

**REPUBLIC OF TURKEY
ISTANBUL GELİŐİM UNIVERSITY
GRADUATE EDUCATION INSTITUTE**

Department of Business Administration

**EFFECT OF INEFFICIENCY OF THE HUMAN
RESOURCES MANAGER ON WORK FLOW**



Master Thesis

Nibras Hikmat Ameen AMEEN

Supervisor

Asst. Prof. Dr. Özge TURHAN

Istanbul – 2021

THE THESIS INTRODUCTION

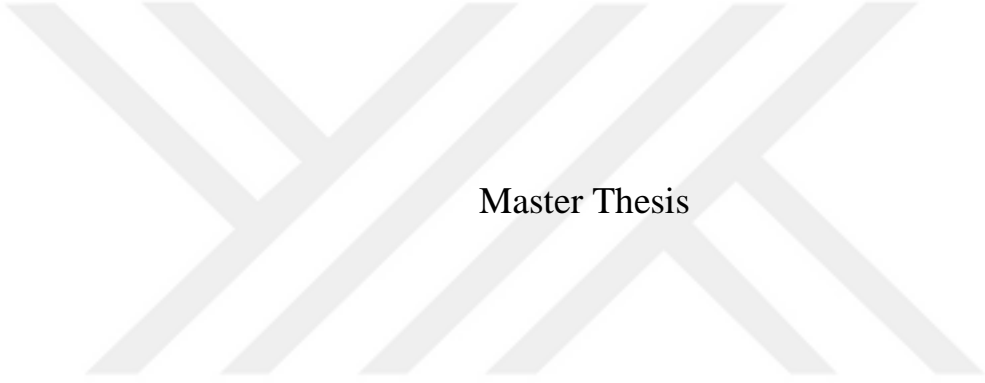
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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethics rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

Nibras Hikmat Ameen AMEEN

.../.../2021



TO ISTANBUL GELISIM UNIVERSITY
THE DIRECTORATE OF SOCIAL SCIENCES INSTITUTE

The thesis study of Business Administration titled as “Effect of Inificiency of the Human Resources Manager on Work flow”, has been accepted as Master Thesis in the department of Business Administration by our jury.

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SUMMARY

The title of this thesis is "Effect of Inefficiency of The Human resources Manager on Work flow", the study aims to determine the extent to which an ineffective human resources manager affects the flow and procedures of work in service institutions, where the data collection is based on both from existing available sources of information and from questionnaire. The study sample included (257) respondents from government civil servants. The researcher adopted the descriptive analytical approach to the study. The thesis consisted of five chapters. The first chapter included a presentation of the study problem, the hypotheses and variables of the study, the purpose and importance of the study, and a review and comment on previous studies. As for the second chapter, it is the theoretical and conceptual framework of the study, and the third chapter included the methodology and procedures of the study and several tests were conducted, the most important of which was the normal distribution of data testing using the (SPSS) statistical program. The fourth chapter included a statistical description of the study sample as well as testing the study's hypotheses, while the fifth chapter included the results, recommendations for each variable of the study, and proposed studies. Some of them are listed below.

1. Conducting a comparative study on the incompetence of human resources managers between the public and private sectors in the Salahaddin Governorate (Iraq).
2. Study the other dimensions of the incompetence of the human resources manager that were not covered by the researcher and which are no less important than the dimensions that were studied and analyzed, such as the issue of job satisfaction and its impact.
3. Study the effect of the inefficiency of human resources manager on the work flow in the private sector in the Salahaddin Governorate (Iraq), since it contains a different sample group, it will provide original information to the literature.

Keywords: human resource manager, administration, inefficiency, human resources, work flow, performance, communication skills, leadership capabilities.

ÖZET

"İnsan Kaynakları Yöneticisinin Yetersizliğinin İş Akışına Etkisi" başlıklı bu tezin amacı; örneklem grubunun yoğun olarak temsil edildiği hizmet kurumlarında etkin olmayan insan kaynakları yöneticisinin iş akışını ve prosedürlerine ölçüde etkilediğini tespit etmektir. Çalışma mevcut literatür kaynaklarının incelenmesi hem de anket çalışması aracılığıyla gerçekleştirilmiştir. Çalışma örneklemini devlet memurlarından oluşan (257) kişi oluşturmaktadır. Çalışmada betimsel analitik yaklaşımı benimsemiştir. Çalışma beş bölüme ayrılmıştır. Birinci bölümde, çalışmanın problemi, hipotezleri ve değişkenleri üzerinde durulmaktadır. Ayrıca çalışmanın amacı ve önemi, önceki çalışmaların gözden geçirilmesi ve yorumlanmasına yer verilmiştir. İkinci bölüm ise çalışmanın teorik ve kavramsal çerçevesi açıklanmıştır. Üçüncü bölümde çalışmanın metodolojisi ve prosedürleri yer almaktadır. Çalışmada gerçekleştirilen analizler SPSS paket programı kullanılarak gerçekleştirilmiştir. Analizlere yönelik çeşitli testler gerçekleştirilmiştir. Özellikle verilerin normal dağılımı gösterip göstermediğine yönelik analiz gerçekleştirilmiştir. Dördüncü bölümde de, çalışmanın hipotezlerine yönelik analizler gerçekleştirilip, çalışma örneklemine yönelik betimsel istatistiklere değinilmiştir. Çalışmanın son kısmı olan beşinci bölümde araştırmanın sonuçlarına, çalışmanın her bir değişkeni için önerilere ve gelecekte yapılacak çalışmalara önerileri içermektedir. Bunlardan bazıları aşağıda listelenmiştir.

1. Selahaddin Valiliği'nde (Irak) insan kaynakları yöneticilerinin kamu ve özel sektör arasındaki yetersizliklerine ilişkin karşılaştırmalı bir araştırma gerçekleştirilebilir.
2. İnsan kaynakları yöneticisinin yetersizliğinin, bu çalışmada ele alınmayan ve analiz edilen boyutlardan daha az önemli olmayan, muhtemel etkisi olduğu düşünülen faktörler incelenebilir. Örneğin; iş tatmini ve etkisi bu faktörler arasında gösterilebilir.
3. Selahaddin Valiliği'nde (Irak) insan kaynakları yöneticilerinin verimsizliğinin iş akışı üzerindeki etkisi özel sektör bazında incelenebilir. Farklı bir örneklem grubu içermesi dolayısıyla literatüre özgün bilgi sağlayacaktır.

Anahtar Kelimeler: insan kaynakları yöneticisi, yönetim, verimsizlik, insan kaynakları, iş akışı, performans, iletişim becerileri, liderlik yetenekleri.

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ABBREVIATIONS

HR	:	Human Resources.
HRM	:	Human Resources Management.
FGD	:	Focus Group Discussion.
CPA	:	Coalition Provisional Authority.
IIG	:	Iraqi Interim Government.
ITG	:	Iraqi Transitional Government.
CSO	:	Iraqi Central Statistical Organization.
CFOs	:	Chief Financial Officers.
KPIs	:	Key Performance Indicators.

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INTRODUCTION

The emergence of human resources began since the ancient human civilizations, as these civilizations were able to organize the workforce well, it has gained its importance by taking care of the human element as the main factor for increasing production, the increasing importance of human relations , motivating workers satisfying their needs and because the success and failure of all organizations depends on the human element. Human resource management has developed later in the last century and the focus on it has become a must for personnel management. The development and importance of human resources increased after that in light of the technological development witnessed by the industry, the importance of which has emerged and reached its maximum due to the technological progress that we are witnessing, especially in the field of business administration and institutions, as it mainly works on forming an organizational structure for institutions by including the competencies, training them, raising their capabilities and skills to achieve benefit to the institution, including the need to develop human resources as soon as possible to keep pace with the latest developments in the labor market. Hence the need to acquire the skills of human resources management and to employ specialized human resources management personnel, which most important activities are:

- Employee recruitment, selection, motivation, and orientation.
- Human resource planning.
- Training and development.
- Labor relations.
- Job analysis.
- Performance evaluation.

By combining these functions and integrating them into all human resources management sides, the work flow will be in its perfect desired condition. Even though the term (workflow) includes many trends and concepts according to its broad and comprehensive concept, the focus in this study will be on what is directly related to organizations and business establishments in their administrative and

service side, as workflows are the method in which people get their work done, and can be illustrated as a set of series steps that need to be completed sequentially to fulfillment the goal of the certain process.



CHAPTER ONE

THE GENERAL FRAMEWORK OF STUDY

- 1.1. Statement of the Problem**
 - 1.2. The Hypotheses of The Study**
 - 1.3. Variables of the study**
 - 1.4. Limitations of the Study**
 - 1.5. Purpose and Objectives of The Study**
 - 1.6. The Importance of The Study**
 - 1.7. Literature Review**
 - 1.8. Commentary on Literature Review**
 - 1.9. The most important characteristic of this study**
- Summary of Chapter One**

CHAPTER ONE

THE GENERAL FRAMEWORK OF STUDY

1.1. Statement of The Problem

The problems facing the work flow which affect the level of performance of the institution or organization are often reflected on the recipient of the service and the quality of services provided by the government, as the inefficiency of the human resources manager contributes to the deterioration of administrative systems in general, one of the reasons that has a great impact on pushing the researcher to address this issue through study and analysis is that he faces many of those problems mentioned in this thesis and is affected by it just like the other employees and that will cause neglecting exacerbates the situation. For instance, the inefficiency of the human resources manager leads to many problems and negative effects on the work flow. It is significant here to mention some of the signs of incompetent managers (Dario Priolo,2014):

- 1- Poor communication skills.
- 2-Weak leadership capabilities.
- 3- Inability or unwillingness to adapt to change.
- 4- Poor relationship-building skills.
- 5- Ineffective task management.
- 6- Insufficient production.
- 7- Poor developer of others.
- 8- Neglectful of own personal development.

Based on the foregoing, the study problem can be summarized by the following question: What is the impact of the inefficiency of the Human Resources Manager on the workflow?

1.2. The Hypotheses of the Study

1.2.1. First hypothesis:

There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between the inefficiency of the Human Resources Manager and the work flow.

From this hypothesis, the following hypotheses branch out: -

1. There is a statistically significant relationship at level ($\alpha \leq 0.05$) between low performance and work flow.
2. There is a statistically significant relationship at level ($\alpha \leq 0.05$) between poor communication skills and work flow.
3. There is a statistically significant relationship at level ($\alpha \leq 0.05$) between weak leadership capabilities and work flow.
4. There is a statistically significant relationship at level ($\alpha \leq 0.05$) between poor developer of others and work flow.

1.2.2. Second hypothesis:

The null hypothesis (H_0): There is no statistically significant relationship at the significance level ($\alpha \leq 0.05$) between the inefficiency of the human resources manager and the work flow.

1.2.3. Third hypothesis:

There is a statistically significant at the significance level ($\alpha \leq 0.05$) effect of the inefficiency of the human resource managers on the work flow in government institutions in the Salahaddin Governorate.

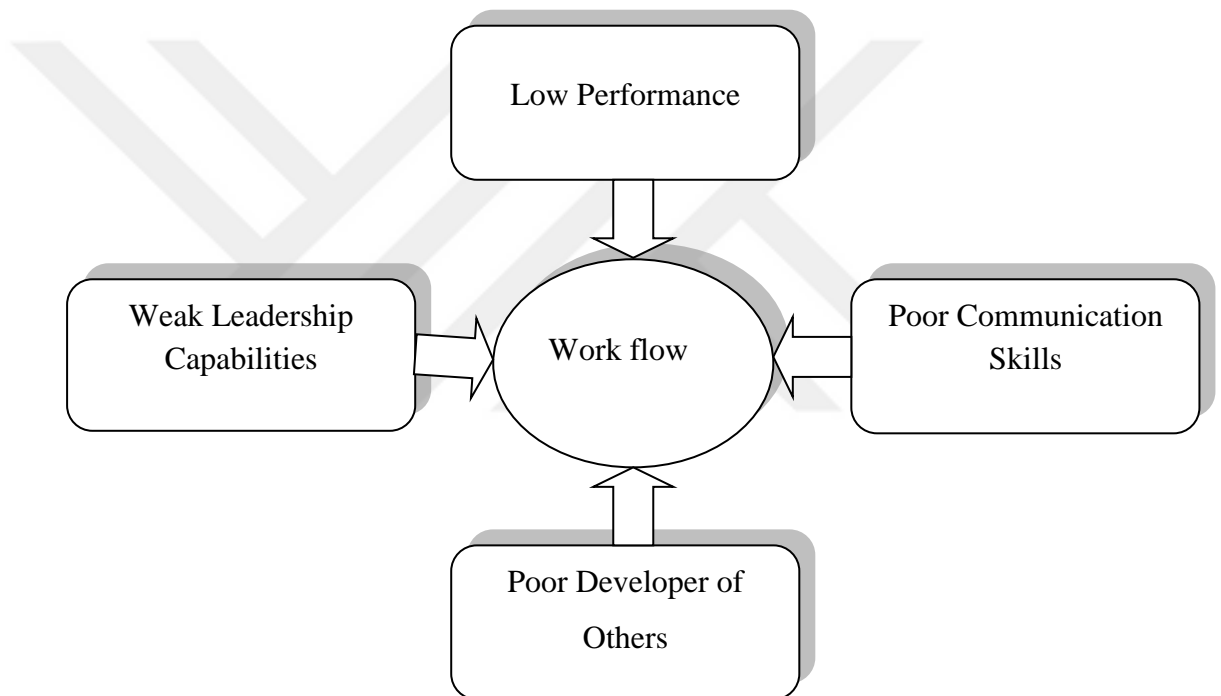
1.3. Variables of The Study

The independent variables: The independent variables of the study are represented in the dimensions related to the following inefficiency of the human resources manager:

1. Low performance.
2. Poor communication skills.
3. Weak leadership capabilities.
4. Poor developer of others.

The dependent variables: The dependent variable is represented by the work flow. As depicted in the figure (1-1) below:

Figure1-1. The study's independent and dependent variables



Source: Created by the researcher based on the variables.

1.4. Limitations of The Study

The researcher would have preferred to use the direct paper questionnaire method entirely because it is more accurate, on the one hand, if there is a question or inquiry about the paragraphs of the questionnaire that are asked by the respondents and an explanation of what is required of the respondents and the best way to get their answers, but this did not happen due to limitations. It is related to the difficulty of access and entry to some government departments, as there are guards that tend to be strict in the government complex of some departments in the Salahaddin Governorate, and do not allow cars without government plates to enter those departments. So, this was replaced by the use of Google forms and the questionnaire was submitted to the responding employees in an electronic way. In addition to presenting some of them in a paper way directly to the employees who work outside the government complex of the Salahaddin Governorate directorate in the city of Tikrit. There was also an intention to obtain some demographic statistical information directly through the researcher's visit to the Directorate of Statistics in Salahaddin Governorate (Iraq), but this matter ran into the obstacles of the old bureaucratic administration, so the answer of the responsible employee was the absence of a general bulletin with those data and statistics and indicated instead of it was necessary for them to receive an official request from the university, explaining the desire to obtain this data, or to attempt to meet with the director general about this matter, the director of his office responded that he was now in an important meeting and would be unable to meet with him, this also did not happen due to the difficulty of obtaining an official request from the university within a short period of time, so this was replaced by data for the study sample in addition to some statistics published electronically, and the (Covid 19) epidemic had a clear negative impact as one of the main determinants of the precautionary measures followed, including partial lockdown or for several days as well as reducing working hours, and this led to the impact negatively affecting all aspects of life, not only with regard to government departments and the public service.

1.5. Purpose and Objectives of The Study

The purpose of this descriptive study is to survey and analyze the role of human resources managers, diagnose the defects resulting from their inefficiency and find solutions. They play vital roles, they plan, direct, and coordinate the administrative functions of an organization, they are responsible for employees motivated and energized to achieve the organization's goal, also act as mediators between higher management and staff.

The other purpose is to determine the degree of application of the selected inefficiency of the human resources manager on the work flow of the study population, and also to examine the nature of the association between the examined elements of the independent variables (inefficiency of the human resources manager) and the dependent variable (work flow).

The main objective of this study is to attempt to uncover the set of potential relations between the main dimensions of the elements of the inefficiency of the human resource manager, and the effect of these elements on work flow in the organization or business facility for employees, through studying the following relations: -

- 1- The relation between the dimensions of the inefficiency of the human resources manager related to low performance of the public servants in Salahaddin Governorate (Iraq) and work flow In the institutions in which they work.
- 2- The relation between the dimensions of the inefficiency of the human resources manager related to the weak communication skills of the public servants in Salahaddin Governorate (Iraq) and work flow In the institutions in which they work.
- 3- The relation between the dimensions of the inefficiency of the human resources manager related to Weak Leadership Capabilities of the public servants in Salahaddin Governorate (Iraq) and work flow In the institutions in which they work.
- 4- The relation between the dimensions of the inefficiency of the human resources manager related to Poor developer of others of the public servants in Salahaddin Governorate (Iraq) and work flow In the institutions in which they work.

1.6. The Importance of The Study

1.6.1. The practical importance

1. Highlighting the status and importance of workflow within organizations, and emphasizing the need for it to take place in an optimal manner and give him the attention it deserves.
2. It gives a clear idea of the incompetence of human resource managers that the employees of Salahaddin Governorate live with these days, as a result of conditions of job instability, the absence of a fair foundations for evaluations and promotions, and other problems.
3. The importance of reconsidering the strategies for managing human resources that are adopted by the government sector in Salahaddin Governorate, in order to diagnose the strengths and weaknesses and the extent of responding to the changes occurring.

1.6.2. The scientific importance

1. Providing space for researchers and encouraging them to contribute to finding solutions to some problems related to the performance of human resources employees, especially human resource managers.
2. Establishing the concept of the efficiency of human resource managers and its importance.
3. Show an important aspect of the dimensions and elements that distort job performance, such as problems related to lack of job experience, justice and equality, promotions, poor development and training, and focus on the negative aspects of the inefficiency of the human resources manager, and its impact on job performance.
4. The lack of study and research in this field, with its mentioned dimensions, is one of the most important areas, and a key element in solving some of the problems that arise about the level of job performance.

1.6.3. The importance for the researcher

1. Providing officials with perceptions, solutions and suggestions that contribute to activating and developing job performance, which will be positively reflected at the level of the organization as a whole.
2. The researcher's personal interest in this matter is precisely because he has been working in this field for about ten years.

1.7. Literature Review

Through the search for a literature review that dealt with the title of this particular topic (Effect of Inefficiency of the human resource manager on work flow), it became clear that there is a lack of these studies that fall under the same designations as its independent and dependent variables, especially with regard to the dependent variable (work flow), as far as the researcher knows, except that there are many similar studies that can benefit and enrich this study, these studies have indirectly dealt with the issue of the impact of the inefficiency of the human resources manager on work flow. This study will review a set of studies that have been benefited from with reference to their most prominent features and provide comments on them, including aspects of agreement and disagreement, and a statement of the scientific gap that the current study addresses. The researcher would like to point out that the studies that will be reviewed came in the period between (2013-2020) and included many countries, indicating their temporal and geographical diversity. The studies have been classified according to the derived variables of the study in addition to some main variables, and the following is an overview of these studies:

- 1- Study (Dayisi, B., Ibrahim, E., and Tunde, E., 2020): entitled “ Human Resources Management Factors as a determinant of the Quality of Work Life in UBA Plc” It employed an empirical approach to examine the relationship between HRM practices and Work-Life Balances in the UNITED BANK OF AFRICA PLC, Lagos. The main objective of this paper, therefore, was to determine any significant relationship that may exist between HRM factors such

as Engagement, Talent Management, Compensation, learning and development on the one hand and the quality of work life on the other. The target population was made up of all staff of UNITED BANK OF AFRICA PLC, Lagos state(Nigeria) branch head office has 152 staff members. The findings of this study reveal that there is a strong relationship between HRM factors and work life balance. Employee Engagement, Learning and development, Compensation policy, and Talent Management played a vital role in achieving Quality of Work life in UNITED BANK OF AFRICA PLC.

- 2- Study of Apostu, S., Casuneanu, I., Davidescu, A., and Paul, A. (2020): Entitled “Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees— Implications for Sustainable Human Resource Management”, this paper aims to investigate the link between employee development and work time and workspace flexibility as relevant characteristics of sustainable HRM, job satisfaction and job performance among Romanian employees in order to identify how to redesign HRM in the face of “future work” challenges. Additionally, the paper aims to examine the impact of different types of flexibility—contractual, functional, working time, and workspace flexibility—in order to highlight the relevance of employee development and employee flexibility as important aspects of sustainable HRM in increasing the overall level of employee job satisfaction.
- 3- Study of Blom, T., Kazeroony, H., and Plessis, Y. (2019): Entitled “The role of electronic human resource management in diverse workforce efficiency” A qualitative exploratory case study was used to determine how and to what extent the application of e-HRM technology implementation impacted on diversity management. The aim of the investigation was to explore how and to what extent technological change was implemented in a diverse, multicultural organization. The findings confirmed that e-HRM was implemented in this particular organization to streamline HRM processes in order to improve competitiveness. Also, the e-HRM will probably not be implemented successfully if people and technology fail to interact with each other. This case confirmed the findings of Varey et al. (2002), who stated that technology changes are often undertaken from within an engineering or functionalist

paradigm. Further, such an approach is primarily undertaken to ensure consistent performance outcomes. Also that such a functionalist paradigm more often than not fails or underperforms and that rigid adherence to functional principles leads to dysfunctional technology application.

- 4- Study of Ahmed, Obrenovic, and Akhunjonov (2019): Entitled “Effect of Employee Oriented Human Resource Management Practices on Counterproductive Work Behaviors” This research investigated the link between employee-orientated human resource management (EOHRM) and counterproductive work behaviors targeted at individual members and organizations in Ethiopia, and data has been obtained from 555 workers and 150 supervisors from eight companies in Ethiopia. The findings suggest that organizations may minimize (reduce) employees' counterproductive work behavior by putting into action employee-oriented HRM practices that would uplift perceived organizational support and finally prevent the tendency to act against the organization and its members.
- 5- Study of ALZYOUD, A. (2018): Entitled “ THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE WORK ENGAGEMENT”, the sample for the study consisted of (151) staff from manufacturing. Data was collected with the help of a questionnaire and analyzed using the Statistic Package for Social Science (SPSS), The aim of the study is to examine and gain better understanding of the drivers that influence employee engagement in a printing company, while the main objective of this study is to investigate the influence of Human Resources Management (HRM) practices (employee communications, employee development and rewards and recognitions) on employee engagement. Employee engagement has emerged as one of the most important topics in the sphere of human resource management. Throughout the statistical analysis, it is found that there is a significant relationship between the two independent variables and the dependent variable. In conclusion, it is observed that HRM practices have an influence on employee work engagement. This shows that employers need to develop proper and well-

structured HRM policies to achieve a high work engagement level among their employees.

- 6- Study of Emam, N. (2018): Entitled “The Relationship between Sustainable Human Resources Management Practices and Employees’ Work Behaviour in Egypt: An Examination of the Role of Work Engagement” the researcher used a sample of 476 employees in the Egyptian banking sector, a partial mediation model is outlined and tested using structural equation modeling (SEM), aimed to contribute to the literature in the fields of HRM and organizational behaviour. The research results show that Sustainable HRM practices have significant positive relationships with both in-role behaviour and extra-role behaviour, current research shows that employee perception of Sustainable HRM practices is important for their sense of engagement in their work in the bank.
- 7- Study of Akter, S., Sarker, M. (2018): Entitled “Impact of Human Resource Management Practices on the Working Life of Tannery Workers in Bangladesh”. The chosen method of research is Focus Group Discussion (FGD). Four (FGD) have been conducted to collect data between August, 2017 and January, 2018 and all of the discussions were tape recorded by the consent of the respondents. The research has found that HRM practices are mostly absent in the Tannery sector in Bangladesh, and there is no formal and standardized HRM practice.
- 8- Study of Lyskova (2018): Entitled “Quality of Working Life in the Aspect of Human Resources Management” The study actualizes the main tasks of quality management, substantiates the importance of improving approaches to human resources management of an organization, the formation of effective models of quality management of working life, the quality of human resources in the modern knowledge economy, concluded that the quality of working life is a complex and multifaceted characteristic and it is essential to provide a differentiated approach to improving the quality of working life based on the individual needs, motivation, goals, and performance indicators of an employee’s work.

- 9- Study of Bombiak (2018): (Kulla, 2017) Entitled “Manager Competencies in the Area of Human Resources Risk Management” The objective of this research was to carry out a diagnosis of manager competencies in the area of human resources risk management, it was based on the analysis of literature and a diagnostic survey using a questionnaire survey. The research reveals that not all managers have knowledge of human resources risk management, it seems justified to repeat the study in the future, so that the evolution of managers’ attitudes toward this risk type can be diagnosed.
- 10- Study of Kulla, Soetjipto, and Sopiah (2017): Entitled “The Problems of Human Resource Management in the Public Sector in Mimika Regency, Papua” This study conducted in qualitative method, with case study approach, the research empirical data has been collected directly from Mimika Regency Development Planning Agency between January-March 2017, the study concluded that the local government of Mimika Regency especially Mimika Development Planning Agency is expected to be able to identify the current human resource problem and conduct a comprehensive assessment related to their civil servant.
- 11- Study of Abu Amuna, Abu Naser, and (Blankenship, 2017) Al Shobaki (2017): Entitled “Impact of Electronic Human Resources Management on the Development of Electronic Educational Services in Universities” The researchers used the questionnaire as a tool of the study and used the descriptive and analytical approach to achieve the objectives of the study, population of the study consisted of (35) IT staff centers in the Palestinian universities in Gaza Strip, the objective of this study is to identify the impact of electronic human resources management on the development of electronic educational services in the Palestinian universities in Gaza Strip, Results of the study showed that the university system in the provision of electronic educational services affect the process of transition to electronic management of human resources in terms of the use of information technology in some of the functions of human resources management, the results of the study confirmed that the university system has statistically significant effects on the provision of electronic educational services in electronic human resources management.

- 12- Study of Blankenship (2017): Entitled “Human resource managers’ perceptions of soft skills, involuntary employment turnover, and the efficacy of a proposed career pathway model” The purpose of this study was to conduct qualitative interviews of 10 Human Resource Managers to determine their perceptions of the soft skills necessary for successful employment, to determine the primary causes of involuntary turnover, and to determine their perceptions of the proposed Smart Start Pathway to improve potential employee success and employment retention. 10 businesses located in a 9-county region in central Mississippi were purposively selected to participate in this study. 2 of the businesses were service sector employers, and 8 were manufacturers, The study showed that soft skills identified by Human Resource Managers and those skills contained in the training modules of the career pathway model are similar.
- 13- Study of Ringim, Shuaibu, and Yusuf, (2017): Entitled “Effects of Human Resource Management Practices on Cyber Loafing at Work” The study employed Survey research design which is cross sectional in nature, questionnaire was administered by hand delivery and collection with help of Research Assistant to a sample of (168) employees of deposit money banks in Zaria metropolis (Nigeria) selected from the population of (196) employees using simple random probability sampling techniques, the objective of this study is to examine the effect of human resource practices (HRP) in influencing cyber loafing at work, this study therefore concludes that human resource practices (HRP) can potentially affect employee cyber loafing at work.
- 14- Study of Arachchige, and Robertson (2015): Entitled “The effects of Human Resource Management High Performance Work practices on Organizational outcomes: A Sri Lankan perspective” This study explores the extent to which the level of adoption of HPWPs in HRM in Sri Lankan organizations influences selected measures of performance outcomes covering a broad spectrum of divisions, hierarchical levels and processes, including those reflecting the effectiveness of the HRM strategy. The relationship between seven groups of HPWPs and the selected performance outcomes was researched, the results have indicated which practices most significantly impact upon different outcomes

thereby providing organizational decision makers with a guide as to how HPWPs can be employed most effectively to achieve organizational objectives.

15- Study of Boiral, Chen, Jin, and Paille (2013): Entitled “The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study” This field study investigated the relationship between strategic human resource management, internal environmental concern, organizational citizenship behavior towards the environment, and environmental performance, the originality of the present research was to link human resource management and environmental management in the Chinese context. The data consisted of (151) matched questionnaires from top management team members, chief executive officers, and frontline workers. The main results indicate that organizational citizenship behavior in the environment fully mediates the relationship between strategic human resource management and environmental performance, and that internal environmental concern moderates the effect of strategic human resource management on organizational citizenship behavior in the environment.

1.8. Commentary on Literature Review

It is noteworthy that most of the previous studies that were mentioned dealt with the impact of human resources management on a different set of factors and dependent variables, since human resource management is the workplace of the human resource manager, as it reflects the nature of his work, the extent of his efficiency or failure, and his management style and leadership of his subordinates to accomplish the work assigned to them. For the purpose of achieving temporal, spatial diversity, and enrich the study, the researcher reviewed studies that included many countries and intended to include some of old studies so that the time period covered by literature review become more than five years (from 2013 to 2020).

Most of the previous studies that were listed used the descriptive approach because it is the method that has wide resonance in conducting research on the social sciences in particular, including the researches on business administration, for

example the study “Impact of Electronic Human Resources Management on the Development of Electronic Educational Services in the Universities” (Abu Amuna et al. 2017) which found several recommendations, most important of them is the need to take advantage of e-educational services in the activities and functions of human resource management which will improve the work flow. Other approaches have also been used, such as the empirical approach in "Human Resources Management Factors as a determinant of the Quality of Work Life in UBA Plc" by (Dayisi et al. 2020) to examine the relationship between HRM Practices and Work-Life Balances in UNITED BANK OF AFRICA PLC, Lagos. Found that the organization can achieve high performance and profit turnover if the organization can focus more on effective employee engagement and other development programmes for their workforce, it will enhance quality of work life which may in the long-run ensure high productivity. Other methods such as qualitative exploration were used as a study of "The Role of Electronic Human Resources Management in the Efficiency of the Diverse Workforce" by (Blom et al.2019), and Focus Group Discussion (FGD) as in "Impact of Human Resource Management Practices on the Working Life of Tannery Workers in Bangladesh" by (Akter and Sarker 2018).

1.9. The Most Important Characteristic of This Study

The vast majority of previous studies focused on the positive aspects of the extent to which human resources management (ultimately the human resources manager) influenced various factors that could be considered components of the work flow.

These studies used human resources management instead of the human resource manager because it is more common and circulated in all scientific sources of various kinds and the lack of research on the topics of the human resource manager compared to the research that dealt with human resources management (to the knowledge of the researcher). This study, which focused on the negative aspects of the competence of the human resource manager, came by adopting the term "the effect of inefficiency" of the human resources manager to show the other side of the impact of this factor in addition to the other sub-factors that were derived from it on

the workflow in the absence of those elements represented in inefficiency in enterprise. In addition, the researcher has a an ability to understand, read and interpret the results of the research in a more realistic manner than other researchers who have dealt with their research on similar topics and do not work in the field related to a society or the problem of the study, knowing that previous studies did not address this issue in this aspect, the fact that the researcher works in one of the study community institutions, he faces many of the problems that the researcher dealt with in his career, just like the rest of the respondents from the study sample. The results emanating from the literature review have been used to reinforce and support the results of this study, taking advantage of the fact that some of those studies do not directly simulate the subject of the study, using some of the independent elements and variables that these studies deal with, by studying their relationship to the workflow or the factors emanating from it, as well as being guided. Some of these studies, as studies, may differ or agree with the results of this study that were reached by the researcher.

Summary of Chapter One

The researcher began this chapter with the general framework of the study with an introduction that indicated the beginnings of the emergence of human resources and the most prominent activities of human resources management, then presented the statement of the problem and the hypotheses and variables of the study, independent variables which derived from the main independent variable as well as the dependent variable represented by the work flow, and stated the purpose and objectives of the study were presented, the importance of the study, then making a narration and analysis of the literature review that the researcher dealt with, and what distinguishes this study from other studies and the extent of benefit from previous studies and how to employ them to serve the current study.

CHAPTER TWO
THE THEORETICAL AND CONCEPTUAL FRAMEWORK
OF THE STUDY

2.1. Concept and Role of Human Resources Management.

2.1.1. Concept of human resources management.

2.1.2. Roles of human resources management.

2.1.3. Effective human resource management.

**2.1.4. Inefficiency of the human resources manager, their dimensions,
and the reasons for its study.**

2.2. The Concept and Standards of Work flow.

2.2.1. Concept of work flow.

2.2.2. Workflow automation.

**2.2.3. The extent of the influence of the organizational structure in
determining the work flow in the organization.**

2.3. Effect of Inefficiency of the Human Resources Manager on Work flow.

**2.3.1. Variables of inefficiency of the human resource manager that affect
workflow.**

2.1. Concept and Role of Human Resources Management.

2.1.1. Concept of human resources management.

Human resource management, in basic terms, is a management feature that assists managers in recruiting, selecting, training, and developing organization members. HRM, or human resource management, is the method of making efficient and effective use of human capital in order to achieve defined objectives.

The human resources concept began in the (18th) century in Europe, it was built on a simple idea during the industrial revolution by Robert Owen (1771-1858) (a famous Welsh textile manufacturer, one of the founders of utopian socialism and the cooperative movement, and a social reformer), and Charles Babbage (1791-1871) (an English mathematician, philosopher, inventor and mechanical engineer, who originated the concept of a digital programmable computer) (Copeland 2000). In his work, *The Practice of Management*, management guru Peter F. Drucker (1954) coined the word "human resource." Drucker outlines three broad managerial roles in this seminal work: managing the organization, managing other managers, and managing staff and work. Drucker (1954:263) presents the idea of the worker as "a human recourse" in his discussion of worker management and functions.

Frederick Taylor, dubbed the "Father of Scientific Management," was a key figure in the early development of the personnel function. Taylor called for "scientific" staff selection and training in his book *Shop Management*. He also created compensation programs that rewarded employees for achieving and/or exceeding performance goals. Other pioneers were focusing on applying psychological concepts to the recruitment, selection, and training of staff at the same time as Taylor was developing his ideas about scientific management. Early vocational and employment-related testing was used to assign military recruits to appropriate functions during World War I, which helped to improve the field of industrial psychology and its application to the workplace.

Personnel management, which became a distinctly established discipline in the 1920s (at least in the United States), was primarily concerned with the technical aspects of recruiting, interviewing, training, and compensating workers, and was a

"staff" feature in most organizations. Traditionally, the field does not concentrate on the impact of diverse employment practices on overall organizational performance or on the systemic relationships between such practices. In addition, the field lacks a unifying theory.

HRM arose in reaction to the significant rise in economic pressures that American businesses started to face in the late 1970s as a result of factors such as globalization, deregulation, and rapid technological change. Due to these pressures, businesses have become more concerned with strategic planning, which is the process of predicting potential changes in the marketplace (both the existence and the level of the market) and aligning the different components of the enterprise to promote organizational effectiveness. Human resource management (HRM), also known as staff management, consists of all activities performed by an organization to ensure that subordinates are used effectively to achieve individual, community, and organizational objectives. The HR Management role of a company focuses on the human side of management. It is made up of procedures that assist a company in dealing efficiently with its employees at different stages of the job cycle, such as pre-hire, staffing, and post-hire. Planning exercises are part of the pre-hire process. The company must assess what types of job openings will be available in the coming year, as well as the skills required to fill these positions. During the hiring process, the company chooses its employees (The Historical Background Of Human Resource Management).

HRM is a management function that assists managers in recruiting, selecting, training, and developing employees for an organization. Human resource management (HRM) is concerned with the human dimension of organizations. HRM is comprised of the following aspects:

1. HRM entails putting management functions and principles into practice. Employees in an organization are acquired, created, maintained, and remunerated using different functions and principles.
2. Employee-related decisions must be incorporated. Human resource (HR) decisions on various aspects of workers must be compatible with all HR decisions.
3. The effectiveness of an organization is influenced by the decisions made.

4. Human Resource Management Functions are not limited to businesses; they can also be applied to non-profit entities such as education, health care, and recreation. HRM is a collection of programs, tasks, and activities that are planned and implemented to improve employee and organizational effectiveness.

HRM is concerned with an organization's human resources. Because of the complex nature of people, "man management" is a very critical and difficult task. No two individuals are alike in terms of mental skills, tacticians, sentiments, and behaviors; they also vary greatly as a group and are influenced by a wide range of factors. People are responsive; they feel, think, and behave, so they can't be run like a computer or moved and changed like a room layout template. As a result, management staff must handle them with care. ” (Ganesan, 2014).

A diverse set of skills to deal with a variety of circumstances is one of the most important factors of a competent manager or human resource (HR) manager. It is simply managers not enough to have a basic understanding of HR, such as which forms must be completed. It takes a diverse set of skills, as well as a cutting-edge human resource department, to develop and manage staff. The ability to organize is the first skill needed. Given that managers are in charge of people's pay, benefits, and jobs, this expertise is essential. Having files organized by computer skills and time management abilities is essential for success in any career, but particularly in human resources. (Dias, 2012). Human resources/work people execute tasks and accomplish organizational goals, so HR managers play a critical role in achieving organizational objectives. As a result, human resources are important in every organization. The individual in charge of such a role, i.e., human resource manager, is no less important in an organization than human resources at work, in terms of getting the right number and kind of human resources at the right time for company needs, as well as motivating, preparing, and developing the human resources to perform tasks. The human resource manager is a guide, philosopher, companion, pathfinder, path identifier, problem solver, and competence builder. Ulrich (1997) proposed a model for HR professionals that includes various tasks ranging from long-term strategic to short-term operational, with activities ranging from managing processes (HR resources and systems) to managing individuals. Whatever position

the HR manager plays, it aids in the growth and advancement of employees and the company as a whole.

2.1.2. Roles of human resources management.

The following is a summary of the HR manager's roles and functions (Shruti, B.):

1. **Advisory Role:** One of the most important responsibilities of an HR manager is to advise top management on human resource management and growth in order to achieve organizational goals. In light of the company's vision, purpose, and long-term planning, HR executives advise upper management to develop effective HR policies and procedures that will support the transformational process of dynamism by causing a perceptible shift in the minds of employees.
2. **Developmental Role:** The HR manager develops employees in order to achieve company goals by improving their awareness, skills, abilities, aptitude, attitudes, values, and beliefs, among other things. A dynamic organization requires dynamic workers, and changing an employee's mindset to embrace the dynamic process is only feasible when all potential areas for growth and development are reinforced.
3. **Motivator's Role:** One of the HR manager's responsibilities is to inspire workers to accomplish personal and organizational objectives. The HR manager fulfills this task by implementing incentive programs. The HR manager's role in creating mutual understanding, mutual confidence, and mutual trust motivates employees to perform at a high level.
4. **Executive Role:** The HR manager is responsible for putting strategies, programs, and decisions into action. The tasks of formulation and implementation are intertwined and equally essential for achieving organizational objectives. For the organization's smooth running and efficiency, the HR manager serves as an executor of policy decisions.
5. **Disputes Prevention Role:** With the introduction of grievance handling machinery, collective bargaining mechanisms, fair approaches to disciplined management, quality of working life, participative definitions, and the like, HR managers take remedial and prophylactic steps to redress and avoid grievances and disagreements in order to introduce unity and peace to an organization.

6. Role of the Decision Maker: The HR manager is the ultimate decision maker in terms of human resource management and production. He develops organizational policies and program goals in the area of human resources.
7. Developmental Role: The HR manager's function is to develop employees in order to achieve company goals by improving their knowledge, ability, abilities, aptitude, attitude, value, and beliefs, among other things.
8. Coordinator's Role: HR executive coordinates the role of designing, translating, and putting into action HR programs and policies by line employees, as well as developing a team spirit among them.
9. Strategist Role: HR managers assist in the implementation of the organization's business plan by introducing and implementing HR strategies.
10. Monitoring Role: The HR manager serves as a regulator/monitor to ensure that HR policies, practices, and programs are effectively managed to achieve their goals.
11. Recruiting and hiring – This is the process of identifying potential sources of manpower and putting in place effective strategies to attract manpower in sufficient numbers so that a company can select a productive workforce.
12. Training and growth – These processes aid in the enhancement and enablement of people's capacities to improve their skills and trust in order to perform more effectively.
13. Competency growth – A competency is a group of similar knowledge, skills, and attitudes that influence a significant part of a person's work. Training and learning will help to boost it.
14. Organizational improvement – This is an initiative by the entire organization to improve its efficiency, viability, and growth.
15. Communication – This is an operation that entails the transmission of useful knowledge. All relevant information must be communicated to workers by HR at all times.
16. Performance management focuses on enhancing the organization's, workers', and various other services' performance.
17. Employee relations – This is a philosophy that aims to improve employee relationships.

According to R.L Mathis and J. H. Jackson (2010), HR management can perform a variety of functions. The essence and scope of these positions are determined by what upper management needs HR management to do, as well as by the HR staff's demonstrated competencies. In most cases, HR is divided into three positions:

1. **Administrative Role of HR:** Human Resources management's administrative position has been heavily oriented toward administration and recordkeeping, which includes important legal paperwork and policy enforcement. HR's administrative function has undergone significant changes in recent years. Greater use of technology and outsourcing are two big shifts driving the transformation of administrative functions. HR's administrative productivity and responsiveness to staff and managers have both benefited from technological advancements. Furthermore, HR roles are becoming accessible online or through the use of Web-based technologies on the Internet. Most HR operations, from job applications to employee benefits enrollments to e-learning using Internet-based services, depend on technology. Many HR administrative tasks are increasingly being outsourced to vendors. Employee assistance (counseling), retirement planning, pension management, payroll services, and outplacement services have all seen a significant increase in the outsourcing of HR administrative tasks.

2. **Operational and Employee Advocate Role for HR:** HR managers oversee most HR tasks in accordance with management's plans and operations, and they work as employee "champions" for employee problems and concerns.

HR is sometimes referred to as an organization's "employee advocate." They serve as a voice for employees' needs and devote a significant amount of time to HR "crisis management," which involves coping with both work-related and non-work-related employee issues. Employee activism aids in ensuring that all workers are treated fairly and equally, regardless of their personal backgrounds or circumstances. HR's advocate position may often cause friction with operating managers. Employers could face even more litigation and regulatory concerns if the HR advocate position were eliminated. In order to define and enforce needed initiatives and policies in the organization, HR practitioners must collaborate with different departmental and operating managers and supervisors.

The essence of operational operations is tactical. Job applications are processed, current vacancies are filled via interviews, supervisors are qualified, safety issues are addressed, and wage and benefit questions are answered, all in accordance with equal employment opportunity and other laws. The HR manager aligns HR functions with the organization's goals in order to carry out these tasks.

3. Strategic Role for HR: HR's administrative function has historically been the most important. HR needs to undergo a larger transition such that clerical work consumes far less HR time and resources. In a variety of HR fields, there are distinctions between organizational and strategic positions.

HR practitioners who play a strategic HR role are pragmatic in dealing with market realities and reflecting on potential business needs, such as strategic planning, compensation plans, HR efficiency, and assessing outcomes. HR, on the other hand, does not always play a key role in formulating overall organizational strategies; instead, it merely implements them through HR activities in certain organizations. Many executives, administrators, and HR practitioners are increasingly recognizing the importance of HR management as a strategic contributor to an organization's business performance.

HR should be in charge of determining what an employer's real human capital costs are. HR's function as a strategic business partner is often characterized as "having a seat at the table" and contributing to the organization's strategic direction and progress. That means HR is active in both developing and executing strategies. Not only to raise employee morale or logistical efficiencies, but to provide financial experience and deliver financial results is part of HR's commitment. As a result, a major problem for chief financial officers (CFOs) is whether HR executives are capable of assisting them in planning and meeting financial obligations.

2.1.3. Effective Human Resource Management.

A plan that defines an organization's approach to recruiting, retaining, and empowering a workforce that will allow it to thrive is required for successful human resource management. The following are essential characteristics of a successful HR strategy: (Greene and Ronza).

1. It is appropriate for the organization.
2. It aligns the organization's human resource management practices and activities with its approach.
3. It connects the various HR functional strategies (staffing, growth, performance management, rewards management, and employee relations).

“Aligning Human Resources Strategy With Organizational Context” offers a framework for developing an HR strategy that is appropriate for the company at the moment. This model can be used to help create a human resource management plan if one does not already exist or has not been explicitly identified, as well as to assess the current efficacy and appropriateness of an established strategy. Once an effective plan has been developed, policies and initiatives can be evaluated to see how well they complement the strategy. The model is dynamic, which means that if any of the contextual factors shift, the HR approach must be re-evaluated. The degree to which the HR approach is tailored will also be a factor.

HR Functional Strategy Integration: The organization's human capital needs will be primarily determined by the context in which it operates and the approach it chooses. The human resource management approach must then be developed to create a workforce capable of carrying out the organization's strategy when working within the context. The HR strategy must allow the organization to staff operations with the right people, improve those people so they can do what is necessary, identify and assess success on a continuous basis, and properly reward individuals and units based on the results achieved.

As an example, the utility may describe its HR strategy by defining the strategy in each of the functional areas as follows:

Staffing: Management and technical staff will be recruited based on their education and experience, as well as their cultural fit. Professionals who have recently graduated will be in the top one-quarter of their class. Those performing permanent core roles will be employed full-time and on a permanent basis, with contractors on large projects requiring non-recurring jobs or non-core tasks supplementing the workforce.

Development: Internal training programs, supplemented by occasional formal education at external institutions, are used to develop professional staff. Internal management preparation is offered as part of a planned ongoing growth program. Depending on their needs, staff professionals can be educated both internally and externally.

Rewards: Total remuneration would be on par with or better than the private sector average. For high-performing technical, skilled, and administrative employees, direct pay levels would be (10-15%) above the market, with base pay levels set at 90% of the market average and bonus award opportunities of (20-25) percent. The wages of all other employees will be competitive, and top performers will be eligible for higher pay raises and significant cash incentives. Management and employees will be entitled to purchase stock options. Professional staff and annual profit-sharing arrangements would have the necessary resources.

Both employees have the ability to win cash and stock awards. The benefits package will adequately protect them against major threats to their standard of living (illness, disability, pre-retirement death, unemployment and retirement). Benefit program options will be offered on a flexible basis, driven by employee choice, and defined contribution retirement plans will be used.

This description of the utility's HR strategy defines its value proposition as an employer, and it becomes its "name." The HR strategy must spell out how people will be hired, created, and rewarded, as well as how their success will be described, evaluated, and rewarded. From the perspective of the company, the HR plan must define how its human resources will be used to help its strategy and achieve its goals.

The Bottom Line of HR Strategy

An HR strategy must produce the type and level of success that allows the company to achieve its goals and fulfill its mission. There are four prerequisites for workers to perform:

1. They must be able to complete the task at hand.
2. They must be given permission to do so.
3. They must want to do it.

4. They must know what “it” is. As previously stated, HR methods and initiatives must be effective in order to promote the desired level of success for individuals and units.

2.1.4. The Human Resources Manager`s Inefficiency, their dimensions, and the reasons for its study.

Inefficiency is defined as: inability to make the best use of time or resources, a failure to maximize productivity; a lack of organization or skill that wastes time, energy, money, or other resources, is a situation in which someone or something fails to make effective use of resources such as time, materials, or labor, It was the first use of inefficiency (1749) in the meaning defined as the quality or state of being inefficient or something that is inefficient. (Merriam-Webster. (n.d.).

Human resource departments are crucial to any organization; they are in charge of managing the organization's administrative functions. As a result, it has a major effect at all levels of the organization. The organization can't avoid significant legal, financial, and productivity problems if it does not have successful HR management. These issues could eventually lead to its failure.

In the case of an inefficient recruiting process, effective recruiting is vital for any enterprise, particularly one that is rapidly expanding. A human resources manager is typically in charge of the corporation's recruiting needs and conducts interviews with candidates who can meet those needs. Enterprises can mishandle this critical process if they do not have proper HR management. This can result in unqualified workers, over-or under-staffing, or recruiting employees with a dangerous criminal background that are ignored.

Another matter that indicates the inefficiency and weakness of human resources management is represented by the high rate of turnover. Employee discontent can go unnoticed if proper human resource management is not in place. Employees would be more likely to look for work elsewhere as a result. In this situation, discussing their reason for leaving requires an effective exit interview with a trained HR professional. If this meeting does not take place, there will be no one to

pass on the important details, and serious company problems will go unanswered, resulting in high turnover rates.

Because the happiness and job satisfaction of a company's employees play a large role in its success. If employees are constantly quitting or being unproductive due to a negative work environment, the business loses time and money. Further, the organization will also have to frequently undergo the training and hiring process while simultaneously losing people with specialized knowledge of the company. Overall, it is likely to stifle its expansion. Poor HR management will likely spread to impact all levels of the company. Such negative impacts may include employee conflict, lack of recognition, inadequate training, and poor team building, among other issues. Morale in the workplace. (Teigeler, 2019).

A poor HR planning and management or inept human resource department would have a negative impact on the organization, as there will be no or inadequate employee training and retraining. Furthermore, if the executive team does not pay enough attention to HR best practices, it will result in sloppy decision-making and crucial errors. If the HR system is ineffective, they run the risk of hiring employees who do not have the organization's best interests at heart. Poor human resource planning as a consequence of HRM inefficiency is one of the causes that harms the organization; it has long-term and immediate implications for management practices, employee recruiting, business sustainability, and organizational functioning: (Foster, 2017).

Employee requirement mismatch, Recruiting and attracting the right people is a continuous operation. An HR professional with poor communication skills and a lackadaisical attitude will be unable to address organizational and workforce requirements. When there are openings and work listings, they are not required to fill the positions with anyone who applies or with unemployed family members and friends simply because they are unemployed. Instead, employ people who have the necessary skills to complete the job efficiently.

There are several disadvantages to having a poor HR scheme. It may lead to weak teamwork and personality clashes, and even the most seasoned workers can feel uneasy in the workplace. On the other hand, their abilities would be grossly

underutilized. Incentives, encouragement, and efficiency will all suffer as a result of inadequate HR preparation.

Poor human resource planning can have a negative impact on an organization's productivity. Employees who are not productive will be disengaged from their specific job responsibilities and duties. Lack of progress, motivation, and poor management practices are all factors that contribute to an unproductive workplace.

An effective HR team ensures that both employers and staff have access to the preparation and services they need to achieve the organization's objectives. If HR fails to incorporate organizational morale and successful management preparation, employee efficiency may suffer.

2.2. The Concept and Standards of Work flow.

2.2.1. Concept of Work flow.

A workflow is a sequence of activities that is coordinated and repeatable and is made possible by the systematic organization of resources into processes that transform materials, provide services, or process data. (webmaster@ftb.ca.gov, 2009).

Its concept's origins are unknown, but they can be traced back to a 1921 railway engineering journal (Saunders, 1921). A workflow is a coordinated and repeatable pattern of activity made possible by the systematic organization of resources into services, information processing, or material transformation processes. A work flow is a synchronized and repeatable pattern of activity that is made possible by the systematic organization of resources into processes that transform materials, provide services, or process data. (webmaster@ftb.ca.gov, October 2009).

As previously stated, despite the fact that the term (work flow) encompasses a wide range of trends and concepts due to its broad and inclusive definition, the focus of this research will be on what is directly related to organizations and establishments on the administrative and service side.

Organizations that can streamline work flows ensure that their internal processes run smoothly and efficiently, resulting in desired outcomes while lowering operational costs. Organizations, regardless of industry, have many internal work

flows that work together to complete a larger task. Similarly, businesses have a variety of internal work flows, such as order fulfillment, marketing promotions, and inventory management. Organizations can fall behind if these processes are inefficient, resulting in unnecessary costs, long wait times, and poor results.

Organizations that can streamline work flows ensure that their internal processes run smoothly and efficiently, resulting in desired outcomes while lowering operational costs. Organizations, regardless of industry, have many internal work flows that work together to complete a larger task. Similarly, businesses have a variety of internal work flows, such as order fulfillment, marketing promotions, and inventory management. Organizations can fall behind if these processes are inefficient, resulting in unnecessary costs, long wait times, and poor results. Organizations can improve individual process performance and streamline workflows by conducting detailed monitoring and analysis. Organizations can reduce the time and capital required to run a process while still achieving the desired results when processes are optimized. As a result, businesses should be aware of how to streamline workflows and the advantages that efficient operations can provide.(Chloe Henderson, 2020).

2.2.2. Work flow automation

A workflow is made up of a series of linked (concatenated) phases. The flow paradigm is emphasized, in which each phase proceeds without interruption or gap and ends exactly as the next phase is about to begin. This idea is related to single-resource activities that do not overlap.

It is a representation of a series of operations that are designated as the labor of a single person, a group of people, a staff organization, or one or more basic or complicated systems. Workflow can be thought of as a simplified version of actual work. Workflow can be a view of real work under a particular aspect for control purposes, acting as a virtual depiction of actual labor. It's possible that the flow being described refers to a paper or a process. Workflow principles are intertwined with other organizational structure notions like silos, functions, teams, projects, policies, and hierarchies. Workflows can be thought of as one of the most basic organizational

building blocks. The connections between these notions will be discussed later in this entry.

Its operations use the word workflow to capture and develop human-machine interaction. The goal of NocSmart is to turn day-to-day work in the NOC into workflows that may be started by pressing a button or triggered automatically by an event. Existing procedures should be examined, and a workflow should be created that includes all steps of the automation process from beginning to end. These phases are as follows:

1. Processes: A process is a more specific concept than a workflow, and it can refer to physical or biological processes. A process can be separated from a workflow in terms of work concepts by the fact that it has well-defined inputs, outputs, and aims, whereas the term workflow can refer to any systematic pattern of activity (such as all processes occurring in responding to a website outage).
2. A plan is a statement of the logically necessary, somewhat ordered set of activities required to achieve a certain goal under certain starting conditions. When combined with a schedule and calculations for resource allocation, a plan entirely specifies a specific instance of systematic processing in the pursuit of a goal. A workflow can be thought of as a (often optimal or near-perfect) implementation of the processes needed to carry out the same plan again and over again.
3. Flow control is a control concept applied to workflows, to distinguish it from static control of buffers of materials or orders, to meaning, instead, a more dynamic control of flow speed and flow volumes in motion and in process. Such a focus on dynamic aspects lays the groundwork for more complex controls, like provisioning a virtual machine for a single automated job.
4. In-transit visibility is a monitoring notion that applies to both completed jobs and work in progress, or workflows in the process of being completed. This visibility would provide the essential KPIs to assess a workflow's success and return on investment.

HR services are better able to automate boring operations and focus on strategic work that changes employees as automation becomes more prevalent.

To make the most of the power of work flow automation, implement work flow automation for HR processes over an employee's whole lifespan. Workflows aid in the elimination of manual work at each touch point while also promoting process uniformity and employee engagement, from hiring to offboarding.

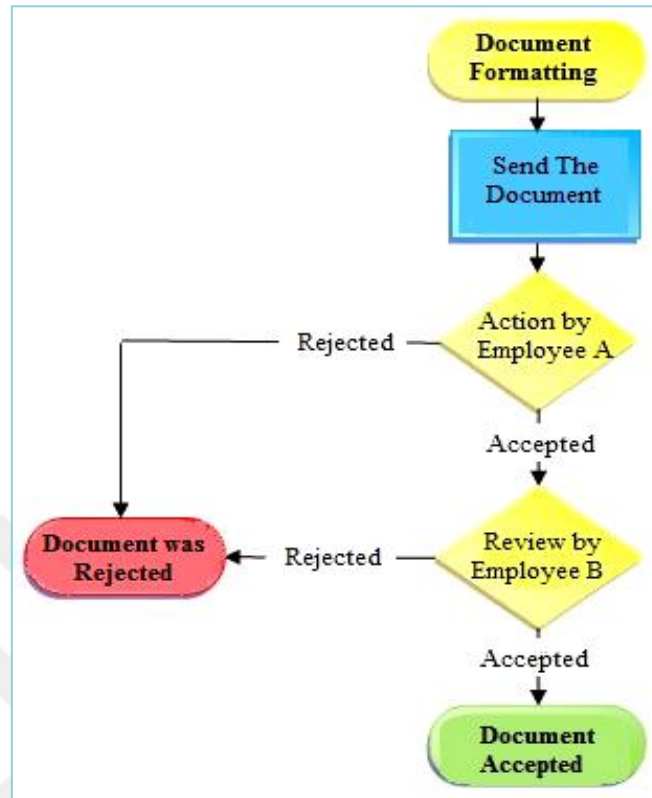
Employee data management, the personnel management system, is a universal tool for efficient employee data administration; it defines job profiles, manages employee qualifications and tasks, maps a job index and a company's organizational chart, and plans or documents employee training and further education.

Increase compliance and employee engagement by automating HR tasks, Human resource departments are in charge of important business activities such as hiring, onboarding, performance reviews, internal request handling, and offboarding, all of which have an impact on employees' lives. Traditional approaches result in longer cycle times, manual errors, and less-than-optimal operations. Another advantage of automation is that it provides a foundation for any functioning personnel administration. This is the personal and organizational master data, in the case of HR. The person or organizational object (team, department, position) is in focus with Workflow's configurable solution, and all "associated" data is only two clicks away.

The following are some of the most popular digital workflow systems:

- 1) ERP Linkit for corporate resource planning is specifically intended to provide control of the management and operation of any small or medium project by simplifying the key activities of the many operations, contributing to better project management and operation.
- 2) Finance and Operations Dynamics 365. (07/25/2019).
- 3) Microsoft SharePoint is a web-based collaboration tool that allows employees to collaborate with others over the internet. Workflows are pre-programmed mini-applications that help to automate and streamline a variety of business operations. Workflows can be used to collect signatures, remarks, or approvals for a plan or document, as well as to track the present status of a routine. SharePoint workflows are built to save time, effort, and increase consistency and efficiency in all of the actions that workers do on a regular basis.

Figure 2-1. An example of work flow procedures



Source: Created by the researcher.

As shown above in Figure (2-1), the workflow process begins with the preparation and editing of the document, followed by many procedures, and ends with either approval or rejection of the document. In the same stages that it went through previously, they end with either acceptance or rejection of it again.

2.2.3. The extent of the influence of organizational structure in determining work flow in the organization

The organizational structure is not just a term for the complexity of the matter for managers and directors of organizations, whether emerging or even existing for years and need to change the structure system, but rather an organizational matter to improve its performance, when an organization places the wrong people in the wrong places, it is quickly undermining the business. It causes disorder when one is unable to organize an effective way of communicating with business workers or identify

how information is conveyed from one individual to another inside institutions. The institutional structure, departments, and all staff are all determined by the organizational framework.

Even if the organization has a good team and the skills and experience to do the most difficult work, what happens is a delay in completing the work and delivering it after the agreed-upon time, resulting in a breach of trust between the organization and the service recipient. This is likely to occur as a result of poor role organization within the team.

The organizational structure allows organizations and firms to expand, focusing on the overall goals of the organization instead of focusing on the objectives of each department, strengthening the skills of teams, regulating resources, communicating better in proportion to the nature of work, defining roles and duties from the beginning.

The organizational structure has evolved over time from a hierarchical, bureaucratic form to self-management, but before deciding on the model of organizational structure for the institution, it is vital to understand some fundamentals:

Chain of command: It clarifies who is providing the reports and information to who within the organization. It is divided into two types:

Long administrative hierarchy: in which the hierarchy is long (in vertical terms) in the sense that the number of layers of managers is many, and this makes the decision-making process very slow.

Short administrative hierarchy: the hierarchy is short (in vertical terms), meaning the number of levels of managers is few, this gives responsibilities and delegates to more than one person, which increases the speed of decision-making, and at the same time each manager is responsible for a larger number of the team and has the authority and freedom to take the decisions he deems appropriate.

Span of control: It shows the number of subordinates who can negotiate with top management effectively. The greater the ratio of subordinates to bosses, the greater the span of control.

Centralization: It means whoever makes decisions in the organization, and it takes two approaches:

Central: The authority is limited to a single entity within the institution, that is, the power that the employees possess is little or almost non-existent, so most decisions need great powers to be taken, and this disrupts a lot of work. For example, when there is a request to purchase equipment for a place of little value, then the company director needs to approve this decision, even though it is not important for him to take this path.

Decentralization: the authorities in it are distributed over the entire organizational structure, that is, each class of managers has great powers, which makes decisions faster, and control is less intense. Here, each manager has a specific budget that he can control as he deems appropriate.

Specialization: It shows how well the members of the organization know what they are doing. That is, it shows how the work is divided, the degree of division of activities and tasks within the organization between individuals and each other. There are high degrees of specialization that make employees able to discover problems and solve them, which increases productivity. There are organizations that allow for fewer degrees of specialization and more flexibility. Through this type, a variety of tasks can be confused.

Formalization: The degree to which the tasks and activities that employees carry out within the organization are governed, or how are the jobs organized within the organization,, in some formal organizations that they are severe, that is, there are precise rules for every work and the freedom given to workers is limited, and this form is found in large-sized institutions so that they can be easily contrived,, in some formal organizations that they are severe, that is, there are precise rules for every work and the freedom given to workers is limited.

Division / Departmentalization: It defines how an organization is divided into teams with specific functions and how these teams and each other are communicated. If the

management is rigid and strict, then the interaction between the teams and each other will be limited, and this type is not preferred at this time. As for departments that are more understood and flexible, communication between teams and some of them is easier, which encourages the exchange of ideas and more innovation.

Factors that determine the appropriate structure of the organization are:

- 1- Organization strategy: The organizational structure should support the strategy of the organization and go hand in hand with the goals that the organization wants to achieve. For example, in the case of striving for the workplace to be stable and stable, then the desire for more formalization and centralization in decisions will be directed, but if the goal is towards innovation and cooperation, then that means more freedom and decentralization.
- 2- Enterprise size: The management of large enterprises or organizations differs from medium to small. Each of them has a different style of management due to different resources, operations, budgets and team size. Not only that, but also the volume of dealings with others.
- 3- Work environment: The surrounding work environment greatly affects the choice of the appropriate organizational structure, as well as the cultural, economic and social environment as a whole affects the decision to choose the organizational structure.
- 4- Enterprise culture: The culture that shapes the values, principles and behaviors that the administration deals with its team. For example, if that culture basically gives employees freedom, creativity and innovation, then this indicates the trend for a structure that is more decentralized and informal. (<https://www.baianat.com/ar/articles/how-to-control-your-workflow-with-organizational-structure>.)

2.3. Effect of Inefficiency of The Human Resources Manager on Work flow.

2.3.1. Variables of inefficiency of the human resource manager that affect workflow.

Government service institutions are regarded as one of the most important institutions based on the importance of the human element; thus, the importance of the efficiency of the human element, particularly with regard to human resource management, will have a distinct impact on the functioning and procedures of work in these institutions.

Among the most important elements that affect the workflow regarding the inefficiency of the human resources manager are the following:

1- Low Performance:

Performance evaluation work is regarded as one of the most essential measurements of employee performance, and it is used to describe a person's success at all levels of management, including human resources management. Individual group mismatches can have a negative impact on the company's business and cause it to slow down. As a result, performance and human resource management must be viewed strategically in order to improve the individual and demonstrate high levels of alignment with the business and the group. (Isik Cicek¹ and Mustafa Demir², 2015).

In order to meet the minimum requirements for success, Paulsen (1991) and Boyett (1988) proposed a winnings-sharing program. The main idea of winnings-sharing is to motivate members, including HR managers, to improve their job performance and thus increase productivity and work flow. (Lucia, 2009).

(Chandrakantan Subramanian et al) studied the liaison between organizational performance and human resources and found that training and development hones the required quintessential skill and knowledge which further enhances work performance of the employees and organizational performance in whole and evaluation as one of the important human resources management practices has a positive relationship with public performance, efficiency and productivity of the Foundation. (Pathak, K. (2005).

Low performance could be caused by the additional workloads that the remaining staff are expected to handle. Anxiety sets in at this point, profoundly affecting employee morale and performance (Porter, 2006). Studies have been made to diagnose poor performance and problems as well as seek to find solutions to them.

There is a strategy used to study human performance is to examine the process of a root cause analysis with a deeper aim of the performance problem, and the strategy comprises of the steps listed below (MacIsaac, 1996, p. 2):

- Recognizing an issue-recognizing that the present cause analysis methodology in performance management requires some modification or change.
- Planning entails gaining a better grasp of the problem and devising a strategy for dealing with it.
- Action entails putting an intervention into action.
- Collecting relevant feedback during and after the intervention is referred to as feedback.

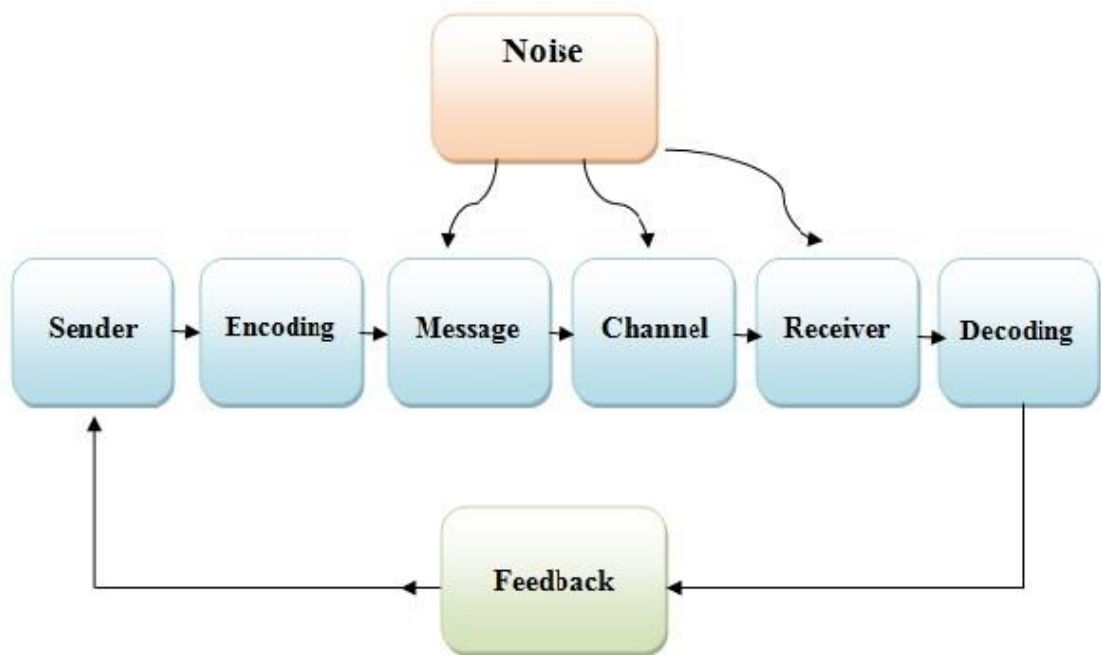
2- Poor Communication Skills: Communication skills are the abilities you use when giving and receiving different kinds of information. It is the process of exchanging ideas and information in order to create a common understanding and trust among the human elements in the organization, production, transmission and exchange of information, ideas, opinions and feelings from person to person with the intent to influence it and trigger the desired response (Alkhawaja, 2020).

The ability to communicate is a necessary life skill that can only be improved with time (Paul and Helen, 2013).

No group, it is often believed, can exist without communication. Any task or commercial transaction that requires more than one person may only be completed with the help of communication. As a result, communication is defined as the process of conveying or sharing information through speech, writing, or some other medium (CIPM, 2007). The sender is the person who initiates communication, while the receiver is the person who receives it. It's practically impossible to interact on a regular basis without verbal or other forms of communication. Two or more people

can communicate by sending and receiving information. Data, recommendations, ideas, opinions, beliefs, attitudes, directions, and emotions are all examples of information transmission expertise. (Bello-Imam and colleagues, 2007).

Figure 2-2. The Communication process.



Source: Prepared by the researcher.

The figure number (2-2) shows the communication process, which consists of six main elements, starting with the sending party, encryption, the message, the transmission medium for the communication or channel, receiver party, and finally decoding the message, This communication process is accompanied by noise that may disturb the message, which sometimes leads to not receiving it properly, as well as the other process, which is feedback or feedback, which is a reaction by the recipient.

In human resources management, there are various types of communication.

Oral and written communication are the two most common methods of communication in HRM. Managers employ both channels, but in most cases, it is best to convey the information through one.

(University of Port Harcourt., Journal of Management Sciences volume 4, 2019). Orally, one-on-one, allowing for immediate feedback.

The written channel enables for reinforcement and keeps track of the occurrence. The Grapevine, on the other hand, was added by Akindele (2007) as a method of informal communication in organizations.

Communication and human resources management:

A Human Resource Manager's most important tool for developing and maintaining a well-functioning work team is communication. This is because all HR responsibilities are aimed at managing personnel in order to achieve the organization's success. All of HR's responsibilities, for example, cannot be fulfilled without effective communication with employees. If there is to be a change in the organization, it must be communicated to the employees, who will then be the ones to put the change into action. There will be no successful communication of any change if it is not communicated effectively.

University of Port Harcourt., Journal of Management Sciences volume 4, 2019).

If there are, the employees will be unable to impact change, and so the HR goal will be unable to be met. HR uses communication to plan, direct, coordinate, and control employee activities, as well as to identify and meet their goals and expectations.

Effective communication obstacles

When a message is misconstrued, problems develop in communication, this issue arises as a result of misinterpretation of intended messages, some of these differences are within our control, but others are not, and being aware of them influences how effective communications are. Distractions and distortions, according to Akindele (2007), are two key hurdles to effective communication, distraction happens when the communication process is disrupted, on the other hand, distortions

can be a planned or unintentional derailment of the communication process, it relates to how people change their messages, whether intentionally or unintentionally. These impediments to successful communication are referred to by Paul and Henry (2013) as "noise." Noise reveals communication difficulties. Because of certain interference, it is possible that a message sent by the sender is not received by the recipient.

The following are some of the obstacles to efficient communication:

- Obstacles depend on language (graphical mistakes, verbalism, etc.)
- Physical barriers, such as noise, invisibility, and physical problems.
- Psychological roadblocks (anxiety, boredom, nervousness).

3- *Weak leadership capabilities:* Because there are so many various types of leaders, there are no universal attributes that must be present in all of them. An effective leader, on the other hand, depends on a variety of personal attributes to assist them deal with a variety of situations and obstacles. Leadership is an important part of human behavior, and there are various definitions of leadership in the literature. The influence theme is a more widely accepted definition: leaders who persuade people to achieve goals and improve organizational performance. It does not imply that the leader has influence over his followers. In order to attain the goals that the leader desires, the followers adopt the leader's approach to achieve the desired results. The leader is responsible for overseeing the planning and execution of activities in order to fulfill the organization's objectives.

There is a distinction between management and leadership; management is focused with the company's short-term challenges, whereas leaders take and consider a broader perspective.

The majority of leadership theories have arisen in businesses to help them attain their corporate objectives and aims. The theories are divided into four categories: behaviors, attributes, control, and situations (Mintzberg, 1973). Current theories, on the other hand, are correlation-based on the cooperation between the leader and the followers, on the other hand.

Styles of leadership:

The different forms of leadership styles take into account who the leader is, what he says, and how he directs his followers. This research employed an authority and decision-making method. However, a review of a few specific leadership styles demonstrates a level of accountability between the leader and his employees.

Five different leadership styles:

According to Lall & Lall (1979), there are five types of leadership:

1. Leadership style that is autocratic: Academicians have criticized the current generation of employees for their resistance to dictatorial leadership. This leadership style is appropriate in some instances if the staff is under-trained. Autocratic leadership can be used in situations where other styles of leadership are not working. This is a leadership style that the younger generation avoids. However, when employees aren't properly trained and subordinates aren't responding to other leadership styles. This leadership style might be effective, this leadership style, however, must not be used in situations when people offer their talents, knowledge, and willingness to work, because the subordinates are solely reliant on the leader's decisions and are not involved in the decision-making process, the followers' personal development is jeopardized.
2. Bureaucratic Leadership Style: In this leadership style, policies, rules, processes, and regulations are blindly followed. This leadership style is successful in situations where repetitive tasks are performed regularly. If a choice is not made in accordance with policies and procedures, they will go to the next level of decision-making. This type of leadership is likely to occur in each division that deals with accounting and currency. However, employees may be uninterested in their tasks. This is particularly useful for those who have very rudimentary abilities and whose performance falls short of expectations.
3. Laissez Faire Leadership Style: This type of leadership style does not guide or direct its subordinates. These leaders empower their subordinates to make decisions without constraints, and the followers or subordinates make their own choices. This is the contemporary leadership style that most organizations use. In

this technique, the leader must be aware of their subordinates' knowledge. The leader assumes that the personnel are sufficiently trained, intelligent, and qualified. Employees in knowledge-based organizations, such as software companies, like working independently and solving challenges.

4. Charismatic Leadership Style: The leader focuses on himself and tries to be charismatic in this leadership style. Subordinates were converted into advocates for the cause. Benefits: This type of leadership necessitates a large number of followers who will support the leader's viewpoints and protect his roots. Cons: This leadership style has a propensity to lean toward bureaucratic management.
5. Democratic Leadership Styles: This is a contribution leadership style in which the leader considers the efforts of their subordinates when making decisions, and the leader educates their group about the activities in which they are involved, even though the team participates from the start in executing them. It helps the members of the group in any circumstances. In all areas, this democratic leadership acts as a mentor and motivator for its group members. Although the employee's contribution plays a role, his remuneration and incentives will be determined by his performance. The democratic leadership style is most effective when subordinates are engaged and actively participate in decision-making. Multi-type projects, on the other hand, necessitate contributions from other divisions and staff, whereas technology-based projects necessitate extensive support from other divisions and are also up to date. However, the issues are inappropriate for these leaders.

4- *HR Manager Poor Developer of Others*: One of the most important HR tasks is training and development, most businesses consider training and development to be an important aspect of their human resource development strategy. Organizations all around the world have been putting more emphasis on this since the turn of the century. Many organizations have enforced annual training hours for employees, taking into account the reality that technology is rapidly deskilling workers. Training and development are frequently confused; while they are distinct in certain ways, they are both parts of the same system. Employee development entails providing opportunities for employees to grow.

In contrast to training, which focuses on current employment, it is more long-term or future in nature. It may also focus on other aspects of development rather than just career opportunities inside the existing organization.

Employee training and development is a critical role of Human Resource Management and Development, according to McClelland (2002: 7), and it helps to boost productivity and employee motivation. In the face of emerging technologies, employees should be given greater opportunities to expand their abilities. Employee training necessitates a pleasant working atmosphere, precise job standards, and a desire to work. It also fosters a sense of belonging among employees (Trainor, 2009). The process of developing the employee without giving him an opportunity to practice what he learned during the training program that was prepared, and the organization's lack of a formal process for collecting training needs and analyzing skills and competency gaps, all of this will lead to wasted effort in terms of time and money as a result of the lack of planning for that development.

Employee Development Is Lacking, the cost of employing a new employee is high, and there is no guarantee that the new recruit will be a suitable fit for the position. As a result, many organizations provide education and training opportunities in order to boost their chances of promoting people from within. Today, employees may never learn the skills necessary to take on supervisory positions, executive responsibilities, or highly technical jobs if we do not invest in employee development. We will spend more money attempting to acquire outside talent while our current workforce stagnates.

Summary of Chapter Two

The aim of the researcher in this chapter is to identify the theoretical and conceptual framework of the study through three sections to talk about the Concept and Elements of the Human Resources Manager, The Concept and Standards of Work flow, and then the Effect of Inefficiency of the Human Resources Manager on Work flow.

CHAPTER THREE
METHODOLOGY OF THE STUDY AND
PROCEDURES

3.1. Approach of The Study.

3.2. Population and Sample of The Survey.

3.3. The Study Tool.

**3.4. Test The Normal Distribution (Normality) of The Exploratory Sample
Data.**

3.5. Validity of The Questionnaire.

3.6. Stability of The Questionnaire.

3.7. Test The Normal Distribution of The Study Sample Data.

3.8. Statistical Methods Used.

3.1. Approach of The Study

The researcher uses descriptive and the analytical method will be used that depends on the study of the phenomenon as it exists in reality, describing it accurately, and expressing it in a qualitative and quantitative expression, this approach is not sufficient when collecting information related to the phenomenon to investigate its various manifestations and relationships, but rather to analysis, linking, and interpretation to reach conclusions.

For the purpose of collecting data in this study, there are sources used and relied on. The most important sources used are:

- 1- Secondary sources: These resources are published books, papers, researches, articles published in science, publications related to study, databases, dissertations, and periodical journals. Journals are important because they are the most original sources during the process of gathering secondary information to conduct specific research in a study. (Maistrenko, 2015).
- 2- Primary sources: In addition to the secondary sources used by the researcher, which are insufficient alone to achieve the objectives of the study, so the researcher adopted initial sources, the most important source is the questionnaire that depends on the collection of initial data to address the analytical aspects, which were specifically designed to cover the applied framework.

3.2. Population and Sample of The Survey

The survey community includes public servants working in the governorate of Salahaddin in Iraq, in Salahaddin Investment Commission and the Directorate of Electricity Distribution of Salahaddin, as well as other staff members working in other departments, such as Directorate of Education, the total of the survey population was about (500) public servant of those directorates.

Table 3-1.Population and Sample of the Survey.

Seq.	Items	Numbers	Percentage
1	Population of the survey	500	
2	Sample of the study	265	53%
3	Received questionnaires	259	97.7%
4	Excluded questionnaires	2	0.77%
5	Questionnaires that meet the conditions	257	99.2%

Source: Prepared by the researcher.

Because of the homogeneity in the study population of (500) civil employees working in Salahaddin Governorate, the researcher used the systematic random sampling method to calculate the study sample from the following formula: -(Moore et al, 2003).

$$n = (z/2m)^2$$

Where: n = sample of survey

z = represents the standard value corresponding to a known level of significance.

$\alpha = 0.05$, That is to say: z = 1.96.

m = marginal error: expressed in decimal (0.05 \pm).

$$= 384$$

And use the following formula to correct the sample size for the final population:

$$\text{Modified } n = \frac{Nn}{N+n-1}$$

Where N= population of the study.

The result of the last formula = 218 , represents the minimum recommended size of the survey. When a researcher creates a sample of that number of people and gets responses from everyone, he is more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to the survey. Since the number of questionnaires that meet the conditions is equal (257), it exceeds the minimum recommended size of the survey, which is a positive matter.

For the purpose of testing the internal consistency, constructive validity, and stability of the questionnaire, the researcher distributed an exploratory sample of (30) questionnaires, and after ascertaining the validity and integrity of the questionnaire, (265) questionnaires were distributed to individuals and the study sample of (500) civil employees in Salahaddin, accounting for (53%) of the size of the study population, i.e. the number slightly exceeds the sample required to increase the accuracy of the results, and the number of retrieved questionnaires reached (259), (97%) of the distributed questionnaires. After examining the answers to the questionnaire, it was found that (257) questionnaires meet the required conditions, which means the number of questionnaires under study is (257) only.

A brief overview of the survey population:

One of the most prominent disadvantages that characterized the administrative aspect of state institutions in the former Iraqi regime before (2003) is the low job satisfaction that arose as a result of low wages and salaries received by workers in government institutions compared with the high cost of living and high prices. The reason for this may be attributed mainly to the economic sanctions imposed on Iraq which resulted from United Nations Resolution (No.661) issued on August 6, 1990 as a result of the Iraqi invasion of Kuwait, and provided for stifling economic sanctions on Iraq to force its leadership at that time to immediately withdraw from Kuwait, and those sanctions lasted for (13) years (Joy, 2012), which affected the Iraqi economy and the various areas of life of the Iraqi people, but one of the dangerous turns that took place in Iraq was what happened after the American occupation of Iraq on April 9, 2003 due to the complete collapse of state institutions.

The first form of the political system of government after 2003 was the establishment of the Coalition Provisional Authority, which ran from May 2003 to June 2004. It was established in May 2003 due to United Nations Security Council Resolution 1483 (2003) and the laws of war as a transitional government of Iraq following the invasion of the country on 19 March 2003 by the U.S.-led Multinational Force (the coalition), and gave itself executive, legislative, and judicial authority over the Iraqi government until its dissolution in June 2004. (<https://govinfo.library.unt.edu/cpa-iraq/regulations/>). Since the demise of the CPA, the regime has become as the Iraqi Interim Government (IIG) and then the Iraqi Transitional Government (ITG), Among some of the features of post-2003 governments is the neglect of development in non-oil sectors as a result of mismanagement, which focused only on developing the infrastructure of the oil sector and not other sectors, preventing the Iraqi central government of the governorates from obtaining self-rule, and this may cause in conflict and hinders local development planning in the governorates (O'Driscoll, 2018). the favoritism, fiefdoms, and that have spread greatly, and corruption whereas, according to the Transparency International which rates Iraq rates Iraq as the eleventh most corrupt country out of 180 in their 2017, corruption is one of the biggest obstacles to growth, prosperity and development in Iraq (Abbas and Ismail, 2017).

As a result that occurred due to the invasion, it was necessary to rebuild state institutions, one of the first steps on this path is the restructuring of the political system and the involvement of International Nongovernmental Organizations (INGO) towards better governance and the consolidation of a democratic society. (NCCI,2011), the state institutions were re-established, although it was not at the level of ambition and as expected, but the Iraqi economy began to recover, especially after the abolition of economic sanctions and after a period of relative stability during 2008-2012.

Salahaddin Governorate (the place of the study population) had a large share of everything that happened from the deterioration of the economic conditions and on all other levels, the matter was much worse after ISIS occupied several Iraqi governorates on June 10, 2014, which led to the destruction of the infrastructure, public and private institutions, and the cessation of all forms of life, the governorate

witnessed waves of displacement of about (435,900) of their people include displaced within their own governorates as well as to other areas of the country, for fear of the oppression of ISIS, (IOM DISPLACEMENT TRACKING MATRIX | DTM, Round XIX – April 2015.).

As the government and affiliated forces have re-taken areas occupied by ISIS, those displaced have, in some cases, been able to return to their areas of origin. IOM estimated that 460,000 IDPs had returned to their areas of origin, in December 2015, such as Salahaddin (54%). For example, Tikrit (the capital of Salahaddin), had by September seen the return of over 133,000 IDPs. Many families remain displaced within the governorate and many of them in the surrounding governorates. (UN Iraq, 2015). All the factors that were mentioned were reflected in the organizational and administrative aspects of government institutions in Salahaddin Governorate and in the most valuable and important resource, which is a human resource, which led the researcher to choose a sample and the community of the study as it was subject to testing the hypotheses that were formulated.

3.3. The Study Tool.

The researcher prepared a questionnaire to measure the impact of the inefficiency of the human resources manager on the workflow of public employees for several departments in Salahaddin Governorate- Iraq, and the aim of preparing that questionnaire was in order to achieve the objectives of the study, and he divided that questionnaire into two sections:

The first section consists of the fields of study, and it includes sixty phrases distributed into five dimensions, namely:

- 1- The measure of low performance of the human resources manager, and it consists of (10) items.
- 2- The measure of poor communication skills of the human resources manager, and it consists of (10) items.
- 3- The measure of weak leadership capabilities of the human resources manager, and it consists of (10) items.

- 4- The measure of poor developer of others of the human resources manager, and it consists of (10) items.
- 5- The measure of work flow, and it consists of (20) items.

The second section of the questionnaire, which is the section on demographic characteristics of the study population, included:

- 1- Gender.
- 2- Marital status.
- 3- Age.
- 4- Educational or Academic qualification.
- 5- Job degree.
- 6- The number of years of experience.

The researcher put this information at the end of the questionnaire form, in order to make it more likely that the respondents would not want to answer questions related to them directly at the beginning of the questionnaire. Also the respondents were not asked to provide their names. The Likert scale of five points was used to measure the respondents' responses to the paragraphs of the questionnaire (the Likert scale is a five or seven point scale which is used to allow individuals to express how much they agree or disagree with a particular statement).

Table 3- 2. Scale of respondents' responses to the questionnaire

Respondents' responses		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
Scale (degree) of Response	The "first four areas"	5	4	3	2	1
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	The fifth	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Source: Prepared by the researcher.

Table (3-2) shown that the method of drafting the statements in the first four domains devoted to measuring the effect of the inefficiency of the human resources manager on the work flow was contrasted with the response degrees, while the degrees of response to the phrases of the fifth field devoted to measuring work progress remained the same degrees as the respondents 'responses, because the wording of the phrases is appropriate for what was set to measure it, and the degree of neutrality was adopted in response in neutral point (3) with a relative weight of (60%).

That is mean, the scores whose relative weight exceeds (60%) in the case of the phrases of the first four domains express the respondents 'objection to the content of the phrase, but at the level of the total score of the field it means their agreement to its title, and vice versa, while in the case of the phrases of the fifth field of the questionnaire, the grades that have more weight the relative weight of (60%) expresses the respondents 'agreement with the content of the phrase as well as the total score of the field an increase in its relative weight over (60%) means their agreement to its title, and vice versa.

The researcher deduced the dimensions of the study according to several basic scales, and according to the title of the thesis. The independent variable of the study was divided into four sub-dimensions and the dependent variable into one main dimension, performance scale, which means, with respect to a performance measure, is a scale from which the level of achievement for any given level of actual performance for that performance measure can be calculated.

(<https://www.lawinsider.com/dictionary/performance-scale>).

The other performance scale, "The Individual Work Performance Scale," includes a thorough methodology and can be used as a general tool for assessing an employee's position. Additionally, this instrument can be utilized as a set of examinations for individuals conducting employee performance evaluations. It has a high-reliability coefficient (Ramdani, Z., and Abdul Rahman, A., 2019). The researcher made use of several research and scientific articles, including what was mentioned in the article entitled (Definitions of the Performance Evaluation Scale)

and an adaptation to elicit questions and phrases of the first dimension of the questionnaire, "low performance".

The second dimension, "poor communication skills", was derived from the Communicative Competence Scale (CCS) established by Wiemann (1977) to measure communicative competence, the ability "to choose among available communicative behaviors", and re-formed the phrases of this dimension from the same scale (CCS).

In addition to what was mentioned above, among the dimensions of the questionnaire for the study variables were stated by (Priolo, D., 2014), as they are indicators of the inefficiency of the human resource manager, the inefficient human resource manager has low performance, does not have sufficient communication skills and does not have good administrative capabilities, he is not considered a good developer for the employees around him and for his subordinates. As for the dimension related to the dependent variable, the researcher derived it directly from the title of the thesis, which is "work flow" with the same name.

The remaining phrases of the questionnaire dimensions were recast to meet the character of the study sample population and were obtained from a variety of topics and articles. They were written in a clear, simple, and direct manner, with a direct notion that could not be misinterpreted or analyzed, was not even vocally difficult, and was not vague, discouraging, or misleading to the respondent. For example, the researcher reformed a number of phrases related to the weak leadership capabilities that were mentioned in the topic published on the (Forum Plus) website.

<https://www.formpl.us/blog/leadership-survey-questionnaire> .

3.4. Test of The Normal Distribution (Normality) of The Exploratory

Sample Data.

The researcher measured the normal distribution of the survey sample data to find out whether the data followed the normal distribution or not, in order to know the appropriate correlation coefficient to measure the validity of the questionnaire.

He applied the (Shapiro-Wilk) test to the main areas of the questionnaire that were distributed to the pilot sample.

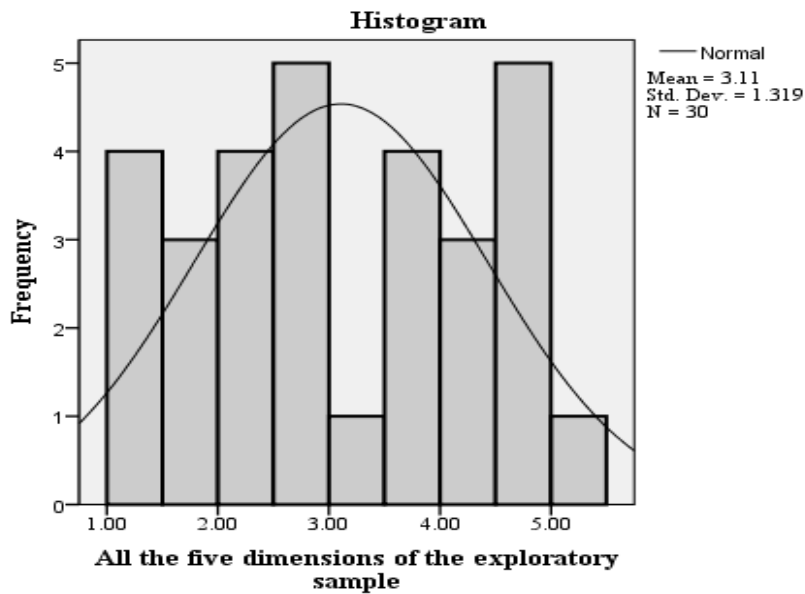
Table 3-3. Result of normality test of the exploratory sample (Shapiro- Wilk).

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
All the five dimensions of the pilot sample	.128	30	.200*	.924	30	.033

*. This is a lower bound of the true significance. **Source:** prepared by the researcher.

The table (3-3) shows that the probability value (significance) for all domains is less than (0.05), meaning that the data does not follow the normal distribution at the level of all domains. Therefore, the Spearman Correlation Coefficient should be used to measure the validity of the internal and structural consistency of the questionnaire.

Chart 1.The normality distribution test of the exploratory sample by the Shapiro-Wilk test.



Source: Prepared by the researcher.

Chart number (1) shows that all dimensions didn't follow the normal distribution.

3.5. Validity of The Questionnaire.

The questionnaire validity intends that the questionnaire questions measure what they are designed to measure, where the validity of the questionnaire is verified in two ways:

1- Apparent validity:

Where the questionnaire was presented to a group of arbitrators, Appendix No. (i), which consisted of specialists in the fields of administration and statistics, as shown in Appendix No. (ii), and this has taken the opinions of the arbitrators and the action required to delete or amend in the light of the proposals submitted, and thus came out the questionnaire is in its final form - see Appendix No. (iii).

2. Validity of the scales:

A: Internal Validity:

Validity of internal consistency means the extent to which each phrase of the questionnaire is consistent with the field this phrase belongs to, the validity of the internal consistency of the phrases of the questionnaire has been calculated distributed to the exploratory sample consisting of (30) items, through a coefficient calculation the correlation between the score of each of the areas of the questionnaire and the total score for the area itself.

B: Structural Validity:

Structural validity is one of the tool's validity measures, that measures achieving goals which the tool want reach to, shows the extent to which each dimension of study is related to the total score of the phrases of the questionnaire, and the validity of the structural consistency of the fields of the questionnaire distributed on was calculated the exploratory sample by calculating the correlation coefficients between the degree of correlation of each of the dimensions of the study and the total score of the phrases of the questionnaire.

First: The results of calculating the validity of the internal consistency of the statements on the questionnaire:

Table 3-4. The correlation coefficient between the score of each phrase of the first dimension and the total score of the dimension:

	Phrases	Correlation Coefficient	Probability Value
1	The HR manager has the power to achieve a work-life balance.	0.764*	0.00
2	HR Manager has the willingness to take on additional responsibilities.	0.926*	0.00
3	When attending team meetings, the human resource manager is always on time.	0.810*	0.00
4	The HRM contributes suggestions for new initiatives or existing issues.	0.953*	0.00
5	When working on a team project, the HR manager values everyone's contribution.	0.943*	0.00
6	He realizes the organizational goals of the organization and works towards achieving them.	0.920*	0.00
7	The HR manager is willing to contribute to the conduct of activities outside of work such as team meals or outings.	0.839*	0.00
8	The HR manager works on all comments and input received from senior management.	0.814*	0.00
9	He does not dislike management and the work - related changes.	0.873*	0.00
10	He participates in other major projects, initiatives and contributes to its success.	0.888*	0.00

*.Correlation is significant at the 0.05 level. Source: Prepared by the researcher.

Table (3-4) shows the correlation coefficient between the degree of each paragraph of the first field (low performance) and the overall score of the field, which shows that the correlation coefficients shown are significant at the significance level ($\alpha \leq 0.05$).

Thus, the phrases of the first dimension are considered true to what they have been measured, noting that phrase number (4) equals (0.95) the most related to the

field to which it belongs, and phrase No. (1), which equals (0.764) is the least related.

Table 3-5. The correlation coefficient between the score of each phrase of the second dimension (poor communication skills) and the total score of the dimension:

Seq.	Phrases	Correlation Coefficient	Probability Value
1	HR manager talks with his subordinates on neutral topics such as talking about weather, common hobbies / interests, or international affairs as well as work issues.	0.749*	0.00
2	He has the ability to ask various distinct questions and listens well to others.	0.843*	0.00
3	Uses praise for positive actions and behaviors.	0.854*	0.00
4	Uses clear phrases when guiding me to a specific activity or work.	0.875*	0.00
5	The extent of his use of the threat method in case of unfinished business and negative behaviors.	0.488*	0.03
6	He uses humor to relieve employee anxiety and confusion.	0.776*	0.00
7	He write down accurate notes of clerical work.	0.810*	0.00
8	A smile appears on his face at every meeting, and he makes others feel the importance of what he says.	0.806*	0.00
9	Uses expressions of constructive criticism.	0.879*	0.00
10	He calls his subordinates when they are absent to check on them	0.789*	0.00

*.Correlation is significant at the 0.05 level.

Source: Prepared by the researcher.

Table (3-5) shows the correlation coefficient between the degree of each phrase of the second dimension (poor communication skills) and the overall score of the field, , which shows that the correlation coefficients shown are significance at a level ($\alpha \leq 0.05$).

That indicates the phrases of the second dimension are considered true to what they have been measured, noting that phrase number (9), which equals (0.879) is the

most related to the field to which it belongs, and phrase number (5) is the least related.

Table 3-6. The correlation coefficient between the score of each phrase of the third dimension and the total score of the dimension:

	Phrases	Correlation Coefficient	Probability Value
1	He likes to set goals and objectives.	0.886*	0.00
2	He is willing to take responsibility when team members fail to live up to expectations.	0.948*	0.00
3	As a good leader he helps his team in difficult times.	0.923*	0.00
4	He has a strong relationship with his staff.	0.877*	0.00
5	Has the ability as a leader to direct and influence others.	0.928*	0.00
6	He is willing to hear and accept employee suggestions.	0.794*	0.00
7	He is flexible in dealing with his employees regarding the execution of orders, and allows them to ask various questions.	0.877*	0.00
8	He places more importance on the right decision than being kind.	0.913*	0.00
9	He is not alarmed when someone asks him about his decisions.	0.872*	0.00
10	He tries to understand team issues, and not to be biased.	0.950*	0.00

*.Correlation is significant at the 0.05 level.

Source: Prepared by the researcher.

Table (3-6) shows the correlation coefficient between the degree of each phrase of the third dimension (weak leadership capabilities) and the overall score of the field, which shows that the correlation coefficients shown are significant at the level ($\alpha \leq 0.05$).

That indicates the phrases of the third dimension are considered true to what they have been measured, noting that phrase number (10) equal (0.95) is the most related to the field to which it belongs, and phrase number (6) which is equal (0.794) is the least related.

Table 3-7. The correlation coefficient between the score of each phrase in the fourth dimension and the total score of the dimension:

	Phrases	Correlation Coefficient	Probability Value
1	HR Manager Encouraging workers and employees to enter training programs.	0.947*	0.00
2	He is interested in the management skills of the employees.	0.927*	0.00
3	He works to determine the level of skills of workers and employees in their field of work.	0.946*	0.00
4	Adopts the level of an incentive program to motivate workers and employees to enter training programs.	0.950*	0.00
5	He helps to adopt a development policy for workers and employees.	0.911*	0.00
6	He seeks to deal with qualified training centers for the purpose of refining and increasing the skills of employees.	0.924*	0.00
7	He provides computer applications and other utilities to get work done.	0.809*	0.00
8	He supports employees' efforts to improve their weaknesses.	0.925*	0.00
9	He provides opportunities for professional learning and development.	0.927*	0.00
10	He allocates material and moral rewards such as letters of thanks and appreciation to his competent employees.	0.836*	0.00

*.Correlation is significant at the 0.05 level.

Source: Prepared by the researcher.

Table (3-7) shows the correlation coefficient between the degree of each phrase of the fourth dimension (poor developer of others) and the overall score of the field, , which shows that the correlation coefficients shown are significant at the level ($\alpha \leq 0.05$).

Thus, that indicates the phrases of the fourth dimension are considered true to what they have been measured, noting that phrase number (4) which equals (0.950) is the most related to the field to which it belongs, and phrase number (7) equal (0.809) is the least related.



Table 3-8. The correlation coefficient between the score of each phrase of the fifth dimension and the total score of the dimension:

Seq.	Phrases	Correlation Coefficient	Probability Value
1	HR Manager provides the possibility to receive support and assistance when the workload is high.	0.937*	0.00
2	Able to deal satisfactorily with work stress.	0.907*	0.00
3	He seeks to ensure that employees perform the job tasks according to the required standards.	0.875*	0.00
4	Increase the sense of pride among the employees in the value of the achievement they achieve on the job.	0.902*	0.00
5	He encourages employees to make sufficient effort to complete job tasks on time.	0.922*	0.00
6	He is constantly keen on developing the skills and capabilities of the employees.	0.884*	0.00
7	He generates self-control of his subordinates when they perform their job duties to ensure the quality of work outputs.	0.926*	0.00
8	Emphasizes that employees must be compared to the work they are carrying out with the plans and programs drawn up.	0.946*	0.00
9	He makes sure that workers correct the mistakes they may make while doing their work.	0.930*	0.00
10	Develops employees' self-abilities to develop work outputs.	0.883*	0.00
11	He is keen to make employees complete all their job duties on time.	0.861*	0.00
12	Has good potential to influence the work flow mechanism.	0.871*	0.00
13	Uses his powers that enable him to assume responsibility effectively.	0.860*	0.00
14	He formulates business goals realistically.	0.913*	0.00
15	He has good potential to influence the time of completion of work.	0.910*	0.00
16	Changing working times is permitted if required.	0.867*	0.00
17	He seeks to solve all daily work problems of employees.	0.853*	0.00
18	Directs employees to adhere to work regulations.	0.751*	0.00
19	He distributes work tasks in a good way.	0.814*	0.00
20	He distributes responsibilities and powers in a prudent manner.	0.895*	0.00

*.Correlation is significant at the 0.05 level.

Source: Prepared by the researcher.

Table (3-8) shows the correlation coefficient between the degree of each phrase of the fifth dimension (work flow) and the overall score of the field, which shows that the correlation coefficients shown are significant at the level ($\alpha \leq 0.05$).

That indicates the phrases of the fifth dimension are considered true to what they have been measured, noting that phrase number (8) equal (0.946) is the most related to the field to which it belongs, and phrase number (18) equal (0.751) is the least related.

Second: The results of calculating the validity of the structural consistency of the questionnaire domains:

Table 3-9. The correlation coefficient between the degree of each dimension of the questionnaire and the total degree of the questionnaire.

Seq.	Dimensions	Correlation Coefficient	Probability Value
1	Low Performance	0.95	0.00*
2	Poor Communication Skills	0.97	0.00*
3	Weak Leadership Capabilities	0.97	0.00*
4	Poor developer of others	0.94	0.00*
5	Work flow	0.95	0.00*

*. Correlation is significant at the 0.05 level.

Source: Prepared by the researcher.

Table (3-9) shows that the correlation coefficients in all the domains of the questionnaire are statistically significant at the level ($\alpha \leq 0.05$). Thus, all dimensions of the questionnaire are considered true to what they were designed to measure.

3.6. Reliability of the Questionnaire.

Researcher used two methods on the same pilot sample to test the reliability of the questionnaire for the study, as follow:

1- Cronbach's Alpha:

Cronbach's Alpha was used to measure the reliability of the questionnaire, and the next table (3-10) show the results of the test:

Table 3-10. Results of the Cronbach's Alpha test to determine the reliability of the questionnaire.

	Dimensions	Number of Items	Cronbach`s Alpha Scale
1	Low Performance	10	0.95
2	Poor Communication Skills	10	0.93
3	Weak Leadership Capabilities	10	0.97
4	Poor developer of others	10	0.98
5	Work flow	20	0.98
	Total of Items	60	0.98

Source: Prepared by the researcher.

It is clear from the results shown in Table (3-10) that the value of the Cronbach's Alpha coefficient was high for each of the domains of the questionnaire, and ranged between (93% to 98%), for each domain. The value of the Cronbach Alpha coefficient for all phrases of the questionnaire was also (98%). This indicates that the reliability coefficient for all the phrases of the questionnaire is very high.

2- . Split-Half method:

It split the scale into two parts and examined the correlation between these parts to find out the reliability of the questionnaire, where the (Split Half) method was used Pearson correlation coefficient was found between the rate of single-rank questions and the rate of even-rank questions Correlation coefficients were corrected using the

Spearman-Braun correlation coefficient for correction according to the equation below:

$$\text{Reliability (Spearman Brown) coefficient} = 2r / 1 + r$$

Where (r) is correlation coefficient.

Table 3-11. Results of testing the Split-Half method to find out the reliability of the questionnaire.

		Results
Cronbach's Alpha	Value of Part 1	0.881
	Number of Items	3 ^a
	Value of Part 2	0.942
	Number of Items	2 ^b
Total Number of Items		5
Correlation Between Forms (parts)		0.955
Spearman-Brown Coefficient	Equal Length	0.977
	Unequal Length	0.978
Guttman Split-Half Coefficient		0.876

a. The items are: (1)Low Performance, (3) Weak leadership capabilities, (5) and Work flow.

b. The items are: (2)Poor communication skills , (4) and Poor Developer of Others,

Source: Prepared by the researcher.

$$\text{Reliability (Spearman Brown) coefficient} = 2r / 1 + r$$

$$= 2 (0.955) / 1+ 0.955 = \mathbf{0.977}$$

Table (3-11) shows the strength of the correlation between the dimensions of the questionnaire and the study reaching (95.5%). It is also evident that the value of reliability is high (97.7%), to increase the assurance of the result. The correlation coefficient was also corrected by using the Pearson Brown coefficient manually using the formula.

Thus, after carrying out these tests, the researcher has made sure of the validity and reliability of the study questionnaire, which makes him fully confident in the validity of the questionnaire and its validity for analysis and testing of the study hypotheses, so the questionnaire will be in its final form shown in Appendix No. (iii) that can be distributed.

3.7. Test The Normal Distribution of The Study Sample Data.

Since the study sample was greater than fifty, the researcher used the (Kolmogorov-Smirnov) test on all five main dimensions of the questionnaire that were distributed to the study sample in order to know whether the data followed a normal distribution or not.

Table 3-12. Results of the normal distribution test for the study sample data.

Seq.	Dimensions	Significance Value
1	Low Performance	0.00
2	Poor Communication Skills	0.00
3	Weak Leadership Capabilities	0.00
4	Poor developer of others	0.00
5	Work flow	0.04
	Total of Items	0.00

Source: Prepared by the researcher.

The results in the above table (3-12) show that the significance value (≤ 0.05). This indicates that the data does not follow a normal distribution. Therefore nonparametric tests will be applied to the data.

3.8. Statistical Methods Used.

The questionnaire was encoded and analyzed through the Statistical Package for the Social Sciences (SPSS) program (Quintero et al, 2012), using nonparametric statistical tests, because the data does not follow a normal distribution, and the following are all the statistical tests that were used to complete the applied framework of the study:

1. The Shapiro-Wilk test, to find out the type of data that was collected from the survey sample, whether it follows a normal distribution or not, in order to determine the appropriate type of correlation coefficient to measure the validity

of the questionnaire, as this test is used when the study sample is less than fifty individuals.

2. Split-Half test, to find out the stability of the paragraphs of the questionnaire.
Cronbach's alpha test, to see the stability of the questionnaire.
3. Kolmogorov-Smirnov test, to find out the type of data collected from the individuals in the final study sample, whether they follow a normal distribution or not, in order to determine the type of tests that will be applied to the data.
4. Percentages and frequencies, to describe the characteristics of the study sample individuals.
5. Spearman correlation coefficient, to measure the degree of correlation, and to determine the nature of the relationship between variables.
6. Spearman- Brown Coefficient.
7. Guttman Split-Half Coefficient
8. Probability Value.
9. Averages of three independent samples or more.

Summary of Chapter Three

In this chapter, the study methodology and talking about the study population were presented, as well as the method of calculating the sample that was used in the study, the study tool was discussed and the statistical tests needed to determine the type of distribution to which the study sample followed through testing the normal distribution of the pilot sample, as well as the validity and reliability of the questionnaire, the appropriate stability tests were conducted for it, then the necessary tests were made for the study sample. In conclusion, the statistical methods used by the researcher in his procedures were presented.



CHAPTER FOUR

DATA ANALYSIS AND HYPOTHESIS TESTING

4.1. Statistical Description of The Study Sample.

4.2. Analyzing The Responses of The Study Sample

4.3. Testing of the Hypotheses.

**4.4. The Relationship Between Demographic Variables and
Human Resources Managers.**

4.1. Statistical Description of The Study Sample.

In order to identify the characteristics of the respondents' community and their practical and scientific composition, the characteristics of the study sample were determined through the personal data that was collected on the members of the study sample through the second section of the questionnaire on demographic characteristics using statistical frequencies, as these characteristics represent variables that may be Its change affects the outcome of this study if it is re-applied at a later time. Likewise, its change may affect the results of similar studies if it is applied to the same population as this study and the result of this study is taken as a criterion for its results. The following is a presentation of the study sample according to their personal data:

1- Distribution of the sample according to gender:

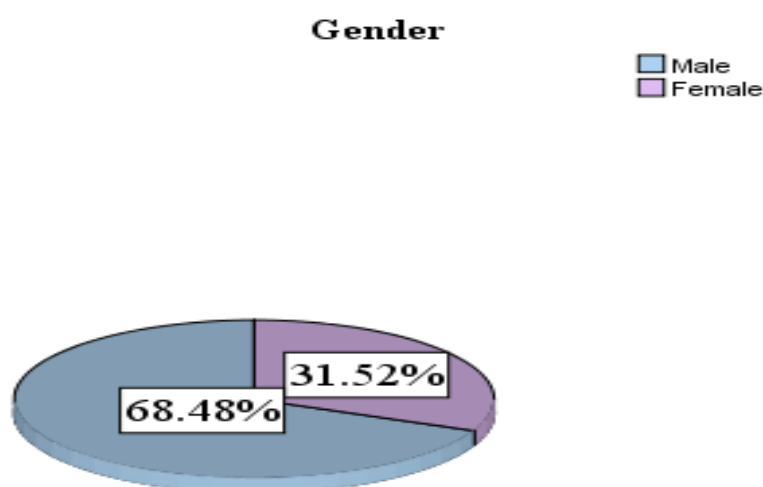
Table 4-1. Distribution of the sample according to gender.

Gender	Frequency	Percentage%
Male	176	68.5
Female	81	31.5
Total	257	100

Source: Prepared by the researcher.

Table (4-1) shows that the majority of the study sample is male. As was mentioned in the latest statistical reports issued by the (CSO) Iraqi Central Statistical Organization in 2019, the local community in the Salahaddin Governorate tends to prefer employing males in jobs over female employment due to social and cultural factors as well as customs and traditions prevailing in Iraqi society and Arab society in general.

Figure 4-1. The percentage of male and female of the sample study:



Source: Prepared by the researcher.

2- Distribution of the sample members according to marital status:

Table 4-2. Distribution of the sample members according to marital status

Marital Status	Frequency	Percentage %
Single	44	17.1
Married	204	79.4
Other	9	3.5
Total	257	100

Source: Prepared by the researcher.

Table (4-2) shows the diversity of the marital status of the members of the study sample, as this supports the comprehensiveness of the results. They have a double responsibility because this stability is reflected in the lives of their dependents. These factors, which were mentioned, further enhance the results of the study.

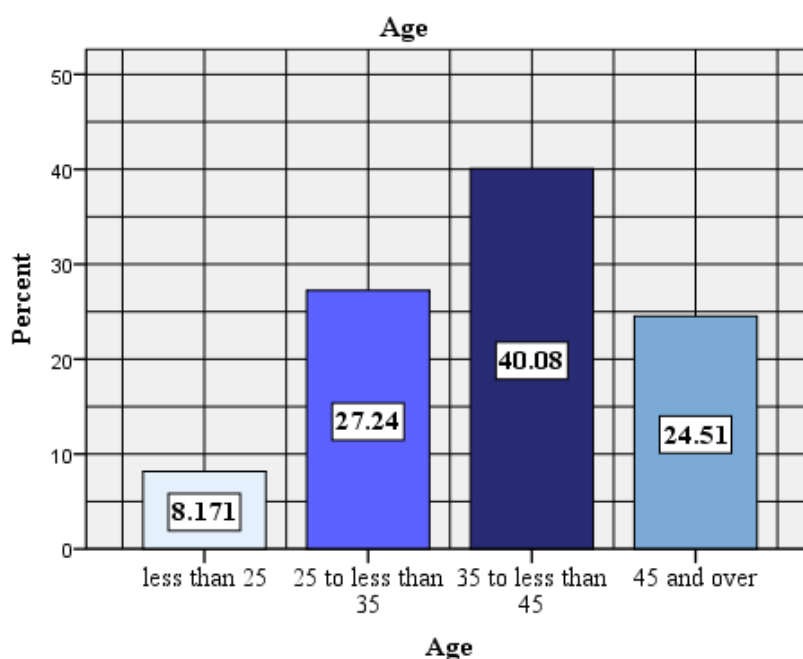
3- Distribution of the sample study according to age:

Table 4-3. Distribution of the sample according to age

Age (years)	Frequency	Percent %
less than 25	21	8.2
25 to less than 35	70	27.2
35 to less than 45	103	40.1
45 and over	63	24.5
Total	257	100

Source: Prepared by the researcher.

Figure 4-2. The distribution of the sample due to age.



Source: Prepared by the researcher.

It appears through the table (4-3) that the diversity factor of the age groups of the members of the study sample has been achieved, as that diversity contributes to obtaining opinions of all age groups and thus the results are more comprehensive, so that the study measures the effect on different ages and identifies whether there is a group affected more than others.

4- Distribution of the sample according to educational and academic qualification:

Table 4-4. Distribution of the sample according to educational qualification

Educational Qualification	Frequency	Percentage%
Diploma or less	30	11.7
Bachelor's degree	181	70.4
Master or Doctorate	46	17.9
Total	257	100

Source: Prepared by the researcher.

It appears through table (4-4) to ensure the comprehensiveness of all educational groups, the study didn't overlook any educational level of employees, as most of the study sample hold a bachelor's degree, and (46) of the sample had a higher academic degree (Master or PhD), which increases the degree of confidence in the accuracy of their answers and the possibility of accreditation. The study also included holders of a diploma or less.

5- Distribution of the sample members according to the job category:

Table 4-5. Distribution of the sample members according to the job category

Job Grade Frequency	Percent	Job Grade Frequency
First Grade	12	4.7
Second Grade	21	8.2
Third Grade	48	18.7
Fourth Grade	46	17.9
Fifth Grade	42	16.3
Sixth Grade	45	17.5
Seventh Grade	33	12.8
Eighth Grade	10	3.9
Total	257	100

Source: Prepared by the researcher.

The researcher intended to involve all job categories and grades that are related to the field of study, and this is what table (4-5) shows, that there is a diversification in the functional categories to which the members of the study sample belong, in a way that contributes to obtaining the opinions of all job groups, in order to seek to have more comprehensive results covering all the opinions of employee groups working in Salahaddin Governorate, noting that the response of employees in the third category constitutes a relatively larger proportion, and there are no significant differences noticeable between the responses as they were somewhat close.

6- Distribution of sample members according to years of experience:

Table 4-6. The distribution of sample members according to years of experience

Experience	Frequency	Percent%
Less than five years	25	9.7
Five to less than ten years	47	18.3
Ten to less than fifteen years	70	27.2
Fifteen years or more	115	44.7
Total	257	100

Source: Prepared by the researcher.

There is a diversity in the level of experience of the study sample's members as shown in Table (4- 6), and the majority of the study sample have (15) years of experience or more, which gives greater confidence and increases the degree of dependence on their responses, as they are the most group of employees their opinions very important and they looking for career stability having spent all these years of their careers.

4.2. Analyzing The Responses of The Study Sample

The test of analyzing the responses of the study sample was used on the items of the five dimensions of the questionnaire with the aim of measuring the effect of the inefficiency of the human resource manager and the work flow of the sample members. Then the Spearman correlation coefficient was used between the variables of the inefficiency of the human resource manager and the work flow, as well as linear regression analysis and testing the hypotheses of the study, as these tests are considered nonparametric tests that are applied to data that does not follow a normal distribution.

First: Analyzing the responses of the study sample to the phrases of the main dimensions of the questionnaire:

Where the results of the analysis of the responses of the study sample individuals will be presented on the phrases of all main five dimensions of the questionnaire that was analyzed, and the interpretation of the results by comparing the probability value of the average response on the phrases with the level of significance, which is equal to (0.05), if the probability value equals more than (0.05) that is mean the average of the study sample's opinions does not differ essentially of the degree of neutrality (3) , but if the probability value is less than the significance level, then the average opinions of the study sample differs fundamentally from the degree of impartiality, in which case it can be determined the average answer was greater or less than the degree of neutrality by comparing the relative weight of the answer to the neutral weight of (60%).

Table 4-7. Results of the analysis of the first dimension's phrases (Low performance) :

Seq.	Phrases	Mean	Relative weight %	P-Value	Rank
1	The HR Manager has the power to achieve a work-life balance.	3.94	78.8	0.00	2
2	He has the willingness to take on additional responsibilities.	3.46	69.2	0.00	7
3	When attending team meetings, the human resource manager is always on time.	3.52	70.4	0.00	5
4	The HRM contributes suggestions for new initiatives or existing issues.	3.62	72.4	0.00	4
5	When working on a team project, the HR manager values everyone's contribution.	3.05	61	0.00	10
6	He realizes the organizational goals of the organization and works towards achieving them.	3.14	62.8	0.00	9
7	The HR manager is willing to contribute to the conduct of activities outside of work such as team meals or outings.	3.31	66.2	0.00	8
8	The HR manager works on all comments and input received from senior management.	3.85	77	0.00	3
9	H R M does not dislike management and the work -related changes.	3.95	79	0.00	1
10	He participates in other major projects, initiatives and contributes to its success.	3.49	69.8	0.00	6
All dimension's phrases		3.53	70.6	0.00	

Source: Prepared by the researcher.

Explanation of analysis phrases results of the first domain (Low performance):

The phrases (1 to 10) that form the first domain have been prepared with the aim of measuring the extent of low performance of the Human Resources Manager on the study sample.

The results shown in table (4-7) that phrases (9) states: "HRM does not dislike management and the work -related changes." It had the largest share of the study sample's objection to its content, as it obtained the highest relative weight among the phrases of the first field, which is (79%), while phrase number (5), which states: "When working on a team project, the HR manager values everyone's contribution." to the lowest relative weight

among the paragraphs of the first domain, which is (61%).

In general, the results indicated that the probability value of all phrases of the first dimension is equal (0.00) and it is less than (0.05). Therefore, the average opinions of the study sample regarding the phrases of the first domain in general are statistically significant, which indicates that it is fundamentally different from the degree of neutrality, since the relative weight of the responses of the study sample (70.6%) is greater than (60%). This means the approval of the study sample members of workers in the Salahaddin Governorate on the impact of the low performance of the Human Resources Manager.

Table 4-8. Results of the analysis of the second domain's paragraphs (Poor Communication Skills) :

Seq.	Phrases	Mean	Relative weight %	P- Value	Rank
1	HR Manager talks with his subordinates on neutral topics such as talking about weather, common hobbies / interests, or international affairs as well as work issues.	3.99	79.8	0.00	7
2	He has the ability to ask various distinct questions and listens well to others.	4.28	85.6	0.00	3
3	Uses praise for positive actions and behaviors.	4.34	86.8	0.00	2
4	Uses clear phrases when guiding me to a specific activity or work.	3.74	74.8	0.00	9
5	The extent of his use of the threat method in case of unfinished business and negative behaviors.	4.01	80.2	0.00	6
6	He uses humor to relieve employee anxiety and confusion.	3.49	69.8	0.00	10
7	He write down accurate notes of clerical work.	4.21	84.2	0.00	4
8	A smile appears on his face at every meeting, and he makes others feel the importance of what he says.	3.85	77	0.00	8
9	HRM uses expressions of constructive criticism.	4.47	89.4	0.00	1
10	He calls his subordinates when they are absent to check on them.	4.12	82.4	0.00	5
All dimension phrases		4.05	81	0.00	

Source: Prepared by the researcher.

Explanation of analysis phrases results for the second domain (poor communication skills) :

The phrases (1 to 10) that form the second dimension have been prepared with the aim of measuring the extent of the poor communication skills of the Human Resources Managers in the study sample.

The results shown in table (4- 8) that phrases (9) states: "HRM uses expressions of constructive criticism." It had the largest share of the study sample's objection to its content, as it obtained the highest relative weight among the phrases of the first field, which is (89.4%), while phrase No. (6), which states: "He uses

humor to relieve employee anxiety and confusion." to the lowest relative weight among the paragraphs of the second domain, which is (69.8%).

In general, the results indicated that the probability value of all phrases of the second dimension is equal (0.00) and it is less than (0.05). Therefore, the average opinions of the study sample regarding the phrases of the second dimension in general are statistically significant, which indicates that it is fundamentally different from the degree of neutrality, since the relative weight of the responses of the study sample (81%) is greater than (60%). This means the approval of the study sample members of workers in the Salahaddin Governorate on the impact of the poor communication skills of the Human Resources Manager.



Table 4-9. Results of the analysis of the third domain phrases (Weak Leadership Capabilities):

Seq.	Phrases	Mean	Relative weight %	P-Value	Rank
1	He likes to set goals and objectives.	3.78	75.6	0.00	4
2	He is willing to take responsibility when team members fail to live up to expectations.	4.35	87	0.00	2
3	As a good leader he helps his team in difficult times.	3.52	70.4	0.00	7
4	He has a strong relationship with his staff.	3.88	77.6	0.00	3
5	Has the ability as a leader to direct and influence others.	3.47	69.4	0.00	8
6	He is willing to hear and accept employee suggestions.	3.04	60.8	0.00	10
7	He is flexible in dealing with his employees regarding the execution of orders, and allows them to ask various questions.	4.50	90	0.00	1
8	He places more importance on the right decision than being kind.	3.74	74.8	0.00	6
9	He is not alarmed when someone asks him about his decisions.	3.77	75.4	0.00	5
10	He tries to understand team issues, and not to be biased.	3.43	68.6	0.00	9
All dimension phrases		3.75	75	0.00	

Source: Prepared by the researcher.

Explanation of analysis phrases results of the third dimension (weak leadership capabilities) :

The phrases (1 to 10) that form the first domain have been prepared with the aim of measuring the extent of the weak leadership capabilities of the Human Resources Manager in the study sample.

The results shown in table (9-4) that phrases (7) states: "He is flexible in dealing with his employees regarding the execution of orders, and allows them to ask various questions." It had the largest share of the study sample's objection to its content, as it obtained the highest relative weight among the phrases of the first field, which is (90%), while phrase No.(6), which states: "He is willing to hear and accept employee suggestions." to the lowest relative weight among the phrases of the third domain, which is (60.8%).

In general, the results indicated that the probability value of all phrases of the third dimension is equal (0.00) and it is less than (0.05). Therefore, the average opinions of the study sample regarding the phrases of the third dimension in general are statistically significant, which indicates that it is fundamentally different from the degree of neutrality, since the relative weight of the responses of the study sample (75%) is greater than (60%). This means the approval of the study's sample members of workers in the Salahaddin Governorate on the impact of the weak leadership capabilities of the Human Resources Manager.

Table 4-10. Results of the analysis of the fourth domain paragraphs (Poor Developer of Others) :

Seq.	Phrases	Mean	Relative Weight%	P-Value	Rank
1	HR Manager Encouraging workers and employees to enter training programs.	3.60	72	0.00	10
2	He is interested in the management skills of the employees.	4.41	88.2	0.00	3
3	He works to determine the level of skills of workers and employees in their field of work.	4.30	86	0.00	5
4	Adopts the level of an incentive program to motivate workers and employees to enter training programs.	4.63	92.6	0.00	2
5	He helps to adopt a development policy for workers and employees.	4.40	88	0.00	4
6	He seeks to deal with qualified training centers for the purpose of refining and increasing the skills of employees.	4.73	94.6	0.00	1
7	He provides computer applications and other utilities to get work done.	4.23	84.6	0.00	6
8	He supports employees' efforts to improve their weaknesses.	3.98	79.6	0.00	8
9	He provides opportunities for professional learning and development.	4.13	82.6	0.00	7
10	He allocates material and moral rewards such as letters of thanks and appreciation to his competent employees.	3.96	79.2	0.00	9
All dimension phrases		4.20	84	0.00	

Source: Prepared by the researcher.

Explanation of analysis phrases results of the fourth dimension (Poor developer of others) :

The phrases (1 to 10) that form the fourth domain have been prepared with the aim of measuring the extent of poor developer of others of the Human Resources Manager on the study sample.

The results shown in table (4-10) that phrases (6) states: "He seeks to deal with qualified training centers for the purpose of refining and increasing the skills of

employees." It had the largest share of the study sample's objection to its content, as it obtained the highest relative weight among the phrases of the first field, which is (94.6%), while phrase No. (1), which states: "HR Manager Encouraging workers and employees to enter training programs." to the lowest relative weight among the phrases of the third domain, which is (72%).

In general, the results indicated that the probability value of all phrases of the fourth dimension is equal (0.00) and it is less than (0.05). Therefore, the average opinions of the study sample regarding the phrases of the fourth dimension in general are statistically significant, which indicates that it is fundamentally different of the degree of neutrality, since the relative weight of the responses of the study sample of 84% is greater than (60%), this means the approval of the study's sample members of workers in Salahaddin Governorate on the impact of poor developer of others of the Human Resources Manager.

Table 4- 11. Summary results of phrases analysis for the first four dimensions:

Seq.	Dimension	Mean	Relative Weight%	P-Value
1	Low Performance	3.53	70.6	0.00
2	Poor Communication Skills	4.05	81	0.00
3	Weak Leadership Capabilities	3.75	75	0.00
4	Poor Developer of Others	4.20	84	0.00
All dimension		3.88	77.65	0.00

Source: Prepared by the researcher.

The table of summary results above shows that the probability value of the four domains is (0.00), which is less than (0.05). Accordingly, the average opinions of the study sample regarding the phrases of those dimensions in general are indicative statistically. It differs fundamentally from the degree of neutrality, as the relative weight of responses in the study sample, which is (77.65%), is greater than (60%), which means that there is a large approval of the sample study, it has implications for the inefficiency of the human resource manager.

Table 4-12. Results of the analysis of the fifth domain phrases (work flow) :

Seq.	Phrases	Mean	Relative weight%	P-Value	Rank
1	HR Manager Encouraging workers and employees to enter training programs.	2.44	48.8	0.00	5
2	He is interested in the management skills of the employees.	1.97	39.4	0.00	14
3	He works to determine the level of skills of workers and employees in their field of work.	2.07	41.4	0.00	12
4	Adopts the level of an incentive program to motivate workers and employees to enter training programs.	1.96	39.2	0.00	15
5	He helps to adopt a development policy for workers and employees.	2.98	59.6	0.00	3
6	He seeks to deal with qualified training centers for the purpose of refining and increasing the skills of employees.	2.35	47	0.00	6
7	HRM provides computer applications and other utilities to get work done.	3.10	62	0.00	1
8	He supports employees' efforts to improve their weaknesses.	2.25	45	0.00	8
9	He provides opportunities for professional learning and development.	2.30	46	0.00	7
10	He allocates material and moral rewards such as letters of thanks and appreciation to his competent employees.	2.13	42.6	0.00	11
11	Flow of the work	2.16	43.2	0.00	10
12	HR Manager provides the possibility to receive support and assistance when the workload is high.	2.167	43.3	0.00	9
13	Able to deal satisfactorily with work stress.	1.86	37.2	0.00	17
14	He seeks to ensure that employees perform the job tasks according to the required standards.	1.79	35.8	0.00	19
15	Increase the sense of pride among the employees in the value of the achievement they achieve on the job.	3.00	60	0.00	2
16	He encourages employees to make sufficient effort to complete job tasks on time.	2.01	40.2	0.00	13
17	He is constantly keen on developing the skills and capabilities of the employees.	1.78	35.6	0.00	20
18	He generates self-control of his subordinates when they perform their job duties to ensure the quality of work outputs.	1.83	36.6	0.00	18
19	Emphasizes that employees must be compared to the work they are carrying out with the plans and programs drawn up.	2.447	48.94	0.00	4
20	He makes sure that workers correct the mistakes they may make while doing their work.	1.88	37.6	0.00	16
All dimension phrases		2.22	44.4	0.00	

Source: Prepared by the researcher.

Explanation of analysis phrases results of the fifth dimension (work flow) :

The phrases (1 to 20) that form the fifth dimension have been prepared with the aim of measuring the extent of work flow for the study sample of the governmental institutions in the Salahaddin Governorate.

The results shown in table (4- 12) show the relative weight of the seventh phrase : HRM provides computer applications and other utilities to get work done. That obtained the highest relative weight of (62%) is the only paragraph that exceeds (60%) and thus represents the approval of the study sample members on the content of that paragraph only, as all remaining phrases doesn't exceed (60%), meaning that there was no agreement from the study sample regarding the content of those phrases, while phrase number (17), which states: "He is constantly keen on developing the skills and capabilities of the employees." obtained the least relative weight among the paragraphs of the fifth domain, which is (35.6%).

In general, the results indicated that the probability value of all phrases of the fifth dimension is equal (0.00) and it is less than (0.05). Therefore, the average opinions of the study sample regarding the phrases of the fifth dimension in general are statistically significant, which indicates that it is fundamentally different from the degree of neutrality, since the relative weight of the responses of the study sample of (44.4%) is less than (60%). This means that the level of work flow is weak and deteriorated in the governmental institutions in which the members of the study sample work.

4.3. Testing of the Hypotheses.

For the purpose of testing the first main hypothesis, a Spearman correlation coefficient was found between the average responses of the study sample, based on each of the first four main areas of the questionnaire, which deal with measurement areas of the extent of the inefficiency of the human resource managers in the institutions in which the members of the study sample work, represented in: (low performance, poor communication skills, weak leadership capabilities, and poor developer of others), and the fifth main dimension of the questionnaire that deals with measuring the level of work flow of governmental services of individuals of the study sample.

Where the first main hypothesis and any of its four sub-hypotheses are accepted or rejected by comparing the probability value of the Spearman correlation coefficient with the level of significance equal to (0.05), if the probability value is greater than the level of significance, that means there is no statistically significant relationship between the two parties of the test, but if the probability value is less than the level of significance, then there is a statistically significant relationship between the two test parties. The direction and strength of the relationship between the two test parties is determined by the sign and value of the correlation coefficient. If the correlation coefficient is statistically significant and its sign is positive, then this indicates the existence of a direct relationship between the two parties, but if the correlation coefficient is statistically significant and its sign is negative, then this indicates the existence of an inverse relationship between the two parties. The closer the value of the correlation coefficient between them to the one that is correct, the more it indicates the strength of their relationship.

To test the second main hypothesis, linear regression analysis was used to extract the coefficient of determination, which reflects the amount of the effect of the independent variable on the dependent variable. Where the second main hypothesis is accepted or rejected by comparing the probability value of the determination coefficient with the level of significance, which is equal to (0.05), and if the probability value is greater than the level of significance, then the regression equation is not accepted and thus the hypothesis is rejected.

If the probability value is less than the level of significance, then the regression equation is accepted and thus the hypothesis is accepted. The strength of the effect of the independent variable in the dependent variable is determined by the value of the coefficient of determination, when the determination coefficient approaches number one that indicates the strength of the effect (Regression or prediction are good).

Where the third major hypothesis is accepted or rejected by a probability value comparison for the five fields of the questionnaire with the significance level, which is equal to (0.05), if the probability value is greater than the level of significance, this means that there are no statistically significant differences between the opinion averages of individuals of the study sample on the subject of the study according to the variables on which the test was carried out and thus rejects the research hypothesis, but if the probability value is less than the level of significance, this will indicate there are statistically significant differences between the averages, and accordingly, the research hypothesis is accepted.

1. Test of the first main hypothesis:

"There is a statistically significant relation at a significance level ($\alpha \leq 0.05$) between inefficiency of the Human Resources Manager and work flow". It is divided into four sub-hypotheses:

- The first sub-hypothesis is:

"There is a statistically significant relation at a significance level ($\alpha \leq 0.05$) between low performance of the Human Resources Manager and work flow".

Table 4-13. The correlation coefficient between low performance and work flow.

		Low Performance	Work flow
Spearman's rho	Low Performance	Correlation Coefficient	1.000
		Sig. (1-tailed)	.
		N	257
	Work flow	Correlation Coefficient	-0.136*
		Sig. (1-tailed)	0.015
		N	257

*. Correlation is significant at the 0.05 level (1-tailed).

Source: Prepared by the researcher.

Table number (4-13) shows that the value of the correlation coefficient between the first and fifth domains assigned to measure low performance and the level of work flow, respectively, is equal to (- 0.136) and that the probability value of the parameter is equal to (0.015) which is less than (0.05). Accordingly, the first sub-hypothesis was accepted, which states: There is a statistically significant relation at a significant level ($\alpha \leq 0.05$) between the low performance of the Human Resources Manager and the work flow.

- The second sub-hypothesis is:

"There is a statistically significant relation at a significance level ($\alpha \leq 0.05$) between poor communication skills of the Human Resources Manager and work flow".

Table 4-14. The correlation coefficient between weak communication skills and work flow.

		Poor communication skills	Work flow
Spearman's rho	Correlation Coefficient	1.000	- 0.129-*
	Poor communication skills Sig. (1-tailed)	.	0.019
	N	257	257
Work flow	Correlation Coefficient	-0.129-*	1.000
	Sig. (1-tailed)	0.019	.
	N	257	257

*. Correlation is significant at the 0.05 level (1-tailed).

Source: Prepared by the researcher.

Table No. (4-14) shows that the value of the correlation coefficient between the second and fifth dimension assigned to measure poor communication skills and the level of work flow, respectively, is equal to (-0.129) and that the probability value of the parameter is equal to (0.019) which is less than (0.05). Accordingly, the second sub-hypothesis, which states: “There is a statistically significant relation at a significant level ($\alpha \leq 0.05$) between the poor communication skills of the Human Resources Manager and work flow”, was accepted.

- The third sub-hypothesis is:

"There is a statistically significant relation at a significance level ($\alpha \leq 0.05$) between the weak leadership capabilities of the Human Resources Manager and work flow”.

Table 4-15. The correlation coefficient between weak leadership capabilities and work flow

		weak leadership capabilities	Work flow
Spearman's rho	Correlation Coefficient	1.000	- 0.125-*
	Weak leadership capabilities		
	Sig. (1-tailed)	.	0.022
	N	257	257
	Work flow		
	Correlation Coefficient	-0.125-*	1.000
	Sig. (1-tailed)	0.022	.
	N	257	257

*. Correlation is significant at the 0.05 level (1-tailed).

Source: Prepared by the researcher.

Table (4-15) shows that the value of the correlation coefficient between the third and fifth dimension assigned to measure weak leadership capabilities and the level of work flow, respectively, is equal to (-0.125) and that the probability value of the parameter is equal to (0.022) which is less than (0.05). Accordingly, the third sub-hypothesis, which states: "There is a statistically significant relation at a significance level ($\alpha \leq 0.05$) between the weak leadership capabilities of the Human Resources Manager and work flow", was accepted.

- The fourth sub-hypothesis:

"There is a statistically significant relation at a significance level ($\alpha \leq 0.05$) between poor developer of others of the Human Resources Manager and work flow".

Table 4-16. The correlation coefficient between poor developer of others and work flow

				Poor Developer of Others	Work flow
Spearman's rho	Poor Developer of Others	Correlation Coefficient		1.000	- 0.174-*
			Sig. (1-tailed)	.	0.00
			N	257	257
Work flow	Correlation Coefficient		-0.174-*	1.000	
		Sig. (1-tailed)	0.00	.	
		N	257	257	

*. Correlation is significant at the 0.05 level (1-tailed).

Source: Prepared by the researcher.

Table number (4-16) shows that the value of the correlation coefficient between the fourth and fifth dimension assigned to measure poor developer of others and the level of work flow, respectively, is equal to (-0.174) and that the probability value of the parameter is equal to (0.00) which is less than (0.05).

Accordingly, the fourth sub-hypothesis which states: "There is a statistically significant relation at a significance level of ($\alpha \leq 0.05$) between poor developer of others of the Human Resources Manager and work flow", were accepted.

The Result of testing the first main hypothesis is:

"There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between the insufficiency of the human resources manager and the workflow of service institutions in Salahaddin Governorate.

Table 4-17. The Spearman correlation coefficient between the inefficiency of the Human Resources Manager and work flow.

			Inefficiency of the H R Manager	Work flow
Spearman's rho	Inefficiency of the H R Manager	Correlation Coefficient	1.000	-0.199- ^{**}
		Sig. (1-tailed)	.	0.001
		N	257	257
	Work flow	Correlation Coefficient	-.199- ^{**}	1.000
		Sig. (1-tailed)	.001	.
		N	257	257

^{**}. Correlation is significant at the 0.01 level (1-tailed).
Source: Prepared by the researcher.

Table number (4-17) shows that the value of the correlation coefficient between the total score of the first four dimensions designated to measure the inefficiency of the Human Resources Manager and the fifth domain designated for measuring the level of work flow is equal to (- 0.199) , and that the potential value of the coefficient is equal to (0.001) which is less than of (0.05).

To determine the kind of the relation, we note that the correlation coefficient between the inefficiency of the human resources manager and the work flow of (- 0.199), as shown above in the table number (4-17), has a negative sign, which indicates the negative relation between the inefficiency of the Human Resources Manager and work flow.

Accordingly, the first main hypothesis, which states: "There is a statistically significant relationship at the level ($\alpha \leq 0.05$) between the insufficiency of the

Human Resources Manager and the work flow of service institutions in the Salahaddin Governorate, was accepted.



2. Test and result of the second hypothesis (the null hypothesis):

The null hypothesis (H_0), which stated: “There is no statistically significant relation at the significance level ($\alpha \leq 0.05$) between the inefficiency of the human resources manager and work flow”.

Since the first hypothesis that was stated: “There is a statistically significant relation at level ($\alpha \leq 0.05$) between inefficiency of the Human Resources Manager and work flow”. has been proven, this leads us to the best way of knowing that the null hypothesis (H_0) was rejected as a result of accepting the first hypothesis (H_1).

3. Test of the third hypothesis:

“There is a statistically significant significance level ($\alpha \leq 0.05$) for the effect of the inefficiency of the human resource managers on the work flow in government institutions in the Salahaddin Governorate”.

Table 4-18. Results of Linear Regression.

Independent Variable	Coefficient of Determination (R)	P- Value
Low Performance	0.181	0.00
Poor Communication Skills	0.108	0.04
Weak Leadership Capabilities	0.141	0.01
Poor Developer of Others	0.165	0.00
Inefficiency of HRM	0.239	0.00

Source: Prepared by the researcher.

Table (4- 19). ANOVA^a test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.953	1	1.953	15.487	0.000 ^b
Residual	32.155	255	.126		
Total	34.108	256			

a. Dependent Variable: Work flow

b. Predictors: (Constant), Inefficiency of HR Manager

Source: Prepared by the researcher.

The value of the determination coefficient (R) for the first four fields designated to measure the inefficiency of the human resources manager, as shown in Table (4-18), is (0.239), and the probability value is (0.00). The ANOVA test in the table (4- 19) shows that the value of the significant value of the independent variable is (0,00), so both of the values are less than (0.05).

Thus, the result of testing the third hypothesis, which states: “There is a statistically significant at significance level ($\alpha \leq 0.05$) of effect of the inefficiency of the human resource managers on the work flow in government institutions in Salahaddin Governorate”. has been accepted.

The value of the determination coefficient according to the results shown in table number. (4- 18) the descending order of the inefficiency dimensions of the human resource manager in terms of the degree of their impact on work flow arranged as follows:

Low performance, poor developer of others, weak leadership capabilities, and poor communication skills.

4.4. The Relationship Between Demographic Factors and Human Resources Managers.

The degree of respondents’ responses to the inefficiency of human resource managers varies according to the educational qualifications of those managers. For example, those who obtain higher degrees (Master’s or Ph.D.) have higher performance. Education is a priceless treasure with essential societal and individual significance. It gives a solid foundation for people to reach their full potential. It is a potent tool for achieving national development. It's a flexible tool for change. The quality and quantity of a nation's human resources, which ultimately set the pace for the nation's social, economic, and political development, determine its wealth to a considerable extent.

The type of academic credentials or degrees a person has achieved is referred to as education attainment, Although education level is a continuous variable, empirical investigations often capture it as a categorical measure (Akinwunmi and Adeyanju, 2011).

Education is among the most effective indicators of strong work success in a variety of fields. As a result, it could be linked to management effectiveness. It is an important and predictive metric of effective leadership, according to scholars (Judge et al., 2004). Education is essential for effective leadership, and this is based on many leadership behaviors that require strong mental abilities, such as problem solving, planning, communicating, making decisions, and creative thinking (Tett et al., 2000).

The growing number of young managers in various organizations has sparked more interest among academics in the relationship between age and leadership behavior (Zacher and Frese, 2009).

The views of the respondents differed on the efficiency of the human resources manager applied to many years' of experience. Old managers always have long experience in the organization, and therefore, they have an independent way to judge future things and to build on the results of the experiments they have fought in their lives. As a result, there is a certain consideration of optimism or pessimism, which is always different from managers with limited experience years, implying the possibility of providing a different diagnostic. Those who have worked for the government for a short period of time have tendencies, patterns, and aspirations. Years of expertise set them apart from other recruiters, and they believe they have the most efficient work and approach of all. They believe that they should have their salaries the highest among the staff, and hold the highest social centers and win the highest degree of estimation and respect, and fewer errors than other employees have in these long years of experience.

The opinions of the respondents (especially human resource managers) differed on the issue of the inefficiency of human resource managers according to the job category. Such as their ownership of land or government apartments and their rewarding salaries, unlike middle management managers who receive salaries of less

than this class, or they own personal government vehicles and provide their own fuel at government expense, and this has a significant and clear negative impact on the efficiency and performance of middle management managers, including human resources managers, and according to the organizational structure for that institution or organization.

According to the age variable, respondents' opinions on the inefficiency of the human resources manager differed, which is normal. The age factor affects the manager's performance and thus his efficiency. In the event that he is old, this will affect his performance in a negative way, affected by many factors, including the manager's health factors, so his deteriorating health condition affects his level of performance. People in their golden years believe that they require more assurance of their future than others.

As for the impact of the marital situation, it will often differ. The married person feels more responsible for his need for the job, and therefore seeks to improve his administrative competencies, because he is in dire need of job stability finds himself thinking that he is the best person able to take on administrative and leadership responsibilities and that his ambition towards promotion and reward from his higher manager takes a turn. Akbar may be due to his economic needs, because the amount of his monthly income is more than that of a single person. All of this, assuming that his family obligations do not affect his work. All those factors mentioned above would create a state of difference and disparity in the respondents' answers to the study's questionnaire.

As for the manager's gender variables, whether male or female, they will not affect his efficiency or job performance. In light of the growing role of women in the public career life in Iraq, the gender-discrimination gap has greatly reduced, as today no government department is devoid of the presence of a female component and has attained high positions in parallel with men.

Summary of Chapter Four:

In this chapter, the necessary statistical analysis of the study data was made. The necessary tests were conducted for the study hypotheses, where the statistical description of the sample and its various distributions were listed, then commented on the results that emerged from the analysis, justifying and explaining the agreements and differences with the previous studies that the researcher dealt with in this chapter. At the end of this chapter, the relationship between demographic elements or variables and human resource managers was discussed.



CHAPTER FIVE

FINDINGS AND RECOMMENDATIONS

5.1. The Results.

5.2. The Recommendations.

5.3. The Proposed Studies.



5.1. The Results

As a result of the applied and field study conducted by the researcher entitled “Effect of Inefficiency of the Human Resources Manager on Work flow” that was conducted on civil employees in some government departments in Salahaddin Governorate in the Republic of Iraq, the most important results that he reached were extracted as follows:

- 1- The study showed, in the analysis of the first dimension, the agreement of the study sample members of the workers in civil institutions in Salahaddin governorate on the impact of the decline in the job performance of the manager of human resources on the progress of work as a result of the characteristics of the manager himself, and his encounter with some problems personally, such as family problems as well as his feeling bored of his work due to the lack of appreciation and monotony of the tasks assigned to him by the higher management, so he loses the enthusiasm and the motives that make him improve his job performance and thus reflect positively on the workflow in that institution.
- 2- The study showed, in the analysis of the second dimension, the agreement of the study sample members working in governmental institutions in Salahaddin governorate the impact of poor communication skills of the Human Resources manager, which are attributed to differences, personal skills, and mental abilities of the manager or the occurrence of lack of clarity and overlap that leads to disruption of the communication process as well as excessive communication is not considered that it leads to confusion in communication, or excessive self-confidence of the manager, which may reach the point of unilateralism, intolerance and neglect of attention to the opinions of employees as well, which constitutes an obstacle to the effective communication process.
- 3- The study showed in the analysis of the third dimension that the members of the study sample who are working in governmental institutions in Salahaddin Governorate are in agreement on the importance of the impact of weak administrative capabilities of the Manager of the Human Resources, which results from personal characteristics because he does not have a strong

administrative personality, his lack of courage and self-confidence, and his inability to make important decisions without hesitation, including what is related to external factors such as interference by other parties in the core of his work tasks, as well as the excessive supervisory method adopted by some supervisory authorities, whose excess leads to the occurrence of this weakening the manager's administrative capabilities in order to avoid accountability and accountability.

4- Regarding the analysis of the fourth dimension, the study showed that the study sample members who work in governmental institutions in Salahaddin Governorate agree on the importance of the impact of the human resource manager's lack of the process of developing their employees, as the old mentality that governs the employee's relationship with the institution in which he works is that employees need institutions, and that the available jobs are very few, so many candidates must compete to obtain them. These beliefs still remain. Thus those institutions with their managers responsible for training and development (human resource managers) have overlooked the importance of this vital aspect that is in the interest of institutions in general.

5- Results of the first main hypothesis:

The results of the first hypothesis stated that: "There is a statistically significant relation at a significance level of ($\alpha \leq 0.05$) between the inefficiency of the Human Resources Manager and work flow".

The first main hypothesis is divided into four sub-hypotheses, the results of which are as follows:

- A. "There is a statistically significant relation at a significance level of ($\alpha \leq 0.05$) between low performance of the Human Resources Manager and work flow".
- B. "There is a statistically significant relation at a significance level of ($\alpha \leq 0.05$) between poor communication skills of the Human Resources Manager and work flow".
- C. "There is a statistically significant relation at a significance level of ($\alpha \leq 0.05$) between weak leadership capabilities of the Human Resources Manager and work flow".

D. "There is a statistically significant relation at a significance level of ($\alpha \leq 0.05$) between poor developer of others of the Human Resources Manager and work flow".

6- Results of the second hypothesis:

The results of the second hypothesis (the null hypothesis) stated that: "There is no statistically significant relation at significance level ($\alpha \leq 0.05$) between inefficiency of the human resources manager and work flow", was rejected.

7- Results of third hypothesis:

The results of the third hypothesis stated that: "There is a statistically significant significance level ($\alpha \leq 0.05$) of the effect of the inefficiency of the human resource managers on the work flow in government institutions in the Salahaddin Governorate".

5.2. The Recommendations:

The recommendations of the study contribute to diagnosing the effects of the inefficiency of the human resources managers working in government institutions in the Salahaddin Governorate, addressing the imbalance and weakness, and raising the level of performance of managers in order to ensure that the work flow proceeds as required, which is positively reflected in improving the quality of services provided by these institutions.

1) Low performance aspect:

- Giving HRM importance by the higher management and his involvement in setting goals and priorities that can be achieved.
- Making sure to know if the manager wants to improve his performance, is he ready to make certain adjustments and is determined to change.
- Holding private meetings is necessary for higher management, regardless of the stage they are at in dealing with low performance. Private meetings are scheduled every month, biweekly or even every week, depending on the time higher management has available. In any case, when they come to a meeting to address a performance issue, they should prove that they really care by coming ready, prepared to point to specific situations, support what they say, and most importantly, have some corrective comments ready to discuss them.
- Although he is in a position of responsibility, the human resource manager must obtain adequate recognition for his diligent work.
- In spite of work being just a part of our life, there is a need to separate personal matters from work, and factors that may hinder the work of most employees and managers alike include relationship problems, personal or health complications related to one of the family members, and financial difficulties.
- Setting simple and uncomplicated standards and measures to measure performance to avoid errors.

- Improve the efficiency of managers, including the Human Resources Manager, for acceptance subordinates to their superior and enhance their confidence in the work they perform.

2) Poor communication skills aspect:

- Culture and familiarity with different areas of life should be increased, through reading and knowledge on a permanent basis, as this method helps to increase public culture, thus improving communication and communication skills with others, in addition to improving the vocabulary used.

- Listening well to others is important in the communication process, as it improves the process of communication and communication with others, as it helps to respond better.

- Communicating the information clearly, it is preferable for the communicator to be understandable and clear during his conversation with others, and to avoid using difficult vocabulary and meanings, and to replace them with easy and understandable meanings, as this method helps increase the skill of communication and communication with others.

- Avoid aggression during dialogue and must maintain calm.

- Openness to hearing and understanding other people's point of view, rather than just conveying ideas and turning away. And it enhances the ability to have open conversations with others to form healthy relationships at work.

- Using constructive comments is the best way to deal with praise or praise from managers when they do their job well.

- Choose the best method of communication according to the situation and know the form of communication that you should use, such as direct personal communication, e-mail.

3) Weak leadership capabilities aspect:

- The decision-making process, which may be one of the most difficult administrative tasks because it is based on selecting the most appropriate option that requires a distinction between emergency and important matters.
- The need for a successful manager to share his ideas with others .. He must also provide them with the necessary instructions for his decisions, goals and methods in order for him to obtain collective protection through cooperation, coordination and to achieve his goals.
- Not to deny the problems, if any, or bypass the crisis, finding a solution by completely addressing them or minimizing them and mitigating their effects.
- Enhancing the role of the human resources manager in planning, control and supervision, as he is the head of the position he occupies.
- Make him pay more attention to gaining the confidence of his subordinates and spreading the spirit of satisfaction between them, the fair and resolute organization of roles and their distribution, encouraging others to work in a serious manner, and continuously mobilizing his followers to achieve the required goals.
- Made him realize the importance of the way of dealing between him and his colleagues that has a profound effect on them and pushes them to work hard and perseverance.
- Urging the human resources manager to notify his employees that they are part of the whole, telling them that participation in work and then better performance also guarantees their personal goals.
- The necessity for him to deal with his subordinates with justice and sympathy, away from the prevailing clan ties and favoritism, and to make the criteria for their preference related to their level of performance and the extent of their skills.

4) Poor developer of others aspect:

- Coordination between administrative development agencies and educational institutions to determine the needs required to develop the working cadres.

- Developing and implementing many training programs that develop the skills of the workforce and achieve positive cooperation and meaningful integration.
- Attention to job entrance and job content in terms of duties and responsibilities and how to develop the systems and regulations related to them, as well as the modifications related to the nature of tasks and the redesign of jobs in the organization.
- Focusing on the adjustment of the functional structure, the structures of powers and responsibilities, the distribution of work, and the formation of organizational units in enterprises.
- The importance of focusing in particular on work technology and the associated development, modification and introduction of changes in work methods and methods, as well as the extent of innovation and change in the technology used in the performance of work and the facilities that this may add in terms of the implementation of various works and the extent of creativity in their performance.
- Developing the human aspects by doubling efforts directed at improving aspects of developing their capabilities, skills and performance, modifying their behaviors and attitudes, and focusing on changing the behavioral patterns of all workers through a set of methods such as: various training programs, methods of performance appraisal and others.

5) Work flow aspect:

- Reducing reliance on the traditional method of using spreadsheets to track and report projects and processes, although it is useful, but that manual tracking may lead to human errors and the risk of entering wrong data, and the difficulty of updating, sharing and maintaining accessibility of spreadsheets.
- Advanced management software to help simplify its operations. This solution is used for the purpose of work flow automation to perform basic operations without the need for human intervention, eliminating the risk of human error.
- Leveraging integrated software that improves communication by automatically sharing data and functions between management programs, allowing employees to

access information through a global interface. With full access to operational data, management can generate reports to develop actionable insights that outline areas where further improvements to operations are needed.

- Streamlining work flow is an ongoing project in which organizations need to set priorities to create effective processes. When work flow is improved, institutions can reduce their operating costs and boost overall productivity.
- Conducting a workflow analysis process for the purpose of enabling management to make the necessary changes, discovering contradictions in the organization's operations, and identifying strengths and weaknesses through this analysis.
- Establish effective workflows for the purpose of optimizing time management, reducing risks, and increasing productivity levels in government institutions.
- Activating the supervisory role for all different stages of the workflow in order to avoid errors and correct their course in their initial stages, as well as matter with regard to feedback.

5.3. The Proposed Studies

During the study conducted by the researcher, he concluded several proposed studies. As these studies are considered an extension of his study, the proposed studies can be summarized as follows:

- 1- Conducting a comparative study on the incompetence of human resources managers between the public and private sectors in the Salahaddin Governorate.
- 2- Study the other dimensions of the incompetence of the human resources manager that were not covered by the researcher and which are no less important than the dimensions that were studied and analyzed, such as the issue of job satisfaction and its impact.
- 3- Study the effect of the inefficiency of human resources managers on the work flow in the private sector in the Salahaddin Governorate.

- 4- Study the effect of the inefficiency of human resources managers on production in the private sector in the Salahaddin Governorate.
- 5- Study the extent of the impact of the work environment in the public sector on the work flow in the Salahaddin Governorate.



Summary of Chapter Five:

In this chapter, the final results reached by the researcher in his study were presented, and the necessary explanations and clarifications were added to these results, and in light of these results, the researcher developed appropriate and applicable recommendations that he thinks could contribute to solving the problem that the researcher addressed in his study. Also, the researcher proposed several studies whose topics emerged through reading and research during the period of study preparation. The researcher considered that it was necessary to study them, as they are new and contemporary topics that have not been addressed before, whether by researchers or writers, as a supplement to what the researcher began to study.



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APPENDICES

Appendix i: Arbitration of Questionnaire

To Doctor.....

Subject: **Request for arbitration of questionnaire.**

Would you kindly agree to arbitrate the attached questionnaire, because you have scientific and academic experience, where the researcher prepares a thesis for the purpose of obtaining a master's degree in Business Administration titled "Effect of Inefficiency of The Human Resources Manager on Work flow" from Istanbul Gelisim University (Republic of Turkey).

Therefore, I ask you to provide your opinion, and advise me regarding this questionnaire, including amending, deleting or adding what you deem appropriate to develop the study tool, because that is useful for scientific research, and your opinion has a great importance in promoting and achieving the objectives of this research.

With my best appreciation and compliments.

The Researcher

Nibras Hikmat Ameen

17 April 2021

Attachments:

- The questionnaire.
- Hypotheses and Variables of the study.

SECTION 1: Phrases related to the inefficiency of the human resources manager and flow of the work:

Please answer by put a sign in the place you think is appropriate according to each phrase, when your answer approach grade (5) this indicates your broad agreement with what was stated in the phrase and it gradually decreases:

Seq.	Statement	Disagree	Strongly Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
First:	Low Performance					
1	The HR manager has the power to achieve a work-life balance.					
2	He has the willingness to take on additional responsibilities.					
3	When attending team meetings, the human resource manager is always on time.					
4	The HRM contributes suggestions for new initiatives or existing issues.					
5	When working on a team project, the HR manager values everyone's contribution.					
6	He realizes the organizational goals of the organization and works towards achieving them.					
7	The HR manager is willing to contribute to the conduct of activities outside of work such as team meals or outings.					
8	The HR manager works on all comments and input received from senior management.					
9	He does not dislike management and the work -related changes.					
10	He participates in other major projects, initiatives and contributes to its success.					
Second:	Poor Communication Skills					
1	HR manager talks with his subordinates on neutral topics such as talking about weather, common hobbies / interests, or international affairs as well as work issues.					
2	He has the ability to ask various distinct questions and listens well to others.					
3	Uses praise for positive actions and behaviors.					
4	Uses clear phrases when guiding me to a specific activity or work.					
5	The extent of his use of the threat method in case of unfinished business and negative behaviors.					
6	He uses humor to relieve employee anxiety and confusion.					
7	He writes down accurate notes of clerical work.					
8	A smile appears on his face at every meeting, and he makes others feel the importance of what he says.					
9	Uses expressions of constructive criticism.					
10	He calls his subordinates when they are absent to check					

	on them.					
Third:	Weak Leadership Capabilities					
1	He likes to set goals and objectives.					
2	He is willing to take responsibility when team members fail to live up to expectations.					
3	As a good leader he helps his team in difficult times.					
4	He has a strong relationship with his staff.					
5	Has the ability as a leader to direct and influence others.					
6	He is willing to hear and accept employee suggestions.					
7	He is flexible in dealing with his employees regarding the execution of orders, and allows them to ask various questions.					
8	He places more importance on the right decision than being kind.					
9	He is not alarmed when someone asks him about his decisions.					
10	He tries to understand team issues, and not to be biased.					
Fourth:	Poor developer of others					
1	HR Manager Encouraging workers and employees to enter training programs.					
2	He is interested in the management skills of the employees.					
3	He works to determine the level of skills of workers and employees in their field of work.					
4	Adopts the level of an incentive program to motivate workers and employees to enter training programs.					
5	He helps to adopt a development policy for workers and employees.					
6	He seeks to deal with qualified training centers for the purpose of refining and increasing the skills of employees.					
7	He provides computer applications and other utilities to get work done.					
8	He supports employees' efforts to improve their weaknesses.					
9	He provides opportunities for professional learning and development.					
10	He allocates material and moral rewards such as letters of thanks and appreciation to his competent employees.					
Fifth:	Flow of the work					
1	HR Manager provides the possibility to receive support and assistance when the workload is high.					
2	Able to deal satisfactorily with work stress.					
3	He seeks to ensure that employees perform the job tasks according to the required standards.					
4	Increase the sense of pride among the employees in the value of the achievement they achieve on the job.					
5	He encourages employees to make sufficient effort to					

	complete job tasks on time.					
6	He is constantly keen on developing the skills and capabilities of the employees.					
7	He generates self-control of his subordinates when they perform their job duties to ensure the quality of work outputs.					
8	Emphasizes that employees must be compared to the work they are carrying out with the plans and programs drawn up.					
9	He makes sure that workers correct the mistakes they may make while doing their work.					
10	Develops employees' self-abilities to develop work outputs.					
11	He is keen to make employees complete all their job duties on time.					
12	Has good potential to influence the work flow mechanism.					
13	Uses his powers that enable him to assume responsibility effectively.					
14	He formulates business goals realistically.					
15	He has good potential to influence the time of completion of work.					
16	Changing working times is permitted if required.					
17	He seeks to solve all daily work problems of employees.					
18	Directs employees to adhere to work regulations.					
19	He distributes work tasks in a good way.					
20	He distributes responsibilities and powers in a prudent manner.					

SECTION 2: The Demographic Characteristics:

- 1- Gender:** 1)Male: 2)Female:
- 2- Marital Status:** 1)Single: 2)Married: 3)Other:
- 3- Age:** 1) Less than 25 years:
2) 25 to less than 35 years:
3) 35 to less than 45 years :
4) 45 years and more:
- 4- Educational Attainment:** 1) Diploma degree or less:
2) Bachelor degree:
3) Master or Doctorate degree:
- 5- Employment Grade:** 1)First grade: 2)Second grade:
3) Third Grade: 4) Fourth Grade:
5) Fifth grade: 6) Sixth grade:
7) Seventh grade: 8) Eighth grade:
- 6- Number of experience's years:** 1)Less than Five years:
2) Five to less than 10 years:
3)Ten to less than 15 years:
4) Fifteen years or more:

Thanks for Your Cooperation.

Appendix ii. List of Arbitrators Questionnaire:

Seq.	Name	Institution
1	Prof. Dr. Omar Ahmed Shihab	University of Tikrit
2	Prof. Dr Mohammed H. Hbeshy	King Khalid University
3	Prof. Ziyad Ahmed Daham	University of Tikrit
4	Dr. Ihsan Jawad	University of Kerbala
5	Prof. Dr. Ali Sulaiman	University of Tikrit



Appendix iii: Introduction Letter

Dear Respondent,

I am an MBA Student at Istanbul Gelisim University (Istanbul- Turkey), conducting a master thesis on Human Resources Management titled “Effect of Inefficiency of The Human Resources Manager on Work flow”. A case study of public servants management in Salahaddin Governorate- Iraq. There are some people targeted by this research and I want you to know that you are one of them, please feel free to respond to the questions and your responses represent those of many thousand others. I would like to assure you of the confidentiality and the findings were used for academic purposes even though they may also help to improve your organizational management once taken into consideration by the provincial government.

The Researcher

Nibras Hikmat Ameen

17 April 2021

SECTION 1: Phrases related to the inefficiency of the human resources manager and flow of the work:

Please answer by put a sign in the place you think is appropriate according to each phrase, when your answer approach grade 5 this indicates your broad agreement with what was stated in the phrase and it gradually decreases:

Seq.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
First:	Low Performance					
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2	He has the willingness to take on additional responsibilities.					
3	When attending team meetings, the human resource manager is always on time.					
4	The HRM contributes suggestions for new initiatives or existing issues.					
5	When working on a team project, the HR manager values everyone's contribution.					
6	He realizes the organizational goals of the organization and works towards achieving them.					
7	The HR manager is willing to contribute to the conduct of activities outside of work such as team meals or outings.					
8	The HR manager works on all comments and input received from senior management.					
9	He does not dislike management and the work -related changes.					
10	He participates in other major projects, initiatives and contributes to its success.					
Second:	Poor Communication Skills					
1	HR manager talks with his subordinates on neutral topics such as talking about weather, common hobbies / interests, or international affairs as well as work issues.					
2	He has the ability to ask various distinct questions and listens well to others.					
3	Uses praise for positive actions and behaviors.					
4	Uses clear phrases when guiding me to a specific activity or work.					
5	The extent of his use of the threat method in case of unfinished business and negative behaviors.					
6	He uses humor to relieve employee anxiety and confusion.					
7	He writes down accurate notes of clerical work.					
8	A smile appears on his face at every meeting, and he makes others feel the importance of what he says.					
9	Uses expressions of constructive criticism.					
10	He calls me when I'm absent to check on me.					
Third:	Weak Leadership Capabilities					
1	He likes to set goals and objectives.					

2	He is willing to take responsibility when team members fail to live up to expectations.					
3	As a good leader he helps his team in difficult times.					
4	He has a strong relationship with his staff.					
5	Has the ability as a leader to direct and influence others.					
6	He is willing to hear and accept employee suggestions.					
7	He is flexible in dealing with his employees regarding the execution of orders, and allows them to ask various questions.					
8	He places more importance on the right decision than being kind.					
9	He is not alarmed when someone asks him about his decisions.					
10	He tries to understand team issues, and not to be biased.					
Fourth:	Poor developer of others					
1	HR Manager Encouraging workers and employees to enter training programs.					
2	He is interested in the management skills of the employees.					
3	He works to determine the level of skills of workers and employees in their field of work.					
4	Adopts the level of an incentive program to motivate workers and employees to enter training programs.					
5	He helps to adopt a development policy for workers and employees.					
6	He seeks to deal with qualified training centers for the purpose of refining and increasing the skills of employees.					
7	He provides computer applications and other utilities to get work done.					
8	He supports employees' efforts to improve their weaknesses.					
9	He provides opportunities for professional learning and development.					
10	He allocates material and moral rewards such as letters of thanks and appreciation to his competent employees.					
Fifth:	Flow of the work					
1	HR Manager provides the possibility to receive support and assistance when the workload is high.					
2	Able to deal satisfactorily with work stress.					
3	He seeks to ensure that employees perform the job tasks according to the required standards.					
4	Increase the sense of pride among the employees in the value of the achievement they achieve on the job.					
5	He encourages employees to make sufficient effort to complete job tasks on time.					
6	He is constantly keen on developing the skills and capabilities of the employees.					
7	He generates self-control of his subordinates when they perform their job duties to ensure the quality of work outputs.					
8	Emphasizes that employees must be compared to the					

	work they are carrying out with the plans and programs drawn up.					
9	He makes sure that workers correct the mistakes they may make while doing their work.					
10	Develops employees' self-abilities to develop work outputs.					
11	He is keen to make employees complete all their job duties on time.					
12	Has good potential to influence the work flow mechanism.					
13	Uses his powers that enable him to assume responsibility effectively.					
14	He formulates business goals realistically.					
15	He has good potential to influence the time of completion of work.					
16	Changing working times is permitted if required.					
17	He seeks to solve all daily work problems of employees.					
18	Directs employees to adhere to work regulations.					
19	He distributes work tasks in a good way.					
20	He distributes responsibilities and powers in a prudent manner.					

SECTION 2: The Demographic Characteristics:

- 1- Gender:** 1)Male: 2)Female:
- 2- Marital Status:** 1)Single: 2)Married: 3)Other:
- 3- Age:**
- 1) Less than 25 years:
 - 2) 25 to less than 35 years:
 - 3) 35 to less than 45 years :
 - 4) 45 years and more:
- 4- Educational Attainment:**
- 1) Diploma degree or less:
 - 2) Bachelor degree:
 - 3) Master or Doctorate degree:
- 5- Employment Grade:**
- 1)First grade: 2)Second grade:
 - 3) Third Grade: 4) Fourth Grade:
 - 5) Fifth grade: 6) Sixth grade:
 - 7) Seventh grade: 8) Eighth grade:
- 6- Number of experience's years:**
- 1)Less than Five years:
 - 2) Five to less than 10 years:
 - 3)Ten to less than 15 years:
 - 4) Fifteen years or more:

Thanks for Your Cooperation.

RESUME OF THE RESEARCHER

Name: Nibras Hikmat Ameen

Surname: Ameen

Summary:

- Technical Manager Assistant.
- In charge of Division of Personnel.

Skill Highlights:

- MS Word
- MS PP
- Data Inserter
- MS Excel
- MS Paint
- Adope PSD

Experience:

- Former data superintendent.
- Former NGO orphans affairs manager.

Education:

Bachelor of Commercial Science: **Al Mamoon University College** –
1999, Baghdad, Iraq.

Bachelor of Arts (Translation from English Into Arabic)

: **College of Arts, University of Tikrit**- 2016, Tikrit, Iraq.

Languages:

Arabic – Native

English – Advanced

