
THE IMPACT OF APPLYING TRAINING STRATEGIES IN ACHIEVING THE BEST JOB PERFORMANCE-AN EXPLORATORY STUDY OF THE OPINIONS OF WORKERS IN GOVERNMENT BANKS OPERATING IN THE BAGHDAD GOVERNORATE

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Abstract

This study aimed to identify the impact of the applying of training strategies in achieving job performance, Study was based on the analytical descriptive approach. The study society is composed of employees of Iraqi government banks, which numbered (7) banks, Where the study sample was taken from these banks by a simple random sampling method The inspection unit was 200 personnel (administrative staff). Study found a number of results the level of training is related to years of management experience, as well as not specifying the training needs of the trainee accurately Because of the indifference of the departments in the banks in question to training and what it will achieve in improving performance. And based on the results achieved by the study, a set of recommendations were presented, the most important of which is to work on making a comparison between the evaluation of the expected performance and the current performance achieved "after implementing the training" and knowing whether the results are negative or positive in order to determine the training needs and develop the necessary training plans with the help of A group of specialists in the financial and banking field.

Introduction

The development of human resources in any institution is one of the requirements for quality performance, as this contributes to reducing costs and improving the quality of outputs. The success of any institutional organization does not exist without the presence of competencies and skills that manage this system, which ensures its survival within the circle of competition between other institutions, and this is not without the presence of a training system, which is one of the conditions for raising the performance of the institution and the job performance of workers and employees.

Training is an integrated administrative process that occupies an important place among the administrative activities aimed at raising efficiency and improving work methods in order to reach the best job performance (Lackey, 2011). Perhaps the reason for this position at the various administrative levels is the effective belief that training plays in the development of human competencies, which helps to achieve the objectives of the institution efficiently as well as to achieve a high level of personal satisfaction for people. Recently, training is one

of the areas that receive increasing attention, due to the importance of this field in facing the modern challenges facing many institutions, such as: increasing performance, unity of competition, technological development and new technologies (Acton et al, 2015). In order to increase efficiency and effectiveness, reduce costs, and align the individual with the requirements of the job he occupies, and in order to be able to adapt to work programs and modern methods and means, in order to reach the level of better performance of the administrative staff, the institutions have increased interest in training, as they tended to increase spending in the field of training, as Some organizations contracted with training centers to benefit from their services and expertise, in addition to establishing their own training units as part of the organizational structure (Falola et al, 2014).

Chapter one

Research Methodology

First: the importance of the study

The importance of the study can be determined as follows:

1. The research derives its importance from increasing the importance of the subject of training and its continuity to keep pace with the latest developments in the surrounding environment in order to develop the performance of workers.
2. The importance of the research stems from the importance of the research variables (training and job performance) as contemporary variables in the administrative and strategic literature, and that their study contributes to the benefit of the Iraqi banks surveyed by introducing them to the importance of the relationship of these two variables in increasing awareness of the concept of training strategies and commitment to achieving better job performance.
3. The importance of the research also stems from the fact that it is a field research and that the Iraqi banks surveyed are in dire need of field studies, as it will provide them with direct data and information that can be employed in achieving better job performance.

Second: the problem of the study

The problem of the study stems from the fact that there is a weakness and shortcoming in the training programs used in the Iraqi government banks.

Renewable and conflicting technological developments and changes in the world of banking in the world make it imperative for Iraqi banks to follow them up and prepare training programs commensurate with them. Based on this, the researchers noticed the problem of the study through the field survey of some Iraqi banks in Baghdad, where the researchers asked a set of the following questions:

1. Is there a conviction among the management of banks of the importance of training and its role in raising the efficiency and performance of employees?
2. Is there a decrease in the efficiency of the performance of workers in the Iraqi government banks?

Third: the hypotheses of the study

There is no statistically significant effect at the level ($\alpha = 0.05$) of training strategies with its dimensions (training needs, training program curricula, trainers, training evaluation) on the

best job performance with its dimensions (perseverance, quality of work) in the Iraqi governmental banks.

(H0) The first main hypothesis: There is no statistically significant effect at the level ($\alpha = 0.05$) of the impact of training strategies on better job performance.

(H1) The second main hypothesis: There is a statistically significant effect at the level ($\alpha = 0.05$) of the impact of training strategies on better job performance.

Fourth: the hypothetical scheme of the study

The procedural scheme of the research deals with the statistically significant effect of the impact of training strategies on better job performance in Iraqi governmental banks, according to Figure (1).

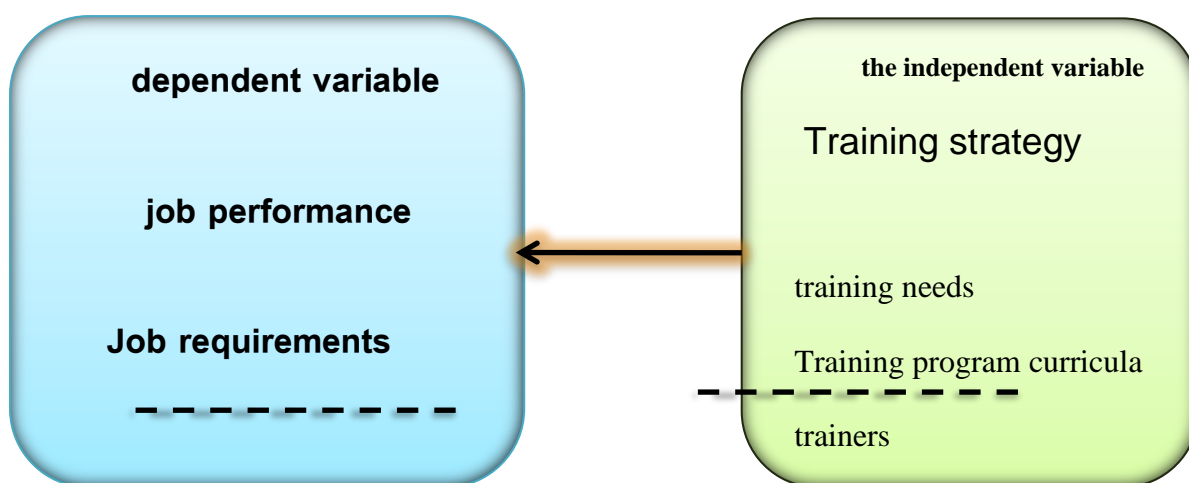


Figure (1).

The hypothetical scheme of the study

Fifth: study terminology

Training Strategies: It is a set of activities aimed to designing and implementing a set of practices and policies related to the training of internally homogenous human resources in the manner through which human capital is achieved that contributes to the achievement of the strategic objectives of the organization (Al-Ghamdi, 2013).

Training needs: They represent the real requirements that the training courses aim at, as the training needs are analyzed before starting the preparation of the training program to ensure that this program is suitable for the actual training needs of the trainees (Madani, 2009).

Training program curricula: It is everything related to the scientific material that is offered in the training courses that will be in harmony or compatible with the training needs of the administrative staff and that will contribute to the development of the abilities and skills of the trainees (Milhem et al, 2014).

Trainers: They are the people who provide the training courses to the participants and who must have special qualities for the success of the training process (Al-Samarrai, 2010).

Evaluation of training: The effectiveness of training is not only achieved by good planning, but by the accuracy of implementation, and then it is necessary to carry out an evaluation of

the training activity in general in the facility to know the results of the training process in all its details of training material, trainers, and trainees (Topno, 2012).

Functional performance: A set of functional activities performed by the individual in his organization, which express his level of competence in accomplishing the tasks and duties assigned to him (Nasser, 2010).

Job requirements: It refers to the tasks, responsibilities, or roles that are required by a business or a job (Dorra and Al-Sabbagh, 2008).

Quality of work: It is represented in the duration of what the employee realizes about the work he is doing, and what he possesses of desire, technical skills, ingenuity, and ability to organize and carry out the work without making mistakes (Shahin, 2010).

Sixth: the study population and sample

This study dealt with the presentation and analysis of a community of administrative staff of the Iraqi government banks, numbering (7) major banks operating in the province of Baghdad (Al-Rafidain, Al-Rasheed, Industrial, Agricultural Cooperative, Real Estate, Trade Bank of Iraq, Alnahrain Islamic Bank), where samples were taken using a method The simple random sample of (310) individuals. The questionnaire was distributed to the members of the study sample by (310) questionnaires, and (237) questionnaires were retrieved. It was found that (200) questionnaires are valid for statistical analysis, i.e. (64.5%). Thus, the sample size became It is (200) individuals.

Seventh: study methodology

The methodology used in this study was the descriptive analytical approach adopted by researchers to deal with and classify data so that it describes the phenomenon and the researched community and analyzed it using statistical packages for social sciences (SPSS) after collecting data through the study tool (questionnaire) in order to identify the impact of applying training strategies in achieving better job performance.

Eighth: Study tool and sources of information

The researchers relied on the following sources in collecting data:

- 1- Theoretical side: where information was collected from previous studies, scientific articles, university theses, and approved scientific references.
- 2- Questionnaire: The researchers developed a questionnaire to measure hypotheses, as this questionnaire was developed according to the five-point Likert scale (strongly agree 5 points, agree 4 points, neutral 3 points, disagree 2 points, strongly disagree 1 point). The virtual validity of the study tool has been verified by presenting it to a group of referees and experts, who have experience in management sciences. With the intention of benefiting from their experience and knowledge stock, as they numbered (4) referees, and the aim of arbitration of the questionnaire was to verify the extent to which items belong to the study variables, as all their observations were taken into consideration. The questionnaire consisted of three parts (the first part measures the demographic characteristics of the study sample, the second part measures the dimensions of the independent variable, and the third part measures the dimensions of the dependent variable). The questionnaire contained (48) items.

Ninth: The validity and reliability of the study tool

The researchers tested the apparent honesty in order to identify the questions related to each other and also to ensure the consistency of the answers of the study sample members in order to reflect the objectives and questions of the study. Where it was presented to experienced and specialized people and a panel of referees from the administration professors to judge its validity as a tool for data collection, and the proposed modifications were made by the referees and specialized professors before distributing it to the study sample. The stability of the tool was approved by Cronpach's Alpha coefficient for internal consistency, in order to ensure the validity of the questionnaire as a tool for collecting the data needed for the current study. With regard to the limits that this study will adopt when commenting on the arithmetic average of the variables in the study model, and to determine the degree of the scale, the researchers identified three levels (low, medium, high) based on the following equation: (Sekaran, 2010).

Class length = (upper limit of the alternative - lower limit of the alternative) / number of levels

$(5-1)/3 = 4/3 = 1.33$. So the levels are as follows:

Low	from (1) - less than (2.33).
medium	from (2.34) – (3.67).
high	from (3.68) to (5).

Second chapter

Theoretical framework

First: the concept of job performance

Modern management has become convinced that if the success of the organization depends on achieving its goals, then the workforce is the means to achieve these goals, and in order for the organization to thrive and develop, it must rearrange its priorities. and to adopt a constructive and effective approach to human resources management based on the formation of an integrated team of workers who have experience and skill and who also have an optional desire to work efficiently, They have the incentive to raise their productive efficiency and feel the desire to stay in the organization and be loyal to it.

This is confirmed by the importance of the organization's endeavor to maintain and preserve a stable workforce, and to strengthen its efforts, and hence the interests and priorities of its members increased in a positive and constructive way (Al-Ameera, 2003) intellectual management of human resources and improving the level of job performance of employees because the success of any organization is linked to the level of performance of its members and their competence.

The term job performance consists of:

Performance: It is the accomplishment, implementation, and practice of anything that is commanded (Armstong, 2006).

The job: It is the organizational performance unit that is assigned to the group of workers who occupy this job and perform all the duties, responsibilities, and powers that it includes that are consistent and integrated in order to achieve the purpose for which the job was found (Dorra and Al-Sabbagh, 2010).

There have been many definitions of researchers for performance, Haynes defined it as: “the output achieved by the employee when he performs any work (Al-Namiyan, 2003) and the dictionary of administrative sciences terminology defined performance as: “carrying out the burdens of the job in terms of responsibilities and duties according to the rate that is supposed to be performed by an efficient and trained worker. . (Nasser, 2010). Job performance is also defined as studying and analyzing the performance of workers for their work and observing their behavior and actions during work, in order to judge the extent of their success and level of competence in carrying out their current work, as well as the potential for growth and advancement of the individual in the future and his bearing of greater responsibilities, or promotion to another job (Fu & Deshpande, 2014).

(Dalal et.al, 2014) is defined as the employee’s implementation of his work and responsibilities assigned to him by the organization or the entity to which his job is linked. Performance is the outcome of the results and outputs achieved by the individual as a result of the effort exerted through the individual’s carrying out the tasks, duties and responsibilities entrusted to him (Al-Samel, 2011).

Elements of job performance

Functional performance consists of a group of elements, the most important of which are (Samel, 2011 and Okasha, 2008)

- 1- Knowledge of job requirements, including general knowledge, technical and professional skills, and general background on the job and related fields.
- 2- The quality of the work, which is represented in the extent to which the individual is aware of the work he is doing and what he possesses in terms of desire, skills, ingenuity, and the ability to organize and carry out the work without making mistakes.
- 3- The amount of work accomplished, i.e. the amount of work that the employee can accomplish under normal work conditions, and the speed of this achievement.
- 4- Perseverance and reliability, which includes seriousness and dedication to work, the ability of the employee to take responsibility for work and complete the work in a timely manner, and the extent to which this employee needs guidance and direction from the supervisors.

Job performance standards

Setting performance standards aims to monitor performance on a permanent basis in order to identify any fluctuation in the performance level In order to intervene in a timely manner to address the negatives and shortcomings, the most important performance criteria are limited to the following: (Zacher, & Ohme 2015)

- 1- Quality: It is the indicator of how to judge how to perform in terms of the degree of perfection and the quality of the product. Therefore, the quality level must be commensurate with the available capabilities, and this requires the existence of a standard for the superiors and subordinates to submit to it if necessary, in addition to agreeing on the level of quality required in performing the work.
- 2- Quantity: It is the volume of work performed in the light of the capabilities and abilities of individuals, and workers do not challenge it with complacency or indifference. Therefore, mastery is preferred over the volume and quantity of work performed as a motive to achieve

an acceptance rate of growth in the rate of performance commensurate with the individual's experiences.

- 3- Time: The importance of time is due to the fact that it is a resource that cannot be renewed or compensated. It is capital, not income. Which necessitates the importance of optimal utilization in every moment, because it is always diminishing and goes on irreversibly, so it is priceless, as it is one of the most important indicators upon which the work performance is based, as it is a predictive statement that determines when work responsibilities will be implemented, so the agreement on the appropriate time is taken into account to do the work that needs to be done.
- 4- Procedures: They are arranged steps for the practical application of the skills to be done. Therefore, an agreement must be made on the methods and procedures that are permitted and authorized to be used to achieve the goals. Despite the fact that the procedures and steps followed in the completion of the work are expected and written in the institution's documents according to the rules, laws, regulations and instructions, it is preferable to agree between the superiors and subordinates on the procedures followed in the work procedure, whether related to the completion of transactions or their receipt or delivery so that the picture is clear to all parties.

Second: the concept of training strategies

The strategic approach to training management is based on conducting an analysis of opportunities and threats in the organization's external environment and its various and changing factors, whether economic, political, technological or social, as well as identifying strengths and weaknesses in the organization's internal environment, whether human, material or informational factors. Successful organizations in light of globalization and continuous change are constantly analyzing the internal and external environment, which requires them to adjust their current strategies and adopt new strategies in order to maintain their competitive advantages, and this change affects the functional strategies for each job or activity, including the training activity. (Zhang & Fan, 2014)

The training strategy is defined as a process aimed at making strategic decisions affecting the long term in relation to the development and expansion of the performance of the employees in the organization and the extent to which they possess skills, knowledge, competencies and capabilities. Therefore, it can be said that the training strategy is what is the general strategy of the organization through which it determines the future vision of the organization and the goals that must be achieved (Denis, 2001). Or is the degree of compatibility of training with the human resources strategy, which is an integral part of the organizations strategy, so that the workforce is fully trained to meet the challenges and environmental changes (Daniels, 2003).

(Salem and Saleh, 2002) indicates that it is the strategic entrance to the training function that includes basic pillars that are recognizing the importance of the influence of the external environment, recognizing the importance of competition and the dynamic nature of the human resources market, focusing on achieving the organization's mission in the long term, focusing on setting goals, and making decisions to achieve them. Achieving integration with the general strategy of the organization and the rest of the functional strategies.

Therefore, the increasing importance of the concept of training strategy is evident in the literature, the many theories and dissertations, and in various practices as a result of many reasons, the most important of which was the increasing impact of the practice and policy of employing training on the performance of working individuals, in addition to developing the skills of individuals with high creative capabilities as well as helping at the same time to Raising the level of creativity among individuals by identifying the organization's needs for skills, behaviors and knowledge required in terms of type and quantity and in a manner commensurate with the aspirations of the organization. (Konin, 2018)

(Al-Qatamin, 2002) indicates that the process of preparing training strategies goes through stages: - which is the analysis of the organization's strategies and what they contain of goals, tasks, policies and programmers, and the analysis and study of the external environment of the organization in terms of economic conditions and trends, technological development, demographic factors and government systems, competition, analysis and study of the organization's internal environment in terms of the organization's current status, work turnover rate and efficiency of the manpower working in those organizations, preparation and formulation of a training strategy that includes policy, programs and budgets that contribute to integration with the organization's strategies, and reviewing the strategic plan for training when a change occurs in the internal and external environment of the organization The strategic approach to the training job includes five basic pillars (Stewart & Brown, 2014), namely:

- 1- Recognizing the importance of the impact of the external environment: the external environment presents a set of opportunities and threats, These matters are embodied in laws and economic, political and technological conditions, and the training strategy must recognize these effects and try to invest, seize and strengthen opportunities, and reduce and limit threats.
- 2- Acknowledgment of competition, its role, the status it achieves for the organization, and the dynamic nature of the human resources market: Organizations compete to obtain qualified employees, as the competitive forces in attracting employees through developing and improving their skills have a direct impact on their attraction, survival, and loyalty to the organization.
- 3- Focusing on achieving the organization's mission in the long term: that the training strategy contributes to achieving what the organization hopes to be in the future and the vision that it drew at the beginning of the road and that it aspires to and wants to achieve. The mission of the organization is defined as the unique characteristics that distinguish the organization from other competing organizations.
- 4- Focusing on setting goals and making decisions to achieve them: The goals represent the mediating means that the organization needs in order to translate its mission and objectives into clear, specific, measurable action procedures. In this context, the management of the organization faces many strategic options in the field of personnel development, which require clear and explicit decisions regarding them.
- 5- Integration with the general strategy of the organization and the rest of the functional strategies: In order for the training and development strategy to be effective, it must be integrated with other strategies for managing human resources in the organization. If the

organization's strategy focuses on growth and control of a specific market, then the training strategy must be It focuses on providing working individuals with more capabilities and skills necessary for this transformation, but if the organization's strategy focuses on reducing its activities, the training strategy must reduce its programs provided to individuals working in the field of these activities.

The researchers believe that the training programs should be in line with the organization's strategy and attention to strategic planning, which requires a clear strategy for human resources from which clear strategies emerge for the various activities, including the training activity, as the environment in which organizations operate is rapidly changing, so the internal environmental factors, whether human, material, or information, as well as External environmental factors, whether economic, political, technological or social, are in constant change and this requires our organizations to adopt clear strategies in order to maintain their competitive advantages. Many studies have shown that there is a relationship between the human resource strategy and the organization's place globally, and that organizations that use an integrated human resource strategy perform their work and develop better and achieve high quality levels. Therefore, it is necessary in the first place to pay attention to human resources, develop and train them, follow the optimal functional strategies, and apply the best methods in this field in order to be able to face challenges, rapid changes and technological development in light of globalization.

Obstacles to applying the training strategy in organizations.

(Zadunczyk & Blenkinsopp, 2007) showed that there are a set of obstacles that negatively affect the training strategy and that hinder and limit the implementation of this strategy, and the most important of these obstacles:

- 1- Unclearness of the general strategy of the organization and, consequently, the lack of clarity of its objectives that it seeks to achieve.
- 2- The lack of sufficient support by senior management and its lack of interest in formulating the general strategy of the organization and other functional strategies.
- 3- The stagnation of some laws and regulations.
- 4- Lack of organizational culture supporting training.
- 5- The lack of modern technological systems supporting training.
- 6- Weakness of senior management's belief in the strategic role of training.
- 7- Weakness of job analysis activity in the organization.
- 8- The weakness of the financial capabilities available for training.

The importance and benefits of training strategy in organizations

The importance and benefits of practicing the training function from a strategic approach lie in key aspects (Auluk, 2007), (Teresa at,el, 2002), (Khatri, 2000) (Nofal, 2007), namely:

- 1) Diagnosing and determining manpower needs in the long term in light of the strategic goals and aspirations and in this context can be of the organization
- 2) The training strategy provides a stock of human resource when needed and to face emergency circumstances.

- 3) Improving and developing the knowledge, capabilities and skills of working individuals in line with the long-term goals of the organization and striving towards achieving competitive advantages.
- 4) Enhancing the belonging and loyalty of employees to the organization, and creating positive internal and external trends towards it.
- 5) Improving the areas of functional performance of working individuals, including: productivity, creativity and innovation, planning and organizing work and its timing, work relations, as well as the decision-making process.

Previous studies:

1- Nofal (2007) study the impact of the training strategy on the performance of employees in the Jordanian commercial banks.

It aimed to identify the practices related to the training strategy in the Jordanian commercial banks, and their impact on the level of performance of the individuals working in them. The study population consisted of all Jordanian commercial banks that have a specialized department for human resources management, as they numbered (17) banks. This study targeted (10) of the human resources department managers working in the main center of the bank and (20) of the branch managers operating in the city of Irbid. The questionnaire was used as a data collection tool. The study reached several results, most notably: There is a strong positive correlation with statistical significance between the degree of practice of human resources managers in Jordanian commercial banks of the training strategy and the training process, and the level of performance of the individuals working in them. This study also found that there are statistically significant differences between the study sample managers in practicing the activities and steps of building the training strategy, as well as practicing the stages of the training process from a strategic approach due to both the educational level and the number of years of experience in the current position.

2- Al-Atwi (2007) The impact of training methods on the effectiveness of training programs.

This study aimed to identify training methods and their impact on the effectiveness of training programs in the General Organization for Vocational Education in the Kingdom of Saudi Arabia. The study reached a set of results, the most important of which are: The general average of the respondents' perceptions of the training methods used was high, and the general average of their perceptions of the effectiveness of the training programs was also high. The existence of an effect of the training methods used on the effectiveness of the training program for trainees in the General Organization for Technical and Vocational Education in the Kingdom of Saudi Arabia. The study recommended the need to improve the training environment, improve the training infrastructure, and select trainers with experience in this field.

3- Al-Tarwanah study (2010) commitment to applying the stages of training and its impact on the areas of employee performance.

The study aimed to identify the extent of commitment to apply the stages of the training process and its impact on performance areas that include productivity, creativity, efficiency, decision-making and business planning. As well as determining the impact of technology on the stages of the training process and areas of performance. And diagnosing the obstacles facing training activities in government departments. The sample consisted of (151) individuals working in (25) government departments in the Kingdom of Saudi Arabia. Among the most prominent results of this study: Commitment to applying the training stages affects the training stages and the performance areas, modern technology affects the training stages and the performance areas, especially in the field of transferring information and knowledge quickly and accurately, the training stages affect the performance areas, training faces in government departments in the Kingdom Saudi Arabia has some obstacles such as: the stagnation of laws and regulations and the absence of an organizational culture that supports training activities. Traditional training methods are widely used, including lectures, discussions, committees, seminars, and conferences, with a degree ranging from medium to high. The stage of evaluating the training programs in the study sample agencies and departments needs to be followed up after the end of the training program.

4- Al-Samarrai (2010) The impact of training strategies for developing human resources in the government sector.

The study aimed to identify the impact of training strategies (trainees and their desire to train, trainers, curricula of training programs, administrative and supervisory services and their impact on the success of the training program) on the development of human resources (achieving the objectives of the course and translating them into training needs, motivation, desire for change) in the Ministry of Electricity In Iraq. One of the results of the study is that the activating factors for the success of the training process from the point of view of the trainers is the perseverance in training and raising the efficiency of the trainees through holding training courses and educational seminars It was also found that the most important problems facing the trainers during the training process is the lack of practical application of the skills that the trainee obtains. The study also showed that males believe that training strategies have a greater impact on the development of human resources, and each may be due to the greater interest of males in obtaining skills and knowledge that new to their work. As for the most important recommendations of the study, it focused on the need to develop the rewarding system in force in the Ministry of Electricity in Iraq, and the need to keep pace with modern work methods and develop work methods to enable workers to perform work better, and it is necessary to link training courses to the practical side of work in order to achieve the desired goals. of the training process, with the need to benefit from the experiences of developed countries regarding training and human resource development.

5- Abu Ziadeh (2012) study time management and total quality and their impact on job performance.

This study aimed to identify the nature of the relationship between time management, total quality and its impact on job performance in Palestinian commercial banks. To achieve the objectives of the study, the researcher designed and developed a questionnaire for the purpose of collecting data from the sample, which numbered (114) managers. The study reached a number of results, the most prominent of which are: Palestinian commercial banks are interested in applying all dimensions of total quality management, except for employee participation and motivation. In general, this application came to a medium degree, and the attitudes of respondents in these banks towards the level of effectiveness of time management and job performance are characterized by a high degree, and it was found that there is a significant relationship between the dimensions of total quality management and each of the effectiveness of time management and job performance, as well as showing The existence of a relationship with a significant impact between the effectiveness of time management and job performance, as the results of the study showed that there is a relationship with a significant impact between the effectiveness of time management and total quality combined and job performance, The effectiveness of time management and total quality combined had the greatest impact on job performance, compared to both the effect of time management effectiveness and total quality alone on performance, whether or not the quality of work life. The study population consisted of workers in non-governmental organizations, numbering (887) organizations. This study was applied to (53) organizations. A stratified random sample of (265) employees was selected. The study presented a set of recommendations, the most important of which are: Establish awareness and serious conviction among senior management and workers at all administrative and technical levels of the importance of applying the dimensions of total quality management in an integrated and purposeful manner and linking them to the effectiveness of time management, due to its greater impact on improving the job performance of administrative employees in Palestinian commercial banks. It also recommended the need to give greater attention To apply all dimensions of total quality management, and focus on the most important dimensions and impact on the effectiveness of time management and job performance, it also recommended the need to increase the interest of these banks in activating and developing team spirit and teamwork, as this is considered one of the basic requirements for the success of the total quality management philosophy.

6- Al-Bilbeisi (2012) Study of job quality of life and its impact on job performance.

This study aimed to identify the level of quality of work life in non-governmental organizations in the Gaza Strip, and the degree of commitment to applying its elements within their corridors, and to identify the level of job performance among non-governmental organizations workers, and the extent of its impact by applying programs, the researcher used the descriptive analytical approach in his study, and used a tool for data collection, which is the questionnaire. The study reached several results, the most important of which is that non-governmental organizations in the Gaza Strip have a good quality of work life, and the performance of workers in non-governmental organizations in the Gaza Strip is characterized

by high efficiency and a high level, which has a relative weight of (80.03%), The results also indicated that there is a positive relationship between the quality of work life within the non-governmental organizations in the Gaza Strip and the job performance of its employees, In his study, the researcher recommended the need to improve the quality of work life in non-governmental organizations by focusing on job security and opportunities for promotion and advancement, wages and bonuses, compensation and well-being of workers, and correcting grievances within non-governmental organizations, in addition to the need to pay attention to issuing performance reports on a regular basis to address imbalances quickly.

7- Study (Sezer 2009) An analysis of the relationships between the implementation of training activities and the organization of human resources management in commercial services: a sample in hotels.

This study aimed to implement training activities for human resource management and its relationship with human resource management organizations in Turkish hotels to achieve the objectives of the study, a questionnaire was designed and distributed to the study sample consisting of managers in (19) hotels out of a total of (33) hotels, i.e. (57.5%). The study concluded that hotels that have a human resources department (36.8%) The hotels that have human resource managers are (15.8%), the hotels that use human resource consulting are (52.6%), and the hotels that need the human resource planning and training system are (42.1%). The study recommended the need for those departments in these hotels to prepare training programs, identify training needs, and prepare programs and trainers for administrative employees who have a need for training in order to raise their efficiency and better performance.

8- Abdelgadir & Elbadri (2010) Study, Training Practices of Banks Poland: Evaluation and Improvement Agenda.

This study aimed to identify the practices of training activities of Polish commercial banks, and the researchers collected the necessary data to complete the study from 30 commercial banks operating in Poland. In order to achieve the study and reach the results, the two researchers designed a questionnaire that included the training activities that were studied, which are identifying training needs, developing training programs, and evaluating the effectiveness of these programs. The study reached several results, the most prominent of which are many Polish commercial banks that were included in the study. the process of identifying training needs is ignored when planning its banking activities, and the results showed that the process of evaluating the results of training programs and its reflection on the performance of individuals working in these banks is ignored.

9- Weng (2013) Study Developing employee job performance through ethical leadership.

This study aimed to examine the impact of ethical leadership on the performance of employees (service performance and service orientation) through the use of a multi-stage theoretical model in which the researcher collected data by distributing (214) questionnaires to employees in (22) branches of a commercial bank in Taiwan. The questionnaire may be divided into two parts, a management questionnaire that evaluates the job performance of employees, and the employee questionnaire, which measures the perception among

employees of ethical leadership and the subordinate supervisor within their organizations. The study concluded that the relationship between the direct supervisor and the employees' performance was negative when there were fluctuations and changes at the group level. However, the relationship between ethical leadership and employees was positive, which indicates the existence of a strong direct relationship between following the ethical leadership style and employee performance. The researcher recommends commitment to ethical leadership because of its great impact on employees and their performance, and recommends a positive relationship between employees and supervisors, because this seeks to motivate and encourage them to work.

10- Hernaus & Mikuli (2014) Study work characteristics and job performance of knowledge workers.

This study aimed to verify the pattern and model of the relationship between the different tasks, knowledge, characteristics and social characteristics of work design and its results, through a field survey of the major NGOs in Croatia, which consisted of (512) employees from (48) organizations for data collection and analysis. The study emphasized the importance of the overlap between work attributes and characteristics, and work outputs, with the suggestion that work characteristics have a significant impact on job performance. The study also showed that cognitive work is considered more dangerous than other work because of the information it obtains and issuing from it. The researcher recommends the need to find a kind of balance between work requirements and the human capacity of workers. He also pointed to the need for systems of performance appraisal and individual rewards to amend the system to promote positive social behavior within the organization.

Chapter Three

Data Analytics Framework:

The analytical framework for the data presents the arithmetic averages and standard deviations of the research dimensions.

The independent variable (training strategies)

table (1) Arithmetic means and standard deviation for each domain of training strategies

degree of compatibility	standard deviations	arithmetic averages	Dimensions	Dimension number
low	0.98	2.24	training needs	1
Medium	0.94	3.54	Training program curricula	2
Medium	1.02	3.43	trainers	3
low	0.87	2.30	Training evaluation	4
Medium	0.95	2.87	Training strategies	

The content of table (1) indicates that the arithmetic mean of the estimates of the study sample on the independent study variable (training strategies) was (2.87), with a moderate degree. And that the second field (training programs curricula) came in the first place with an arithmetic mean (3.54) and a standard deviation (0.94) with a medium degree. These results indicate that the curricula of the training programs had an average role in developing and

improving the performance of employees by defining the training content on the basis of compatibility with the different capacities of the administrative employees in the Iraqi government banks. The third domain (trainers) came in second place with an arithmetic average of (3.43) with a standard deviation of 1.02 and a medium degree. Through these results, it is noted that the banking institutions were employing qualified trainers to train employees who are in dire need of training courses and in accordance with the aspirations of those institutions. Whereas the fourth domain (training evaluation) ranked third with an arithmetic mean of (2.30) with a standard deviation of (0.87) with a low score. It is clear from these results that looking closely at the evaluation, because the future of their training programs depends to a large extent on the use of evaluation results as an aim to clarify the meaning of evaluation in order to identify weaknesses in the current training, and how they can be overcome. Then the first field (training needs) comes fourth with an arithmetic mean (2.24) with a standard deviation (0.98) with a low score. These results indicate the existence of real training needs in the surveyed banks, which were neglected by the management of government banks and its lack of analysis, conclusion, harmony and compatibility with work requirements in a changing environment. It is noted through these results that the training strategies in the surveyed community were suffering from a clear weakness in determining the training needs, which is an inevitable result of the inability of the surveyed banks management to evaluate the previous training programs for the administrative staff in order to better evaluate the performance of the employees.

Dimensions of the dependent variable (job performance)

(2) table

Arithmetic means and standard deviation for each field of job performance

degree of compatibility	standard deviations	arithmetic averages	Dimensions	Dimension number
Medium	0.89	3.47	Job requirements	1
Medium	1.02	3.38	work quality	2
Medium	0.95	3.42	job performance	

The content of table (2) indicates that the arithmetic means of the estimates of the study sample on the dependent variable (job performance) amounted to (3.42), with a standard deviation of (0.95), with a moderate degree. And that the first field (job requirements) ranked first with an arithmetic mean of (3.47) with a standard deviation of (0.89) and with a medium degree. These results indicate that the job requirements in the surveyed banks were moderate, meaning that the employees have the knowledge, Familiarity with the nature of the work entrusted to him because of the experience and skill they possess that qualify them to carry out the tasks, responsibilities and roles and perform the work entrusted to them in a better way. Followed by the second field (quality of work) in the second place with an arithmetic mean (3.38) with a standard deviation (1.02) and a medium degree. It is noted through these results that government banks focus on a medium percentage in the quality of service provided to their customers, despite the contribution of the policies and procedures used in

the banks in the completion of work efficiently and effectively, and these results indicate that the management of the banks in question is working to direct employees towards outstanding performance in a manner. In general, without regard to the process of evaluating administrative performance on the one hand, and the obvious shortcomings in determining the needs and training curricula of administrative staff that achieve best and better performance on the other hand.

Research Hypotheses Test:

To test the main null hypothesis, a multiple regression test was used to verify the effect of applying training strategies in achieving the best job performance in Iraqi government banks. The main hypothesis: There is no statistically significant effect at the level ($\alpha = 0.05$) of the training strategies and its dimensions (training needs, training curricula, trainers, training evaluation) on the better job performance in its dimensions (functional requirements, quality of work) in the Iraqi governmental banks.

To test the hypothesis of the study, a multiple regression test was conducted to show the extent to which there is a statistically significant impact of training strategies and their dimensions on achieving better job performance, as shown in Table (3).

Table (3)

Analysis of variance regression test to determine the effect of applying training strategies on achieving better job performance

R2 The coefficient of determination	R correlation coefficient	significance level Sig	F calculated	Mean Square	DF	Sum of Squares	variance source
0.357	0.598	0.003	52.723	6.803	4	27.213	among groups
				0.129	195	25.215	inside the groups
					199	52.428	Total

Table (3) shows the effect of applying training strategies on achieving better job performance in government banks, where the results of the statistical analysis showed that there is a statistically significant effect of training strategies on achieving better job performance in government banks, as the level of significance in the overall dimensions levels reached (0.003), which is Less than the level of significance ($\alpha = 0.05$), and thus the main hypothesis is statistically significant, as the calculated (F) reached (52.723), which is greater than the tabular (F) value (2.3719) at degrees of freedom (4, 195), The correlation coefficient was (598R = 0.) at the level of significance ($\alpha = 0.05$), while the coefficient of determination (R2) was (0.357), and based on the decision rule that states “there is no statistically significant effect at the level of significance ($\alpha = 0.05$). (For training strategies and its dimensions (training needs, training program curricula, trainers, training evaluation) to achieve the best job performance in government banks. Therefore, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted, which states that “there is a statistically significant effect at the level of significance ($\alpha = 0.05$) for training strategies to achieve better job performance in government banks.

Conclusions:

- 1- The level of practice of the management of government banks, the study sample, of the activities and steps of building the training strategy was relatively average, meaning that the support of senior management in those banks for the training philosophy was within normal limits and to a medium degree.
- 2- Failure to accurately determine the training needs of the trainee by the administration of Iraqi government banks, due to the weak faith of those departments in training and what it will achieve in improving performance.
- 3- The level of training is related to the years of experience in management and not based on job performance evaluation actually implemented, especially for administrative staff that we believe may be in need of training.
- 4- The application of training strategies does not contribute to achieving the personal needs of the trainees, but rather meets the immediate job needs.
- 5- There is a weakness in evaluating the training programs and indifference to the comparison between the expected performance and the current performance implemented after the implementation of the training programs.
- 6- The training courses that are held for administrative staff are appropriately suited to the training methods and job needs, despite the short time period available for the training course.
- 7- The administrative staff in the banks under study were enduring work pressures and maintaining the best level of performance in terms of the quality of service provided within acceptable limits.
- 8- The administrative staff has the acceptable limit of job requirements in terms of knowledge, experience and skill, which enables them to perform their work better.

Recommendations:

1. Increasing interest in qualifying and training administrative staff at all administrative levels of government banks.
2. The use of training methods other than the usual ones should be expanded to allow the administrative staff to keep abreast of developments.
3. Management in government banks should follow up on the effects of training after the training process so that the participating administrative staff feel that the training courses have led to an increase in knowledge, gaining experience and broadening horizons.
4. Developing training programs for some training activities, such as preparing new employees, or training awareness activities, and others.
5. Provide the opportunity for all employees in Iraqi government banks to obtain training courses without exception or favouritism.
6. Building an organizational culture for administrative staff is a guarantee to avoid areas of suspicion and corruption through the application of training strategies.
7. Refer to the directors of departments, heads of departments, supervisors and executors and their participation in the design and preparation of training programs so that these programs fulfill their purpose based on the criteria and standards set to measure performance so that it is easier to evaluate the effectiveness of training and to know its effects on the study community and to what extent were the activities and positives of training.
8. That the Iraqi governmental banks work on developing an integrated information system that specializes in searching for, following up and developing ideas and creative trends, and

benefiting from it in the field of training in order to improve the performance of administrative staff, which in turn will raise the status of those banks and achieve success efficiently and effectively.

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