

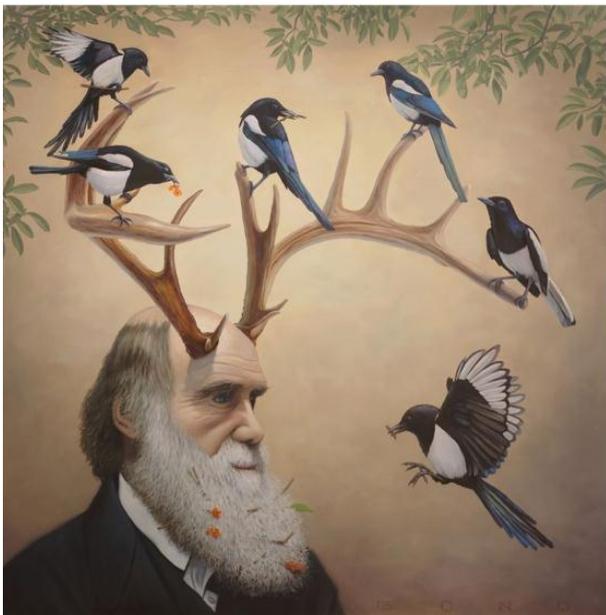
# opción

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# **The Role Of Training And Development Strategy In Raising The Efficiency Of Human Resource Performance For Business Organizations.**

## **An exploratory study for Zain Iraq**

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### **Abstract**

The aim of the research is to identify the role of the training and development strategy in raising the efficiency of the human resource performance in the Iraqi private communications sector, Zain Company as a model, and the research sample represented (64) respondents. To reach the goal of the research, a questionnaire prepared for this purpose was used. In this paper, appropriate statistical methods such as (Alpha Cronbach test, simple and multiple linear regression) were adopted. The results of the research found that there is a relationship and statistically significant effect of training and development strategy practices (employee development, training, leadership development, learning and knowledge acquisition) in improving the human resource, as well as that (Zane) pays close attention to the training process and the development of skills and decision-making capabilities Operational or semi-routine, through finding independent administrative units that carry out practices for human resource management strategies. Research recommendations emphasized the importance of intensifying training and development programs and making them periodically and with strategic directions, in addition to giving freedom to exchange and transfer Alomat between the sections themselves, as well as encouraging learning programs in order to raise the knowledge of employees in the company (Zian).

# **El papel de la estrategia de capacitación y desarrollo para aumentar la eficiencia del rendimiento de los recursos humanos para las organizaciones empresariales. Un estudio exploratorio para Zain Iraq**

## **Resumen**

El objetivo de la investigación es identificar el papel de la estrategia de capacitación y desarrollo para aumentar la eficiencia del rendimiento de los recursos humanos en el sector de comunicaciones privadas iraquí, Zain Company como modelo, y la muestra de investigación representó a (64) encuestados. Para alcanzar el objetivo de la investigación, se utilizó un cuestionario preparado para este propósito. En este trabajo, se adoptaron métodos estadísticos apropiados como (prueba de Alpha Cronbach, regresión lineal simple y múltiple). Los resultados de la investigación encontraron que existe una relación y un efecto estadísticamente significativo de las prácticas de capacitación y estrategia de desarrollo (desarrollo de empleados, capacitación, desarrollo de liderazgo, aprendizaje y adquisición de conocimiento) en la mejora del recurso humano, y que (Zane) paga cerca atención al proceso de capacitación y el desarrollo de habilidades y capacidades de toma de decisiones Operativo o semi-rutina, a través de la búsqueda de unidades administrativas independientes que llevan a cabo prácticas para estrategias de gestión de recursos humanos. Las recomendaciones de investigación enfatizaron la importancia de intensificar los programas de capacitación y desarrollo y hacerlos periódicamente y con direcciones estratégicas, además de dar libertad para intercambiar y transferir Alomat entre las propias secciones, así como alentar programas de aprendizaje para aumentar el conocimiento de los empleados en La empresa (Zian).

## **Chapter One**

### **Research Methodology**

#### **First: Research Problem**

The problem of the study mainly focuses on knowing the viewpoint of the scholars on the subject of the training and development strategy and its effect in raising the efficiency of human resource performance, by answering the following main questions:

- 1- What is meant by the concepts of training and development strategy and human resource performance?

2- What are the views of researchers and writers on the subject of measuring training and development strategy and human resource performance?

3- How does the training and development strategy affect raising the efficiency of human resource performance for Zain employees?

Second: Significance of the Research

The importance of the study stems from the topic you are dealing with, which is concerned with how to raise the performance of the human resource through the use of the training and development strategy in Zain Telecom, because this topic is extremely important to support the economic process by providing job opportunities for a segment of graduates, developing their skills and raising the efficiency of their performance, as well as keeping pace with developments and changes in the environment surrounding the researched company in order to maintain its market share or search for a new share.

Third: Research objectives

1- Giving a theoretical side about what a training and development strategy is and its role in raising the efficiency of human resource performance.

2- Study the level of effectiveness and the impact of training and development of human resources on the performance of employees in the researched company.

3- Studying the level of effectiveness and degree of application of training programs for the respondent sample?

4- Study and clarify the moral differences between the elements of training and development on the variables approved for the performance of the human resource.

5- Give the most important conclusions and recommendations.

Fourth: Research hypotheses

The research is based on a main hypothesis that there is a positive moral relationship and influence between the training and development strategy and the performance of the human resource at Zain Iraq, and the following sub-assumptions emerge from it:

1- There is a significant positive correlation and effect between training and development strategy and knowledge of job requirements.

2- There is a positive and significant correlation between the training and development strategy and the amount of work done.

3- He found a positive and significant correlation between the training and development strategy, perseverance and reliability.

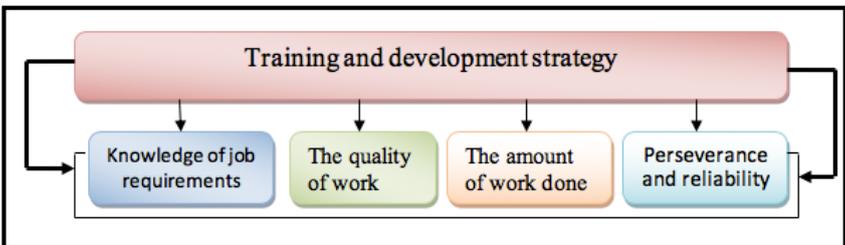
4- He found a positive and significant correlation between the training and development strategy and the quality of work.

Fifth: Statistical tools and methods

The periodicals and the internet were relied on to collect data and information regarding the theoretical side of the research. As for the practical side, the researcher used a questionnaire approved by several sources distributed to workers in Zain Iraq Company with different educational qualifications and the number of forms answered equaled (64) form With the help of SSPS, the Likert Five-Point Scale was used to analyze data and try to get realistic results.

Sixth: Research form

Clarifying the research problem and achieving goals requires building a hypothetical scheme that clarifies the nature of the research variables, and the scheme was prepared to clarify between the independent variable (training and development strategy) and the dependent variable (human resource performance) as a prelude to presenting the research hypotheses and as in Figure 1



Source: researchers

The theoretical side

First: Training and development strategy, concept and importance

The human element is a mental and intellectual energy and a source of information, suggestions and innovations, and it is an active component capable of positive participation in thought, opinion and advice, and therefore it has become a priority for management in the third millennium, which is the search for new concepts and methods for developing human resources commensurate with its importance, vitality and the role it plays in the organization

(Al-Zubaidi and Nasser, 2018: 272).

Training and human resource development should be an integral part of the management process, and performance must be reviewed regularly and

linked to agreed goals through training needs analysis, job analysis, and skills analysis. And the experiences the employee needs to accomplish the required tasks, attitudes and performance standards required (Armstrong, 2009: 90).

And to maximize the value of human capital in organizations requires the presence of management seeking to link between strategy, management practices and individual performance, the training and development strategy is a set of long-term plans that includes Practices and policies that the organization deals with the human factor at work, and it consists of a set of activities in the form of programs starting and ending, aiming to find highly qualified business rules that are able to assume responsibility and implementation, as the value of human capital increases when the following is achieved (Thanoon and Remu, 2018:62)

- 1- Continuous and continuous education and training of individuals.
- 2- Caring and directing the potential of working individuals.
- 3- Finding opportunities in which individuals can learn from each other.

Training and development constitutes three main activities: training, learning, development, and organizations that provide training to the personnel working for them, but they make a meaningful investment in workers, and among its positive results, this investment increases the job capabilities of workers (Wright & Nishii, 2004: 87). It is defined as acquiring knowledge, skills, and behaviors that improve human resource capabilities to counter changes in job and customer requirements (Noe et al., 1994: 460), while there is a different viewpoint and defines it as a planned activity that aims to bring about changes in the individual or group of all Aspects such as information and experience The skills, performance rates, methods of work, and trends which make an individual or group fit to carry out their work (Shikha, 2010: 22).

And that the policy of training and development in companies must depend on the actual need associated with the work requirements, and that effective mechanisms exist to transfer knowledge and measure the extent of the return from training programs and achieve them to the required results, since a close coordination has been established between the actual need of employees and training, the staff training system will be able to achieve Its ambitious goals are to make sure the company gets the qualified job cadres it needs day after day (Masoud and Al-Zayat, 2012: 176). The training and development strategy should focus on the possibility of providing expertise, skills, and abilities that are not currently available in the organization, and to help For workers to discover their demographic

skills. And at this time, the organizations should direct their attention to training as an investment rather than an expense because its returns accrue to the whole organization and the human resources in it (Hussein and Abdul-Jabbar, 2005: 85). The training and development process needs to take into consideration the difference in individual differences in learning and the acquisition of the required capabilities and criteria for achieving them, and then continuous diagnosis against the specified criteria.

Second: The performance of the human resource is understood and important

The concept of performance depends on the effort and the amount of the contribution that the individual makes in accomplishing the task, and this contribution of the effort is in the form of intellectual or physical energy. Long term range (Reformer and blemish, 2017: 227). While there is another viewpoint that defines performance as the effort exerted by individuals working to achieve their goals and the goals of the organization alike in terms of the concepts of effectiveness and efficiency (Bilal, et al, 2019: 2909). It is also known as “the individual’s ability to exert his maximum mental and physical performance in order to achieve a goal that expresses his desires by achieving the goals of the organization in the light of the dimension of efficiency and effectiveness (Al-Zubaidi, 2018:65). Performance is the most important functional outcome as it represents the accumulated value of The activities that the employee participates directly or individually, positive or negative, in achieving organizational goals (Andreia, 2012: 22). Despite the difference in researchers in the field of performance, there are common factors that bring them together, and it is considered a partial and not fundamental difference, they share almost three elements that bring them together, And represented by the employee first, and the job second, and the position and its characteristics Regulatory environment Finally (Shujayri 2016: 120).

The performance represents in terms of importance that it is the center of guesswork for the success or failure of the organizations in its decisions, and it is one of the methods through which the organization is able to identify and evaluate its various internal activities and determine its strengths and weaknesses and evaluate its performance compared to the performance of other competing organizations that practice similar or similar activities to their activities in the same industry We can determine the importance of performance by comparing organizations to another to judge strategies and structures and achieve goals from the results obtained by performance (Al-Azzawi: 2017, 164). And that the per-

formance of the human resource is of special importance to all organizations, according to the different points of view of researchers and thinkers. Therefore, organizations should give it utmost care and look for factors that increase its performance, and not only disclose strength factors but rather search for weakness factors that cause low levels of performance, address weaknesses, and enhance Strengths, therefore, their performance is a function of knowledge of the success or failure of the organization, as well as a tool to reveal the implicit knowledge of individuals working within the organization and work to develop this knowledge to convert it into unimmeable human capital or transfer to competing organizations by providing incentives and compensation and their desire Not to transfer to their competitors (Al-Zubaidi,2018:69).

Training positively affects employee productivity by generating benefits for both employees and the organization, by developing skills, knowledge, capabilities, and behavior. Training plays an important role in developing organizations, enhancing performance, as well as increasing employee productivity, and ultimately putting companies in a position Better to face competition and stay on top, and this means that there are big differences between organizations that train their workers and organizations that do not. Consequently, every company is committed to generating profits for its owners and shareholders, and providing high-quality services to its clients. Investing in training its employees. Investing in human resources generates long-term profitability and achieves sustainable development for the company (Masoud and Al-Zayat, 2012: 1771).

Third: the human resource performance dimensions

The job performance in the application has three well-known pillars or traditional elements, those are: the employee, the job, the environment, and apart from the traditional classification of the elements of the job performance, the importance of a group of four main components is particularly prominent in this aspect: (Al-Zubaidi and Sharif, 2015: 9) .

1- Knowledge of job requirements: It includes general knowledge, technical and professional skills, general background on the job and related fields.

2- Quality of work: It refers to the extent of the individual's awareness of his work that he does and the desire, skills, ingenuity and ability to organize and carry out work without making mistakes.

3- The amount of work performed: that is, the amount of work that the employee can accomplish in the normal conditions of work, and the amount of the speed of this completion.

4- Perseverance and trustworthiness: This includes seriousness, dedication to work, the employee’s ability to assume responsibility for work, and completing work on time and the extent to which this employee needs guidance and guidance from supervisors.

Chapter Three

The Practical framework

The purpose of explaining the correlation and impact between the training and development strategy and the performance of the human resource for the sample of the researched company. It is necessary to verify the hypothesis that confirms the existence of a correlation and moral effect of the training and development strategy on the performance of the human resource for a sample of the company Zain Iraq.

First: Description of the respondents

A random sample was chosen from the employees working in Zain Iraq, as questionnaires were distributed to them, which amounted to (70) and (64) were recovered, so the number of analyzed (64) forms represented (91%) of the distributed forms. And Table (1) provides a description of the individuals in the research sample, according to academic achievement, years of service, and age of masters for the research sample.

**Table (1)**  
**Description of the sample individuals**

Distribution of the respondents according to academic achievement									
Ph.D		MA		B.Sc		Preparatory		Institute	
The number	%	The number	%	The number	%	The number	%	The number	%
4	6	4	6	34	53	12	18	10	15
Distribution of Subjects by Age Group (Year)									
24-30		31-40		41-50		51-60		61and over	
The number	%	The number	%	The number	%	The number	%	The number	%
10	15	34	53	12	18	6	9	2	3
Distribution of respondents by years of service (year)									
1-5		6-10		11-16		20 and over			
The number	%	The number	%	The number	%	The number		%	
12	18	34	53	18	28	-		-	

Source: The number of researchers using the ssps program

It is clear from Table (1) that the majority of employees hold a bachelor’s and institute certificate which reached (70%) and these two certificates are the basis for employment and targeting by senior management in their participation in development and training programs, as the average age groups (31-40) of the research sample are noted The most employed,

which reflects the curve of a high experience in their professional lives, as well as their understanding of the components of the questionnaire and dealing with information for more than 30 or more, which enables them to understand how the variables influence and take appropriate decisions in the field of work.

Second: Description and diagnosis of search variables

1- Training and development strategy

The general mean for the (training and development strategy) was (3.42), which is higher than the hypothetical mean (3) and with average harmony confirmed by the standard deviation of (0.97).

2- Staff performance

Measuring the variable of employee performance through four dimensions is (knowledge of work requirements, quality of work, amount of work completed, persistence and reliability). It is clear from Table (2) that the general mean of (employee performance) reached (3.43), which is higher than the hypothetical mean The adult (3), and above the average harmony in the answers, is confirmed by the standard deviation (1.03). As for the sub-dimensional level, it can be clarified as follows:

A- Knowledge of job requirements: The value of the general mean for this dimension was (3.32), which is greater than the value of the hypothetical mean amounting to (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.04). The paragraphs of this dimension were as shown in Table (2).

B- The quality of work: The value of the general mean for this dimension was (3.57), which is greater than the value of the hypothetical mean of (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1). The paragraphs of this dimension were as shown in Table (2).

C- The amount of work done: The value of the general mean for this dimension was (3.63), which is greater than the value of the hypothetical mean amounting (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.02). The paragraphs of this dimension were as shown in Table (2).

D - perseverance and reliability: the value of the general arithmetic mean for this dimension was (3.23), which is greater than the value of the hypothetical mean of (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.03). The paragraphs of this dimension were as shown in Table (2).

**Table (2)**  
**The mean values and the standard deviation of employee performance**

Employee performance	Arithmetic mean	standard deviation
Knowledge of job requirements	3.32	1.04
Quality of work	3.57	1
The amount of work performed	3.63	1.02
Perseverance and reliability	3.23	1.03
Total employee performance	3.44	1.02

Source: Number of researchers relying on ssps.

Third: The correlation between training and development strategy and human resource performance.

In order to identify the nature and direction of the correlations between the training and development strategy and the performance of the human resource among the individuals working in the researched company, the correlation coefficient (person) was used to demonstrate part of the research hypothesis (correlation) and the assumptions emanating from it, as it is observed in Table (3) that there is a relationship A positive moral correlation between the training and development strategy and the performance of the human resource among the individuals working in the researched company, as the total index value of this relationship reached (0.98) and at a significant level (0.01). Thus, the first part of the main hypothesis, which stipulated a correlation relationship between the strategy The training, development and performance of the human resource for individuals working in the research company.

**Table (3)**  
**numerical values of correlations between the two search variables**

Independent variable \ Dependent variable	Human resource performance				
	Knowledge of job requirements	Quality of work	The amount of work performed	Perseverance and reliability	Overall index
Training and development strategy	*0.97	*0.95	*0.98	*0.96	*0.98

Source: Researchers count using SPSS N = 64 P≤0.01 (\*) (1,30) df

In order to give detailed indicators on the relationship of the training and development strategy and the performance of the human resource among the individuals working in the researched company, and in light of the assumptions derived from this hypothesis, the correlations between the training and development strategy and the performance of the human resource among the working individuals have been analyzed, as Table (3) indicates

There is a positive correlation between the training and development strategy and the performance of the human resource for working individuals (knowledge of job requirements, quality of work, amount of work done, persistence and reliability), as the value of the correlation coefficient, respectively (0.97) (0.95) (0.98) (0.96) Level with Nuclei (0.01).

Fourth: Impact relationships between the training and development strategy and the performance of the human resource.

Table (4) shows the effect of the training and development strategy and the performance of the human resource on the individuals working in the researched company as an approved variable.

Independent Variable Dependent variable	Human resource performance		R <sub>2</sub>	F	
	B <sub>0</sub>	B <sub>1</sub>		Calculated	Tabular
0.390	0.390	(*35.14)0.931	0.976	1234.5	7.56

Source: Researchers count using SPSS N = 64 P≤0.01 (\*) (1,30) df

It is noted from Table (4) that there is a significant effect of the training and development strategy on the performance of the human resource among the individuals working in the researched company, as the calculated value of (F) reached (1234.5) which is the highest value of the tabular value of (7.56) at two degrees of freedom (1.30) The determination factor (R<sub>2</sub>) reached (0.976) for it, and the value of this determination factor (R<sub>2</sub>) indicates that (97%) of the differences (variance) explained in the areas of development of human resource performance are due to the training and development strategy and the rest is due to random variables not It can be controlled or not originally included in the regression model, and by following the (B) coefficients and testing (t) it shows that the value of (t) Calculated at (35.14 \*), which is a significant value and greater than its tabular value of (1.697) at the level of significance (0.01) and two degrees of freedom (1,30). Thus, the second part of the main hypothesis, which stipulated that there is an impact relationship between training and development strategy and supplier performance, has been achieved. The human beings are among the individuals working in the researched company. As for the detailed impact relationships, it is presented in Table (5), which shows the impact of the training and development strategy in every field of human resource performance development.

Table (4):The effect of the independent variable on the dependent variable

Supported variables	Dependent variable		R2	F	
	Training and development strategy			Calculated	Tabular
Knowledge of job requirements	B0	1.36	0.950	567.97	7.56
	B1	0.75      *(23.83)			
Quality of work	B0	1.78	0.902	275.10	
	B1	0.66      *(16.58)			
The amount of work performed	B0	-1.14	0.970	973.56	
	B1	1.218      *(31.20)			
Perseverance and reliability	B0	0.387	0.959	696.08	
	B1	0.934      *(26.38)			

Source: Researchers count using SSPS N = 64 P<0.01 (\*) (1,30)

We note from Table (5) the existence of significant significance relationships using the training and development strategy in the performance of the human resource among individuals working in the company researched by the indications of the four dimensions in advance my agency:

1- In the field of distance knowledge of job requirements, we note that the sum of the explanation of the training and development strategy of variance (R2) in the dimension of knowledge of job requirements has reached (0.950), and this is supported by the value of the regression coefficient of (0.75) which indicates that any change in the strategy Training and development by one unit results in a change in the dimension of knowledge of the job requirements of the individuals working in the researched company by (0.75) according to the calculated value of F which amounted to (567.97) which is greater than its tabular value of (7.56) at two degrees of freedom (1.30) within Significant level (0.01).

2- In the field after the amount of work accomplished, we note that the total of what was explained by the variance of the training and development strategy (R2) in the dimension of the amount of work done has reached (0.902), and this is supported by the value of the regression coefficient of (0.66) which indicates that any change in the strategy Training and development by one unit results in a change in the dimension of the work performed by the individuals working in the researched company by (0.66), according to the calculated value of F, which amounted to (275.10) which is greater than its tabular value of (7.56) at two degrees of freedom (1.30) within

Significant level (0.01).

3- In the field of dimension of work quality, we note that the sum of the explanation of the training and development strategy of the difference (R<sup>2</sup>) in the dimension of the amount of work accomplished has reached (0.970), and this is supported by the value of the regression coefficient of (1.218), which indicates that any change in the training strategy And the development by one unit results in a change in the dimension of the amount of work performed by the individuals working in the researched company by (1.218) according to the calculated value of F which amounted to (973.56) which is greater than its tabular value of (7.56) at two degrees of freedom (1.30) within the level of Morale (0.01).

4- In the field of perseverance and trust, we note that the total explanation of the training and development strategy of the difference (R<sup>2</sup>) in the dimension of perseverance and trust has reached (0.959), and this is supported by the value of the regression coefficient of (0.934) which indicates that any change in the training and development strategy By one unit that results in a change in the dimension of the amount of work accomplished by the individuals working in the researched company by (0.934) according to the calculated value of F which amounted to (696.08) which is greater than its tabular value of (7.56) at two degrees of freedom (1.30) within the level of morale (0.01).

## Chapter Four

### Conclusions and Recommendations

#### First: the conclusions

1- The training and development strategy is one of the important strategies in raising the efficiency of the human resource performance. It helps employees to provide them with certain knowledge and improve their skills and develop them in a positive and constructive manner.

2- The results of the correlation analysis of the two research variables showed a positive correlation between the training and development strategy and the performance of the human resource among individuals working in the communications sector, which

amounted to (0.98), and this indicates the validity of the research hypothesis that assumed the existence of a correlation.

3- The results of the impact relationship analysis of the two research variables revealed a positive moral effect between the training and development strategy and the performance of the human resource among the individuals of the study sample in terms of the determination coefficient which reached (0.976), which indicates the validity of the research hypothesis that assumed the existence of an impact relationship.

4- The researched company adopts a high training and development strategy in all its different departments and divisions.

#### Second: Recommendations

In light of the conclusions reached, a number of proposals were presented, namely:

1- The need for the researched company to pay attention to the training and development strategy and to set up various training courses for employees in a manner that is commensurate with the new knowledge developments.

2- The necessity of encouraging employees to develop their scientific and practical skills and urging them to continuously develop their capabilities, improve their performance of communication and openness, and keep abreast of all developments.

3- Encourage, motivate and provide appropriate facilities for employees participating in global training programs, and communicate with international organizations to learn about the developments and developments in the development of human resource performance.

4- The need for the researched company to pay attention to the basic areas that contribute to the development of the human resource performance of individuals by removing it (knowledge of job requirements, the amount of work done, the quality of work, perseverance and trust).

## Chapter Five

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