting managerial competencies (identifying plans for attracting senior management competencies, and knowing the sources of attracting senior management competencies) on diligence and perseverance as a dimension of the performance of employees in the commercial banks.

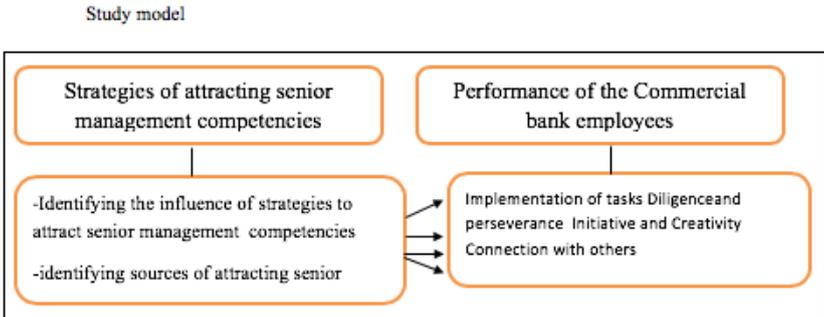
HO13 Third Sub-hypothesis: There is no statistically significant effect at the level of significance of ($\alpha = 0.05$) to diminish the strategy of attracting managerial competencies (identifying plans for attracting senior managerial competencies, and knowledge of sources of attracting senior managerial competencies) on initiative and innovation as a dimension of the performance of workers in commercial banks.

HO14 Fourth Sub-hypothesis: There is no statistically significant effect at the level of significance of ($\alpha = 0.05$) to diminish the strategy of attract-

ing managerial competencies, namely (identifying plans to attract senior management competencies, and knowledge of sources of attracting senior management competencies) on the connections with others as a dimension of the performance of the Commercial bank employees.

Fifth: The study model

The research prepared a special model for the current study, as follows: Figure (1-1)



Sixth: Procedural definitions

Independent variable: The process of attracting senior management competencies: It is the group of activities that are carried out by the management of a Commercial Bank, which includes the following aspects:

- Identify plans to attract senior management competencies: The management of the Commercial Bank is to determine the policies and standards to attract senior management competencies based on information on the available and expected opportunities in the Iraqi labor market.

- Identifying the sources of attracting senior management competencies: It is an expression of the awareness of the management of the Commercial Bank and its awareness of the sources of attracting senior management competencies, internal and external adoption of communication systems and the search for competencies in the relevant institutions (universities, competing banks, and financial institutions).

The dependent variable: the employees' performance: It refers to what can be provided by the workers to the bank as a result of the banking business they are required to implement and what they can add, as well as their relations with others, discipline and their commitment to regulations and instructions.

- Implementation of tasks: the completion of the work assigned to the workers without errors during the implementation.

- Diligence and perseverance: the extent of diligence of employees and their enthusiasm in the completion of the work assigned to them and perseverance to reach levels higher than the level of achievement required.
- Initiative and creativity: the ability to generate new ideas and come up with new ways to serve the work and willingness to put forward with the participation of others in it.
- Relations (connections) with others: the nature of the relationships that the worker has with his colleagues at work and with his superiors, as well as his relationship with customers and is it influential in his relations with them.

Eighth: Limits of the study

These are as follows:

- 1 - Spatial limits: The study is limited to the Iraqi banking sector and applied to the commercial banks operating in Iraq.
- 2 - Human limits: The study is limited to the views of the directors of senior management and their deputies and managers of senior functional departments in the commercial banks operating in Iraq, as they are concerned.
3. Time Limits: This study is completed during the period from November 2018 to March 2019.

Chapter Two

Theoretical Aspect

First: the concept of attracting the human resources

The aim of human resources planning is to identify the needs of an organization to the human element .Once identified, the organization begins to take measures to provide these needs, assuming that there is a demand for certain skills and abilities beyond the current labor supply, and these procedures reflect the beginning of the practice of attraction activity to attractdistinguished human resources, selecting and assigning the best human resources in the organization, and will positively affect its ability to perform in the short and long term (James, 1992: 65).

The essence of the recruitment process is to attract as many qualified individuals as possible and encourage them to apply for employment in the organization, to allow the organization to select and assign the most qualified individuals (Jodeh, 2010: 121). Policies and procedures used by organizations to attract suitable applicants so that the organization can se-

lect the best (83, Perry, 1983 :).

The term “Attraction” refers to the search for human resources that are needed by the organization in the labor market, and also means attracting a sufficient number of qualified individuals to apply for vacant positions in the organization (Khattab, 2011: 85). Fisher believes that “attraction “is an activity whereby attracting the largest possible number of qualified manpower available in the labor market according to the quality determined by the organization, in light of the results of manpower planning (Fisher, 2009: 6). Attraction is the process of finding qualified individuals to fill vacant posts in the Organization.

Second: Factors affecting the process of attracting human resources

The process of Attraction and practice varies from an organization to another. There are organizations that carry out this process on a large and comprehensive scale compared to other institutions which do it on a small and limited one, so there are limits that widely affect the process. (Amer: 121: 2011) identified a range of factors that can affect the process of Attraction, including:

1. size of the organization: The size of the organization is one of the factors influencing this area. Does the size of the organization employing 1000 people, for example, give and dedicate the same time given by another organization to twenty working people? (Alsalem, 2014: 173)

2- The nature of the organization’s activity: The nature of the organization’s activity affects the polarization efforts. .

3. Labor market: the labor market , availability of abundance of specialties needed by the organization , general economic conditions and the extent of the prevalence of booms or depressions in the work environment of the organization, in the sense that the presence of boom leads to increased demand and tendency towards expansion, which leads to research. This means that the number of new workers to meet the additional demand or the need for expansion, and vice versa, changes in the labor market in terms of surplus or deficit and the resulting possibility of the availability of required human resources needs (Hassouna, 2011: 53).

4. Work environment: working conditions, salary levels, the formation of incentives and other job benefits, will affect the turnover of work, and therefore the frequency of the need for recruitment efforts, a major activity of human resources, compared to companies with a slow or negative growth rate. A good regulatory environment encourages a positive working environment that stabilizes individuals in decision-making and poli-

cy-making, and a sense of high mutual trust (Hariri, 2012: 269).

Factors affecting human resource attraction process may include factors related to strategy, management style and organizational structure, as well as wage and remuneration policy, the organization's recruitment policy, and promotion policy of the organization (Khattab, 2011: 86).

Third: significance of attracting human resources

The significance of the role of polarization through its relationship with selection and recruitment is one of the functions of human resources management, when polarization succeeds in attracting a large number of human resources needed by the organization and high specifications and as required, meaning that it is abundant for the selection process and the appointment of multiple selection alternatives to enable them to easily differentiate and select the best, This will increase the level of effectiveness of the organization's future performance (Aqili, 2009: 275).

Discovery of human resources through the process of Attraction helps the organizations to provide a significant number of human resources or a large number of job seekers, and thus increase the opportunities for the organizations to distinguish these applicants to choose the most appropriate one(s) in accordance with the requirements of the organization .The significance of attraction for multiple considerations The top of which is the low unemployment rate in the markets that deal with organizations, especially for some high-quality jobs, especially technical ones (Berber, 2012: 112) .The significance of the attraction process is highlighted in the benefits that the organization can bring (AlSalem, 172: 2014).):

1 - Good Attraction opens the doors and sources of work available to the organization, and the greater the number of applicants to work is , the wide choices in the selection of qualified and the best among them is.

2. Through attraction, the organization can deliver its message to candidates to be the right place for them to work, so they can establish and develop their careers.

3. Success in the assignment process is the first step in building an effective and productive workforce.

Implementing the assignment process effectively shall help business organizations achieve their goals efficiently by assigning the right employee in the right place.

Fourth: Sources of polarization for business organizations

Factors affecting the polarization process and its scope are also factors in identifying and selecting the appropriate sources to make up the human resources stock. Available human resources from the labor market (Berber, 2012: 115).

The labor market represents the geographical area in which human resources (manpower) are available, ready and willing to work at all times. The labor market consists of two variables “ Supply and demand “. These two levels are not stable and keeps changing ,therefore, those persons who engage in attraction must keep up with this movement so as to be within a full and clear picture of what is going on and what shall happen next , and to adapt to the variables affecting this movement (Aqili, 277: 2009).

The literature on the sources of Attraction varies from one organization to another, depending on many factors, represented by the physical capacity, size, and the nature of the activity the organization performs. These sources are of two types, as follows :

1- External sources: The organization resorts to external sources when internal sources do not meet the need to the workers required to work or when the organization plans to add and diversify its competencies . These sources provide access to a wide range of candidates and enable the organization to choose the best of them (Alsalem, 175: 2014). (Alhiti, 2000: 112) identified these sources as follows:

- A. Applications for employment by applicants.
- B. Employment, training and rehabilitation centers supervised by the State;
- C. Universities and colleges.
- D. Recommendations of the employees of the Organization.

2 - Internal sources: internal sources are the individuals expected to be promoted or reassigned from one job to another either in the form of promotion or change, as well as individuals who are authorized and redundant work. The organization uses it to meet its human resources needs in the event of an imbalance in the distribution of its human resources among its work sectors (Aqili, 2009: 284).

Fifth: Attraction for human resources criteria

Zeweief (2010: 217) considers the need for a number of specifications and characteristics in the candidate to fill the position at a certain level, and these characteristics are derived from a business analysis in order to obtain high levels of performance. The most prominent of these specifications and characteristics are the following:

1. Education level: where each job requires a certain level of scientific and academic qualification. This level is determined mainly in the job description card in the organization, and accordingly the Human Resources Department determines the required education level before the announcement of the job. The educated human resources are treated as investment assets that must be managed and developed effectively and efficiently if the organization is to achieve good returns in the long run (Alsalem, 2014: 71).
- 2- Training Courses: The Organizations prefer to have applicants for their announced available jobs as such courses Provide a number of give applicants to the jobs an advantage to make them preferable to others. Aqili(2009:440)points out that a study conducted in the United States Productivity efficiency has increased by 77% while customer satisfaction has increased by 63% as a result of training courses conducted by the American Training and Development Association for American Business Organizations.
3. Previous scientific experience: Most organizations prefer individuals with previous work experience to apply for the positions, because previous experience makes working practice easier for the job applicant (Toplis, 2009: 20).

Sixth: the concept of human resources performance

Organizations are continuously workhard to gain a competitive advantage that enables them to grow and stay strong in the changing environment in which they operate, whether through rapid response to customers, access to unique resources on an ongoing basis or relying on a group of employees with high performance efficiency that is gained from Experience or qualification exceeds that of other organizations (Zubaidiand Hamadna Allah, 20: 2018).

Although researchers differ in their performance, still there are common factors that bring them together. This is a relative rather than a fundamental difference. They share almost three elements that they bring together, namely the employee first, the job second, the attitude and the characteristic of the regulatory environment finally (Alshujairy, 2016: 120). Some researchers argue that performance is the outcome of an individual's effort resulting from the interaction of three factors (variables): the individual's motivation, abilities and level of perception (AlFaris, et al. 2000: 66).

Here it is rather important to distinguish between three terms, namely, behavior, achievement and performance, where behavior reflects the individual's work in the organization in which he works. As for achievement, it is what remains of the effect after the individual ceases to be the individual.

Performance refers to the final result of activity (Wheelen & Hunger, 2012: 332). Performance refers to the interaction between behavior and achievement together (Alghamdi, 2006: 12). Hence, performance can be defined as the effort exerted by working individuals in order to achieve their goals and those of the organization according to the concepts of effectiveness and efficiency.

Seventh: Significance of human resource performance

The significance of human resource performance can be determined by what it achieves, since the superiority of organizations is related to the performance of their employees. The main objective they always aim at is to raise the level of performance of their employees, because human resources cannot be imitated or easily obtained (Ashour, 2010:98). On the other hand, it can contribute to determining the success of the employees in the organization and safety of its programs, and identify the strengths and weaknesses of the employees, as it contributes to achieving the goals of the organization and satisfaction of the individual's needs and personal goals (Alhawajra, 2016: 65). Performance is also the foundation on which the efforts of managers are focused. It is a common denominator of management scientists' attention, as it is one of the most important activities that reflect the objectives and means necessary to achieve them (Alqassab, 2008: 87). Significance of performance can be determined by comparing organizations and judging strategies and structures and accomplishing goals from the results obtained. Performance (Zubaidi, 2010: 130).

Eighth: HR Performance Assessment Objectives: The performance evaluation objectives can be categorized as follows (AlZubaidi, 2018:76):

A. Strategic Objectives: The performance appraisal process seeks to assist senior management in achieving the strategic objectives of the organization by linking the objectives of the organization to individual goals. The performance appraisal system promotes objectives associated with achieving organizational goals (Amer, 36: 2011).

B. Administrative Objectives: These are the decisions taken by the Human Resources Department to upgrade, transport and terminate on the one hand, as well as the decisions related to the correction of human resources management policies regarding selection and appointment criteria (Berber, 2012: 176).

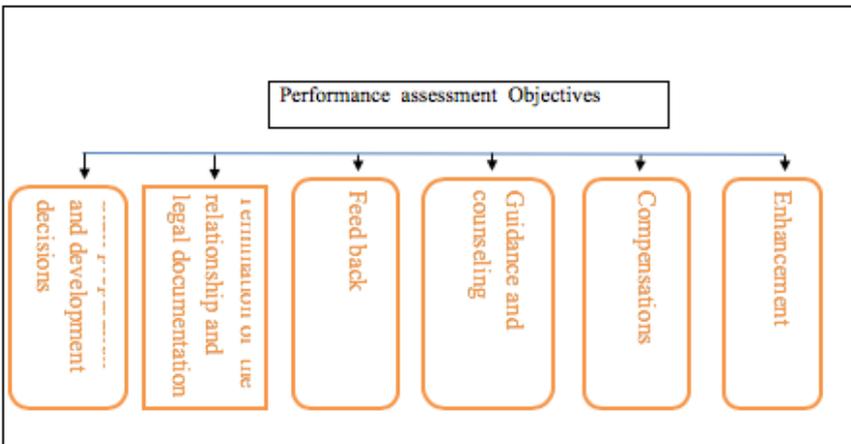
C. Information Objectives: Performance evaluation and assessment provides the HR Department with realistic information about the performance of the employees of the organization, what the HR Department should do

in the HR planning process ,and the extent to which the individual needs training programs (Hassouna, 2011: 147).

D. Developmental Objectives: Development of employees is one of the fundamental objectives of performance evaluation, therefore the organizations seek to improve the performance of their employees, through training, and constantly motivating them to reach their goals according to specific performance standards that can be quantitative or qualitative in relation to the effort and performance pattern (Gorana, 2013:50).

E.Organizational Maintenance Objectives: Maintenance of human resources is to assess the future training needs, to assess the performance achievements at the organizational level and to assess the effectiveness of human resources and records (Kamel, 282: 1994).

F. Documentary Objectives: The purpose of collecting information through the performance appraisal process in the organization is for documentary purposes and that the objectives of performance appraisal of employees were not one-way, but rather from a strategic objective to a developmental and then evaluative. (Alshujairi, 2016: 103).Other evaluation objectives from the point of view of (Taher, 2014: 34) are explained in the following form:



Source: Prepared by Taher, FadelJameel 2014, Evaluation of Human Resources Management Performance and its Effect on Organizational Success: Field Research in the Ministry of Oil, Unpublished Ph.D. Thesis, Business Administration, Iraq, Baghdad.

Ninth: Dimensions of Measuring the Performance of Human Resources:

Most researchers agreed on a set of dimensions through which the real evaluation of the performance of the employees of the organization can be reached, which will be adopted in the current study represented by the following (Mohsen, 20: 2012):

A - Execution of tasks: The completion of the work assigned to the workers without errors during the implementation.

B - Diligence and perseverance: the extent of diligence and enthusiasm of workers in the completion of the work assigned to them and perseverance to reach levels higher than the level of achievement required.

C - Initiative and creativity: the ability to generate new ideas and to find new ways to serve the work and willingness to put forward for the purpose of sharing with others, and the concept of creativity refers to the arrival of new ways to obtain the results sought to achieve (Amer, 2011:268:)

D - Relationships with others: the nature of the relations that the worker with his colleagues at work and with his superiors, as well as his relationship with customers and is it influential in his relations with them.

Chapter Three

Applied Aspect

This study attempts to answer the questions that were asked in chapter One of this study, which represented its problem and the hypotheses that it reflected. All the mean and standard deviations of the questions related to their variables are calculated. The following tables expresses the responses of the study sample to the items for each field of study. The results are as follows:

First: Descriptive analysis of the strategy of attracting competencies

Table (1-1) indicates that the arithmetic averages and standard deviations for the process of attracting efficiencies are positive. Their arithmetic averages ranged between (3.74-3.67) and the external sources of Attraction varied in the high level with an arithmetic average of (3.74). Arithmetic reached (3.72) and then came the variable sources of internal polarization with an average of arithmetic (3.74) and finally came the polarization policies variable and an arithmetic average of (3.67). The overall result indicates that there is a high level of influence of the strategy of attracting senior management competencies (identifying plans for attracting senior management competencies, and knowledge of sources of attracting senior management competencies) on the performance of employees in commercial banks, where the average arithmetic of (3.71), while the General standard deviation of (0.77).

Table (1-1)

Arithmetic averages and standard deviations of the strategy of attracting competencies

No.	Field	Arithmetic average	Standard Deviation	Relative Significance	Rank
1	Attraction Policies	3.67	0.81	High	4
2	Attraction Standards	3.72	0.75	High	2
3	Internal Attraction resources	3.74	0.80	High	3
4	External Attraction resources	3.74	0.72	High	1
	Competencies attraction strategy	3.71	0.77	High	

Source: prepared by the Researcher based on SPSS program

Second: Descriptive analysis of the variable performance of workers

Table (1-2) indicates that the arithmetic averages and standard deviations for the performance of the employees were positive. It was (3.74), then came the variable of diligence and perseverance with an arithmetic average of (3.67) and finally came the variable of initiative and creativity and an arithmetic average of (3.60).

variable of initiative and creativity and an arithmetic average of (3.60).

No.	Field	Arithmetic average	Standard Deviation	Relative Significance	Rank
1	Execution of tasks	3.67	0.81	High	1
2	Diligence and perseverance	3.72	0.75	High	3
3	initiative and creativity	3.74	0.80	High	4
4	Relationships with others	3.74	0.72	High	2
	Worker's performance	3.71	0.77	High	

Source: prepared by the Researcher based on SPSS program

Third: results of the test hypotheses of the study

The hypothesis of the study states that there is no statistically significant effect at the significance level of ($\alpha = 0.05$) of the dimensions of the strategy of attracting the higher administrative competencies, namely (identifying plans for attracting the higher administrative competencies, and identifying the sources of attracting the senior administrative competencies) in the performance of workers in the commercial banks. To test the Hypothesis

,the researcher used the analysis of variance (Anova), where the results are expressed in Table (1-3)

The results of ANOVA analysis of the effect of removing the strategy of attracting senior management competencies in the performance of employees

Variable	Statement Source	Total	Degree of freedom df	Calculated F value	Tabular F value	Level of morale sig	Result
Attraction Process Dimensions	Between the groups	0.547	4	6.398	3.92	0.00	rejecting the nihilistic hypothesis
	Inside the groups	19.720	85				
	Total difference	20.267	89				

Source: prepared by the Researcher based on SPSS program

Data in Table (1-3) expresses that the calculated value of (F) is (6.398) and its tabular value is (3.92). The comparison between the two of them reflects that the value of calculated ((F) is greater than its tabular value. According to the decision rule that states that if the value of (F) Calculated is greater than the tabular value of (F), this means rejecting the nihilistic hypothesis and accepting the alternative hypothesis, which states that (there is a statistically significant effect at the level ($\alpha \leq 0.05$) of the dimensions of the strategy of attracting senior management competencies, which is to identify plans to attract higher administrative competencies, knowledge This is the result of attracting senior management competencies in the performance of commercial bank employees Keda morale level (0.00) which is less than 5%. In terms of sub-test hypotheses arising from this hypothesis, the following tables show the results that have been reached:

3-1: Test the first sub-hypothesis:

This hypothesis states that (there is no statistically significant effect at the level of significance ($\alpha = 0.05$) to exclude the strategy of attracting managerial competencies (identifying plans to attract senior management competencies, and knowledge of sources of attracting senior management competencies) in the implementation of tasks as a dimension of the performance of bank employees. To test this hypothesis, the researcher used multiple

linear regression analysis. The results in Table (1-4) espressos these results: Table (1-4)

Multiple Regression test results for the first sub-hypothesis

Sig	R	R2	β	Calculated F
0.000	0.597	0495	2.560	11.51

Source: prepared by the Researcher based on SPSS program

Moral level ($\alpha = 0.05$)
Tabular value $F = 2.29$

It is clear from the data expressed in Table (1-4) that the calculated value of F is (11.51) while the value of the tabular one is (2.29), and close to the values reached in the test of this hypothesis, it turns out that the calculated value is greater than the tabular value, so it is rejected Numerical hypothesis and acceptance of the alternative hypothesis that (there is a statistically significant effect to distract the strategy to attract senior management competencies in the implementation of tasks as the performance of workers in commercial banks), and this is confirmed by the value of the level of significance (Sig) of zero as it is less than (5%) It also indicates that the variance in the independent variable (R2) explains (495.) The remainder is attributed to other factors. The coefficient (β) is 2.560 indicating that the direction of the relationship is positive between the independent variable and the dependent variable.

3-2: Testing the second sub-hypothesis

This hypothesis states that (there is no statistically significant effect at the level of significance ($\alpha = 0.05$) to exclude the strategy of attracting managerial competencies (identifying plans to attract senior management competencies, and knowledge of sources of attracting senior management competencies) in diligence and perseverance as a dimension of the performance of bank employees. To test this hypothesis, the researcher used multiple linear regression analysis. The results in Table (1-5) expresses these results:

Table (1-5)

Multiple Regression test results for the second sub-hypothesis

Sig	R	R2	β	Calculated F
0.000	0.649	.419	.733	7.280

Source: prepared by the Researcher based on SPSS program

Moral level ($\alpha = 0.05$)

Tabular value $F = 2.29$

It is clear from the data in Table (1-5) that the calculated value of F is (7.280) with a tabular value of (2.29). Numerical hypothesis and acceptance of the alternative hypothesis that (there is a statistically significant effect to remove the strategy of attracting senior management competencies in diligence and perseverance as a dimension of the performance of workers in commercial banks), and this is confirmed by the value of the significance level (Sig) of zero as it is less than (5%) It also indicates that the variance in the independent variable (R^2) explains (419). The remainder is attributed to the dependent variable while the rest is attributed to other factors.

3-3: Test the third sub-hypothesis

This hypothesis states that (there is no statistically significant effect at the level of significance ($\alpha = 0.05$) to exclude the strategy of attracting managerial competencies (identifying plans to attract senior management competencies, and knowledge of sources of attracting senior management competencies) in the initiative and innovation as a dimension of the performance of bank employees. To test this hypothesis, the researcher used multiple linear regression analysis. The results in Table (1-6) show these results:

Table (1-6)

Multiple Regression test results for the second sub-hypothesis

Sig	R	R ²	β	Calculated F
0.000	0.612	.461	2.48	6.453

Source: prepared by the Researcher based on SPSS program

Moral level ($\alpha = 0.05$)

Tabular value $F = 2.29$

It is clear from the data in table (1-6) that the calculated value of F is (6.453) with an attribute value (2.29), with comparing the values reached in the test of this hypothesis, it turns out that the calculated value is greater than the tabular value, so it is rejected Numerical hypothesis and acceptance of the alternative hypothesis that (there is a statistically significant effect to remove the strategy of attracting

senior management competencies in the initiative and creativity as a dimension of the performance of workers in commercial banks), and this is confirmed by the value of the significance level (Sig) of zero as it is less than (5%) It also indicates that the variation in the independent variable (R2) explains (461) percent of the change. The remainder is attributed to other factors, while the coefficient (β) is (482) indicating that the direction of the relationship is positive between the independent variable and the dependent variable is positive / positive.

3-4: Test the fourth hypothesis

This hypothesis states that (there is no statistically significant effect at the level of significance ($\alpha = 0.05$) to exclude the strategy of attracting managerial competencies (identifying plans to attract higher administrative competencies, and knowledge of sources of attracting senior management competencies) in relations with others as a dimension of the performance of workers in In order to test this hypothesis, the researcher used multiple linear regression analysis. The results are demonstrated in

Table (1-7).

Sig	R	R2	β	Calculated F
0.000	0.612	.449	2.73	5.956

Source: prepared by the Researcher based on SPSS program

Moral level ($\alpha = 0.05$)

Tabular value $F = 2.29$

It is clear from the data in Table (1-7) that the calculated value of F is (5.956) with an attribute value (2.29), with a close to the values reached in the test of this hypothesis, it turns out that the calculated value is greater than the tabular value, so it is rejected Numerical hypothesis and acceptance of the alternative hypothesis that (there is a statistically significant effect to remove the strategy of attracting senior management competencies in relations with others as a dimension of the performance of workers in commercial banks), and this is confirmed by the value of the significance level (Sig) of zero as it is less than (5%) It also indicates that the variance in the independent variable (R2) accounts for 449 percent of the Rat changes

in the dependent variable, while the rest is due to other factors, note that the coefficient (β) has reached (0.732) indicate that the direction of a positive relationship between the independent variable and the dependent variable is a positive / positive

Chapter Four

Conclusions and recommendations

First: the Results

- 1- The results of the study in general indicated that there is a statistically significant impact of the strategy of attracting the senior administrative competencies (identifying plans for attracting the senior administrative competencies, and knowledge of the sources of attracting the higher administrative competencies) on the performance of workers in the commercial banks.
- 2 - The success of the bank in the process of Attraction is centered in the fact that the bank sought to achieve quality at the polarization, which is based on the standards of work in the banking field.
3. The management of the Bank prefers senior management competencies who have previous experience in working for the positions they occupy, and depends on attracting senior management competencies at certain criteria and accurate information about the candidate for the job.
- 4 - The bank's management is keen to fill the positions by the senior management competencies in the bank and resort to internal and external sources in the process of recruitment.
- 5 - Do not rely on standard performance rates used as a basis to compare the actual performance, which leads to lack of accuracy, and that the public sector facilities lack the presence of special records to record the behavior of employees and how to perform their duties and tasks, and this affects the accuracy of the evaluation process.
- 6 - The process of attracting senior management competencies makes the subordinates ready for career advancement as well as motivates them to prepare for work outside of working hours.

7 - The dimensions of the process of attracting senior management competencies increase the keenness of subordinates to abide by the instructions, whatever the conditions of work.

8 - The dimensions of the process of attracting senior management competencies increase the degree of cooperation of subordinates among them to accomplish the work assigned to them. And subordinates have the ability to exchange information to reach the level of conviction and confidence.

Second: Recommendations

1 - Paying more attention to the development of the capabilities of managers in the field of attracting senior management competencies in the banks researched through the preparation of training programs and the use of experts and consultants in the field of attracting competencies.

2 - Based on the scientific and objective bases in determining the quality of the supreme administrative competencies and their suitability to the circumstances, when attracted in the researched banks, which positively affect the performance of workers.

3. Strengthen the process of evaluating the performance of those responsible for the process of attracting senior management competencies with criteria and indicators that focus on the capabilities of recruitment and all related processes.

4 - Develop a clear and accurate strategy for policies and training programs in the field of attracting senior management competencies to enable follow-up and continuity to be more feasible and effective in the development and development of staff performance.

5 - Increase awareness of the strategy of attracting senior management competencies at the various levels of management and the role played by this strategy in achieving the objectives of banks.

6 - The Bank's work to attract senior management competencies that possess sufficient skills and experience in the field of planning, organization and control to fill the important administrative positions related to attracting senior management competencies.

7. Establishing specialized departments to attract senior management competencies linked to the senior management according to the organizational structure, and include qualified personnel in this

field, and concerned with the design and implementation of strategies for polarization through coordination and integration with other departments.

8 - Activate the performance of the process of attracting the top management competencies, through the assignment of important administrative positions in banks to people with advanced skills and expertise and creative ideas.

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