



The role of information technology in improving human resources performance- An applied research in Tourism Authority

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ABSTRACT

This research aims to determine the role of information technology in improving the tourism performance of human resources. Tourism authority was chosen to conduct a field study to diagnose the reality of the use of information technology and the extent of its impact on improving the performance of human resources. The study was applied to a sample of employees working at tourism authority , consisting of 60 people who were chosen randomly. The questionnaire was used as a main tool to collect the necessary data and information. The study can prove the validity of the hypothesis that indicates the existence of a relationship and impact between the two variables. The study showed that the role of information technology in improving the performance of human resources was strong, and there is a logical justification for accepting the main research hypotheses.

To achieve this goal, the dimensions of the independent variable information technology were adopted, represented by (physical components, databases, communications networks, software, and human resources), and the dimensions of improving the performance of human resources were adopted, represented by (efficiency, effectiveness, and performance). The research included the following domains:

The first domain: Research methodology.

The second domain: A conceptual framework for information technology.

The third domain: A conceptual framework for improving human resources

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Introduction

When the world is witnessing a rapid development process in organizations' need for information, whether in terms of quantity, or speed in obtaining information to make the best decisions and document the relationship of these facilities with their surrounding environment, the increasing role of information technology and its significant impact is evident. In the effectiveness of organizations, whether in terms of form and structure or on the other hand, by providing some options to improve and continue the performance of organizations. The application of information technology improves the ability of organizations to innovate, increases the efficiency of their operational processes and strategies, and the effectiveness of their administrative and production processes.

The first domain: Research methodology

Some scientific methods are used in studying social and economic phenomena. The (descriptive-analytical) method was chosen, as the theoretical framework was adopted to describe the phenomenon so that the role of the applied framework comes in analyzing the study variables.

First: The research problem:

Iraqi organizations confront a real problem represented by the limited application of information technology and effective use of it in their departments. Concerning this perspective, the research problem revolved around raising the following questions:

1. Does Rasheed Bank seek to adopt the dimensions of information technology?
2. To what extent is information technology used and its role in improving the performance of the human resources of the studied organization?
3. To what extent does information technology contribute to raising the competitive position of the studied organization?
4. To what extent does information technology have an impact on improving human resources performance?
5. Is there a clear perception among the researched organizations about the concept of information technology and improving human resources performance?
6. What is the nature of the relationship or impact between information technology and improving human resources performance?
7. Is there a discrepancy in the respondents' answers about information technology and improving human resources performance?

Second: The research importance:

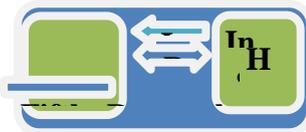
1. **Scientific importance:** It is demonstrated by what the answers to the questions of the theoretical research problem will reveal, as it will provide a theoretical framework that is considered a modest contribution to be added to the knowledge regarding the study variables.
2. **Field importance:** It is reflected through the application of theoretical concepts and ideas for study in the field of work, as well as testing the impact relationship between the dimensions of information technology and improving the performance of human resources to determine the extent of its significance statistically, through which the management of the researched organization can adopt the dimensions of information technology to help it improve the performance of human resources.

Third: Research objectives: The research seeks to demonstrate the impact of the dimensions of information technology in improving the performance of human resources, in addition to developing a theoretical framework for information technology and improving the performance of human resources, identifying the nature of the relationships (correlation and influence) between the two variables, trying to interpret them, and benefiting from the results in addressing one or more problems in The researched organization, and presenting a set of proposals that effectively contribute to increasing the awareness and awareness of administrative leaders about the concept of the research variables.

Fourth: Research model:

A hypothetical research model was designed as in Figure (1), which indicates the relationship (correlation and influence) between information technology and improving human resources performance.

Figure (1) Hypothetical research model



researchers adopted two main hypotheses:

The first main hypothesis: There is a significant correlation between information technology and

improving human resources performance. This main hypothesis is divided into the following sub-hypotheses:

1. There is a significant correlation between material components and improving human resources performance.
2. There is a significant relationship between software and improving human resources performance.
3. There is a significant relationship between databases and improving human resources performance.
4. There is a significant correlation between communication networks and improving the performance of human resources.
5. There is a significant relationship between human resources and improving human resources performance.

The second main hypothesis: There is a significant effect between information technology and improving human resources performance. This main hypothesis is divided into the following sub-hypotheses:

1. There is a significant effect between the material components and improving the performance of human resources.
2. There is a significant effect between software and improving human resources performance.
3. There is a significant effect between databases and improving human resources performance.
4. There is a significant effect between communication networks and improving the performance of human resources.
5. There is a significant effect between human resources and improving human resources performance.

Sixth: Research Methodology:

The inductive and deductive research method was used in the theoretical aspect, relying on books, magazines, and scientific periodicals. The statistical aspect was also relied upon in analyzing the scientific aspect of the research.

Seventh: Population and research sample:

The research population is Al-Rasheed Bank, which is a random sample. The research sample included a group of leaders and employees in the studied organization. The total number of questionnaires distributed was (70) questionnaires, and only (60) of them were retrieved for (**managers, assistant directors, department heads, and employees**).

Eighth: The research determinants: They were represented as follows: -

1. The research was limited to tourism authority due to its cooperation with the researcher.
2. The research period extended from 11th November 2021 to 10th May 2023.

Ninth: Means of collecting data and information: -

The following methods were relied upon in collecting data and information for the research:

1. Seeking help from some Arab and foreign sources, as well as university periodicals, theses, and dissertations related to the research subject and searching the Internet to cover the theoretical side and support the field side with it.

2. A questionnaire was formed to obtain data on the members of the research sample, as well as data that contribute to determining the correlations and influence between the research variables. The questionnaire was prepared in light of the scientific vision achieved through surveying scientific sources.
3. Interview with some of the administrators in the investigated hotels to obtain the history of the hotels and the nature of the business they practice.

Tenth: Statistical methods: Statistical processing was done using the ready-made program (SPSS) to extract the final results and analyze them to discover the relationships and impact between the research variables.

The second domain: A conceptual framework for information technology

First: The concept of information technology:

Information technology constitutes an important resource for the organization through which it can create tremendous capabilities and a great competitive advantage compared to other organizations in the same sector. Information technology is defined as a group of procedures interconnected, as one part of it is concerned with methods of rapid processing of information using the computer, and the second part is concerned with applying statistical and mathematical methods to solve problems, while the other part is concerned with simulating thinking through computer programs. It is defined as the technical skill, skilled practice, or cognitive system that mediates between science and industry, and they are linked to a central relationship, the goal of which is to produce goods and services (Issa, 1987: 61). Robbey defined information technology as all types of software, hardware, and equipment related to calculation and communication, whether it is a personal computer, telephone, or via management information systems (Robbey, 1986: 516). Burhan defined information technology as tools or means that are used in a specific field to achieve specific goals, and the use of technology is a means or a tool and not a goal in itself (Burhan, 1989: 209).

Second: Components of information technology:

1. Hardware and software:

It is a set of equipment (devices) used to enter, store, and retrieve data upon request, and output units consisting of three parts: the arithmetic and logic unit, the control unit, and the storage unit, (Ramanathan: 2009: 12). Hardware includes services, communication networks, scanners, keyboard, screen, and printer to enter, process, store, and display data and information. (Krajewski & Ritzman 2002: 197) confirm that the physical components include the supplies used to enter, store, transmit, circulate, retrieve, receive, and broadcast information for beneficiaries.

2. Databases: It is a group of interconnected data or information stored in data storage devices. The database can be a store of company or organization records, time standards for various organizational operations, cost data, or information related to customer requests. The database can be added, modified, and updated constantly to keep up with emerging variables to help managers make their strategic decisions concerning the correct foundations and enable end users to carry out their work efficiently and effectively (Ajam, 2007: 56).

3. Communications and networks: Communication networks are the means used to send and receive data and information, as they consist of several stations distributed over several sites linked

together by means that enable beneficiaries to carry out sending and receiving operations. Communication networks are a large group of text documents interconnected with each other on the Internet, (Saleh, 2020: 47).

4. Human resources: Human resources include the workforce in the field of technology, and the selection must match competent employees and knowledge of the strengths and experience that the individuals represent to determine the existing results, as well as focusing on talent, capabilities, knowledge, and skills when selecting employees. Information technology is linked to resources. Humanity can change methods of operations, organization, use of applications, and develop technological goals, and the employee is the center for developing technological processes (Al-Kurdi, 2010: 32).

The third domain: A conceptual framework for human resources performance

First: The concept of human resources management:

The views of managers in scientific life differ in defining a unified and agreed-upon concept of human resources management. There are points of view:

1. The traditional point of view: - Some managers see that the management of human resources is merely a function of little importance in the facility and is limited to carrying out routine executive work such as keeping employee files. Human resources management did not receive the attention of these managers, as they believed that its impact on the success of the facility's efficiency was impossible.
2. The modern point of view: - Other managers believe that human resources management is considered one of the most important administrative functions in establishments and is no less important than other functions such as marketing and production due to the importance of the human element and its impact on the establishment's productive efficiency.
3. Scholars' point of view:
 - Silcula defines human resources management as the optimal use of the workforce within the facility or by the facility. This includes the processes of planning the facility's workforce, selection, appointment, performance evaluation, training and development...etc.
 - Franch and Sherman know that human resources management includes basic processes that must be performed, a set of general rules that must be followed, as well as a set of tools and methods that must be used to manage groups of individuals in the organization.
 - French defines human resource management as the process of selecting, using, developing, and compensating human resources working in an organization.
 - Muchielle Hegar knows that human resources management lies in policies represented in decisions, instructions, and activities that include recruitment, training, entertainment, etc., and aims to achieve effectiveness and better results on the part of the organization's members.

The function of human resources management is more of a subject than a simple file, housekeeping, or records file. When the resource strategy is linked to the organization, it plays a major role in clarifying the company's human resources problems and trying to develop them and find solutions for them if they are directed towards work, individuals, interconnected and global independence, as well as the future. It is difficult to imagine today that the organization's achievement

and sustainable impact can be sufficient without human resources management activities and programs (Ivancevich, John, Konopaske, 2013: 7)

Second: - Objectives of human resources management: The main role of human resources management is to ensure compatibility between a set of sub-strategic variables and build organizational capabilities that can be applied to discover and implement a different set of strategic initiatives, while its practices aim to empower and develop employee confidence through several methods. It is achieved by satisfying the basic needs of workers and has been established (Ivancevich, Konopaske, 2013: 11).

Some objectives for human resources management contribute to the following organizational activities:

1. Helping the organization reach its goals.
2. Efficiently employ the skills and capabilities of the workforce.
3. Equipping the organization with well-trained and willing workers.
4. Increasing employees' complete confidence and confidence.
5. Improving and maintaining the two types of work-life leads to making employment in the organization something desirable.
6. Linking human resources management policies with all employees.
7. Helping establish moral and social values and responsible behavior.
8. Managing change towards the common advantage of individuals, groups, and organizations.
9. Managing rapid cycle time and increased contingency.

Third: Requirements for improving human resources management: Many studies have come together, especially those of (Al-Anazi, 1990, Al-Shamagh, 2000, and Bani Hamdan, 2002) on the elements of an organization's success, which are represented by three elements: (organizational effectiveness, efficiency, and creativity).

- **Organizational effectiveness:** - It is an evaluative means to measure the organization's performance in various aspects to determine its level of success in achieving its goals. (Etzioni, 1964: 9) believes that the effectiveness of the organization is determined according to its ability to achieve its set goals, while (Mott, 1972: 17) showed that the organization's effectiveness is represented by its ability to achieve its outputs of goods and services with the necessary quality and quantity by making the best use of its available resources. As for the indicators for measuring organizational effectiveness, Street summarizes the indicators of effectiveness (adaptation, flexibility, satisfaction, development, efficiency, employee retention, growth, survival, and continuity) (Steers, 1977, 7). The current research will rely on two indicators of organizational effectiveness, namely (adaptation and employee retention) because the Technical Institute/Babylon is considered a service organization
- **Efficiency:** - The concept of efficiency is more specific and relates to the internal work of the organization. If an organization can reach a certain level with a small volume of materials compared to other organizations, this organization is described as more efficient. (Hodges & Anthony, 1990: 238) defined efficiency as the use of optimization of the resources available to the organization to achieve the best-added value. The efficiency of any organization can be measured through the ratio of inputs to outputs. (Al-Anazi, 1990) identified achieving

satisfaction and creativity. Since the studied organization is a service organization, the research will rely on two indicators of achieving Satisfaction and creativity in measuring efficiency

- Creativity: Creativity has many aspects. The term “innovator” or “ethicist” is often used in meanings of the word (Creative), which means using skill or imagination to make or do new things. The word (Invention) means invention and it means a thing that was made or designed by a person for the first time (which means that no one had preceded him to do that thing) (Ron, 2000: 406). (Drucker, 1998: 204) believes that creativity is the path that the businessman and entrepreneur adopt to create new sources of wealth or support sources with high capabilities to create wealth in the future.
- (Al-Sarn, 2001: 28) defined creativity as new and useful ideas related to solving specific problems or compiling and recomposing known patterns of knowledge into unique forms. Creativity is not limited to the technical side because it includes not only goods and related processes and market preparation, but also goes beyond machines, equipment, manufacturing methods, improvements in the organization itself, training results, and work satisfaction, which leads to increased productivity. From the above, it can be said that creativity is nothing but an individual/collective ability, and this ability is represented by the ability to sense the existence of a problem that requires treatment, and then the ability to think differently and creatively, and then find a new idea that represents the appropriate solution. This idea is about creating new and useful skills for practical situations (Zian, 2005: 6-7).

Fourth domain: - The practical aspect

In this study, the process of statistical analysis will be conducted for the answers collected from samples taken (60 samples) from the study population and the following agencies:

First: Questionnaire variables

The questionnaire includes two independent variables:

1. Information technology
2. Human resources performance

The collected data were processed using the statistical analysis program SPSS to find the following elements: -

1. Frequencies and percentages.
2. Arithmetic mean and standard deviation.
3. Pearson correlation coefficient.

Regarding the weighted arithmetic mean, an estimated scale was adopted according to the five-point Likert scale, as shown in Table No. (1).

Table No. (1) Rating scale for the five-point Likert scale

	Response	Weighted average
1	Strongly disagree	1:1.80
2	Disagree	1.81: 2.60
3	Neutral	2.61: 3.40
4	Agree	3.41: 4.20
5	Completely agree	More than 4.20

Second: Analysis of frequencies and percentages of the research sample

Table No. (2) shows the frequencies and percentages for the study sample, and according to the first item related to the personal data of the study sample, as follows:

Table (2) Frequency distribution and percentages of the study sample

	Items	Frequency	Ratio	Sample size
1	Gender			
	Male	45	72.6	60
	Female	15	24.2	60
2	Age			
	Less than 35	25	40.3	60
	36-45	35	56.5	60
	46-55	0	0	60
	More than 56	0	0	60
3	Marital state			
	Single	17	27.4	60
	Married	43	69.4	60
4	Academic achievement			
	diploma	23	37.1	60
	Bachelor's	30	48.4	60
	Master's	4	6.5	60
	PhD	3	4.8	60
5	Number of service years			
	1-5	5	8.1	60
	6-10	50	80.6	60
	11-15	5	8.1	60
	16-20	0	0	60
	21 and more	0	0	60

Third: Analysis of the weighted arithmetic mean of the study sample's answers

Table (3) shows the values of the arithmetic means, standard deviations, and the relative

importance of the research community’s responses regarding the first study variable (Information Technology) as follows:

Table (3) Arithmetic means, standard deviations, and relative importance of the study sample’s answers

No.	Questions	Arithmetic mean	Standard deviation
Hardware			
	The devices used by tourism authority ensure fast and accurate data processing.	4.78	0.454
	There are computers in all departments of the tourism authority.	4.76	0.532
	The tourism authority relies on modern technologies as a basis for carrying out its work.	4.75	0.436
	Using a computer allows the tourism authority to simplify work procedures and complete them at the lowest cost.	4.43	0.927
	The tourism authority has an integrated base available to the various units and departments.	4.91	0.278
Databases			
	The bank's specialized employees build databases.	4.81	0.390
	The presence of a database containing accurate information about employees contributes to increasing work efficiency.	4.91	0.278
	The database owned by the tourism authority is flexible.	4.93	0.251
	The tourism authority is constantly working to update its database regarding the development of creative ideas.	4.95	0.219
0	The database is used to provide the tourism authority senior leadership with the information necessary to make strategic decisions.	4.76	0.499
Communication networks			
1	The tourism authority employs people with experience using the Internet.	4.80	0.480
2	The tourism authority is keen to use means that ensure network protection to maintain the confidentiality of information.	5.0	0.000
3	The tourism authority owns a website that provides its customers with information about services.	4.91	0.278
4	The tourism authority uses communication networks to connect departments.	4.70	0.590

5	Using modern means of communication such as websites and e-mail contributes to the speed of completing work.	4.83	0.375
Human resources			
6	The tourism authority seeks to utilize the information available in databases to develop its products.	4.75	0.571

7	The tourism authority's employees are distinguished by their experience.	4.91	0.278
8	The tourism authority has different specializations for managing information technology (engineers, programmers, analysts, computer operators).	4.90	0.354
9	The tourism authority seeks to open continuous training courses for its employees regarding the use of information technology and software applications.	4.58	0.869
10	The tourism authority 's management believes that the use of information technology increases the effectiveness of organizational change and achieves employee satisfaction.	4.76	0.426

When reviewing Table (3), we see that all the arithmetic mean values strongly agree according to the interpretations of the weighted arithmetic mean that was adopted in Table (1). This means that the average answers of the research sample consisting of (60) people completely agreed with the questions related to information technology and its domains. (Hardware components - databases – communication networks - human resources).

Fourth: Analysis of the weighted arithmetic mean of the study sample's answers

Table (4) shows the values of the means, standard deviations, and the relative importance of the research community's responses regarding the second study variable (Human resources Performance) as follows:

Table (4) Arithmetic means, standard deviations, and relative importance of the study sample's answers

No.	Questions	Arit hmetic mean	Stan dard deviation
Efficiency			
1	Employees participate in formulating the tourism authority 's strategic goals.	4.76	0.465
2	Employees help the tourism authority solve problems.	4.88	0.372
3	Employees feel satisfied with their work.	4.95	0.219
Effectiveness			
4	Employees' efforts focus on raising the level of performance in tourism authority.	4.96	0.181
5	The efforts of employees at the tourism authority seek coordination between different departments.	4.90	0.354
6	The employees help the tourism authority to implement alternative plans if the	4.85	0.404

	approved plans fail.		
Creativity			
7	Employees are skilled in discussion and dialogue within the tourism authority.	4.80	0.410
8	Employees can present ideas and quick solutions to confront	4.78	0.415

	problems within the tourism authority.		
9	Employees determine the details of the work before starting to implement it.	4.80	0.403

When reviewing Table (4), we see that all the values of the arithmetic mean strongly agree according to the interpretations of the weighted arithmetic mean that was adopted in Table (1). This means that the average answers of the research sample consisting of (60) people completely agreed with the questions related to marketing performance and its domains (efficiency - effectiveness - creativity).

Fifth: Testing the relationship between the research variables

To ensure the existence of a statistically significant relationship between the research variables (information technology and human resources performance), the simple correlation coefficient (Pearson) was tested (Table 5). The test results are as follows:

Table No. (5) shows the simple correlation coefficient (Pearson) test for the research variables

The variable	IT	Human resources performance
IT	1	0.918
Human resources performance	0.918	1

The correlation values shown in Table (5) indicate the following:

- ❖ There is a strong, positive, and statistically significant direct correlation at the level of significance (0.01) with a value of (0.918) between information technology and marketing performance.
- ❖ There is a strong, positive, and statistically significant direct correlation at the level of significance (0.01) with a value of (0.918) between marketing performance and information technology.

Fourth domain: Conclusions and proposals

First: conclusions

1. The researched organization has a strong base of advanced computers and accessories that are used to collect, analyze, and store data, in addition to their uses in the field of communications.
2. Information technology works to provide large amounts of information with great speed, and accuracy, as the researched bank management is guided by this information when making decisions regarding the design of operations, this is what the study results demonstrated, as it proved the existence of a direct and significant influence relationship between information technology in terms of its overall components and human resources management and its dimensions. In general, it can be said that increasing interest in information technology will have a positive impact on decisions.
3. Information technology represents one of the strategic foundations adopted by Iraqi tourism authority to keep pace with the global development witnessed in the business environment, as information technology contributes to achieving survival requirements to achieve goals.

4. There is a very strong, positive, and statistically significant direct correlation at the level of significance (0.01) with a value of (0.918) between information technology and the performance of human resources.
5. There is a very strong, positive, and statistically significant direct correlation at the level of significance (0.01) with a value of (0.918) between the performance of human resources and information technology.

Second: Recommendations

1. Managers in the bank's departments and divisions must realize the importance of the role that information technology plays in enhancing the bank's effectiveness.
2. The necessity of following modern methods in storing knowledge and information in databases supported by decision-support information, and nurturing the ideas of brilliant and creative people in the bank because of its great impact on the tourism authority effectiveness.
3. The tourism authority management must pay attention to the importance of introducing information technology for its role in enhancing the organization's survival and continuity in providing services. This is done through providing specialized courses in this field.
4. Consolidating the information technology philosophy in all aspects and details of the tourism authority work, especially when formulating plans, setting goals, and making decisions.
5. Activating the relationship between the researched organization and the Ministry of Technology and Communications to build work programs that include keeping up with external developments in the field of information technology and searching for ways to adopt successful and appropriate management philosophies for the sustainability of the tourism authority work in light of crises.

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