

# Planning Human Resources Management, Development and Training of Staff, and Their Impact on Organizational Performance, in the Iraq Oil Companies Sector

Jawad Al-Frijawy<sup>a\*</sup>, Constantin Militaru<sup>b</sup>, Sergiu Tonoiu<sup>c</sup>

<sup>a,b,c</sup>*Faculty of Engineering and Management of Technological System, University Polytechnic of Bucharest, RO-060042, Bucharest, Romania*

<sup>a</sup>*Email: jawad\_a85@yahoo.com*

## Abstract

This paper aims to study the planning, training and development of human resources and its impact on the organizational performance of the Iraqi oil companies. Factors affecting HR planning, training and development were examined. The study population, composed of staff from the Human Resources Department of the Ministry of Oil, included 100 people surveyed. To achieve the objectives of the study, the researcher developed and distributed a survey and data collection and analysis using EXCEL. The overall analysis was carried out based on meta-statistics and correlation analysis. The results showed that human resource management, training and development planning are closely related to organizational performance in the Ministry of Oil. Paper presented recommendations for improving human resources in the Iraq Ministry of Oil.

**Keywords:** human resources management; organizational performance; oil companies; development and training of employees.

## 1. Introduction

In modern times, it is increasingly recognized that organizations have their own needs, motivations and expectations and that their contribution to the organization is more than that of any other supplier. No organization can be managed successfully unless human resources planning is well managed. The efficiency of the human factor can be improved in accomplishing things and thus can achieve organizational effectiveness.

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\* Corresponding author.

Human resources management is the systematic planning and control of a network of basic organizational processes that affect and involve all organizational members. Operations include human resources, planning, job design, job analysis, recruitment, training, development, performance appraisal and review, compensation, compensation, employee protection, representation and organizational improvements. Planning of human resources' management. Implement and achieve strategic management and thus improve human capacity [1]. He studied 590 companies to see the impact of human resources management practices on the performance of the company. They reported results in their article "The Impact of HRM Planning on Organizational Performance Perspectives". They found that progressive human resource management practices, including highly selective recruitment, training, and compensation incentives were positive relationships in the company performance [2]. There was a significant relationship between HR practices and accounting profits. Define performance-based compensation as the strongest single indicator of the oil company's performance. The emergency relationships between the strategy, three HRM practices, participation, results-oriented evaluation, and internal career development have revealed a large part of the variation in the performance measure itself [3]. Planning Human Resources Management and Organizational Performance: The Oil Company reported that human capital was central to explaining differences in individual profits. Employees investing in education and training will raise their skills and be more productive than those who are less skilled, and therefore can justify higher profits as a result of investing in their human capital [4]. The effects examined in selective recruitment, work security, decentralization, use of teams, incentives and compensation, intensive training, differences in status and exchange of information on organizational performance indicators; quality, cost, flexibility, delivery and commitment. The study established a positive and important relationship in the planning of human resources management practices and the operational performance of the oil companies [5]. Planning for human resources management and labor productivity: Does industry matter? It suggests that HRM planning looks at what can or should be done to make employees more productive and satisfied. To achieve this, management must consider the development of superior human resources as an essential competitive requirement that requires careful planning, hard work and evaluation [6]. Therefore, investigate the impact of human resources management planning on performance. The human resources management practices discussed in the study were training and development, teamwork, compensation and incentives, human resources planning, performance appraisal, and staff security to improve the company's business performance, including employee productivity, product quality and company flexibility. The results indicated that the three elements of human resources management practices affect performance. They were training and development, compensation and incentives, and human resources planning. This research shows that effective HRM practices can have a positive impact on business performance. Thus, the impact of human resource management practices on perceptions of organizational performance. They found that progressive HRM practices, including highly selective staffing, training, and incentive compensation were positive relationships on firm performance [7].

## **2. An overview of human resources management planning**

The term "human resources management planning" has been commonly used over the past three decades. Before that, this area was generally known as "Personnel Management". The traditional concept of personnel management was based on human motivation and was only interested in managing the conditions necessary to perform the work. The main concern was the management of salaries and benefits. Human resources

management includes all management decisions and practices that affect or directly affect the persons or human resources working in the organization. In recent years, planning for human resources management has become increasingly important. Greater importance is given to human resources in organizations. This is because organizations have realized that human resources are the most important assets. It is now increasingly recognized that people working in an organization are human beings and have their own needs and requirements. We have now realized that their contribution is important in achieving the goals of the Organization. Thus, the concept of human resources assumes importance in the organization. In management literature, human resource management planning is a recent term and is traditionally referred to as personnel management and personnel management. The human resources of an organization represent its largest investment. Human resources management refers to a set of programs, functions and activities designed and implemented to maximize both staff and organizational effectiveness. Human resources management includes these activities designed to provide, motivate and coordinate the Organization's human resources. Therefore, the challenge for HR managers today is to identify talent, nurture the same care and achieve significant productivity gains over a period. The technological revolution, globalization of competition, demographic changes, information revolution and trends towards a service society have changed the rules of the game dramatically. In such a scenario, organizations with a similar set of resources have a competitive advantage only through efficient and effective human resources' management. Subsequently, many companies began to pay attention to the creation of human resources departments. However, over a period, human resource development as a concept and practice has gone through different stages of transformation. Consequently, human resources development departments started in the mid-1970s to promote capacity building and business motivation. The need was largely met by the late 1980s. During the early 1990s, the focus of human resources development shifted to human resources management planning.

### **3. The impact of HRM planning on organizational performance**

There is a significant and positive relationship between HRM planning and organizational performance [8]. In another study by Hiti (2000), Human resources management planning has a positive relationship with organizational performance [9]. In another study by Apospor E., Nikandrou I., Brewster C., Papalexandris N (2008) The impact of workforce planning on organizational performance and the positive relationship between workforce planning and organizational performance [10]. A study by De Waal A., Frijns M. (2007) in their study of the Indian hotel industry, it was also found that workforce planning has a strong relation to productivity and productivity impact on organizational performance [11].

#### ***3.1. Impact of training and development on organizational performance***

Training and development is an important component of human resources management planning. Training is therefore defined as an organized activity intended to convey information or instructions to improve staff performance or to obtain the level of skill or knowledge required to assist it. Development identifies those activities that lead to new skills or knowledge with the sole aim of personal growth [12]. There is a significant impact of training and development on organizational performance. Therefore, organizational performance is affected because staff skills, knowledge, abilities and skills can be improved and updated. Found that there are

an impact and the relationship between training and development on organizational performance [13].

#### 4. Research Methodology

The study was conducted to achieve objectives including exploration and description in nature and conducting interviews that will be based on the questionnaire coordination. The research methodology defines the purpose of the research, how it works, how to measure progress, and what constitutes success with regard to the specific objectives of the research study. The research process to be adopted in this study consists of the following stages:

RESEARCH DESIGN: Exploratory Research

Research design is to identify methods and procedures for obtaining the information needed to structure or solve the problem. It is the overall operational pattern or framework for a project that stimulates information to be collected from any source and action. Based on the main purpose of our investigation, the most suitable exploratory research was found. This type of research has the primary purpose of developing insights on the problem. Examines the main area where the problem lies and also tries to evaluate some appropriate courses of action. The tool used to collect data was in the form of a questionnaire. The questionnaire was used because it facilitates the scheduling and analysis of the data to be collected. The collected data were subjected to simple frequency distribution and percentage analysis.

#### 5. Data analysis & interpretation

Gender:

Table 1

Gender	No. of respondents
Male	74
Female	26
Total	100

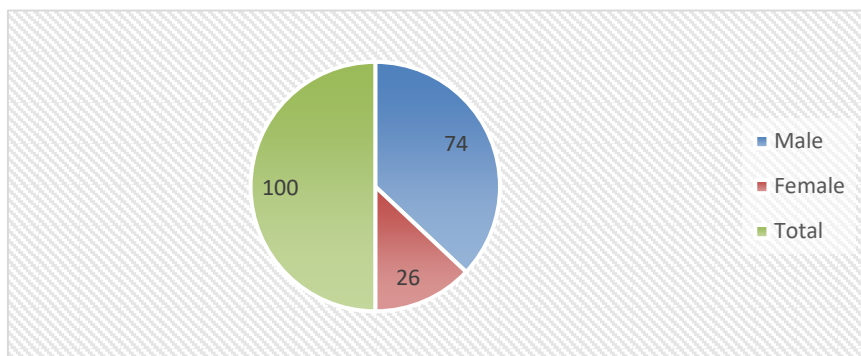
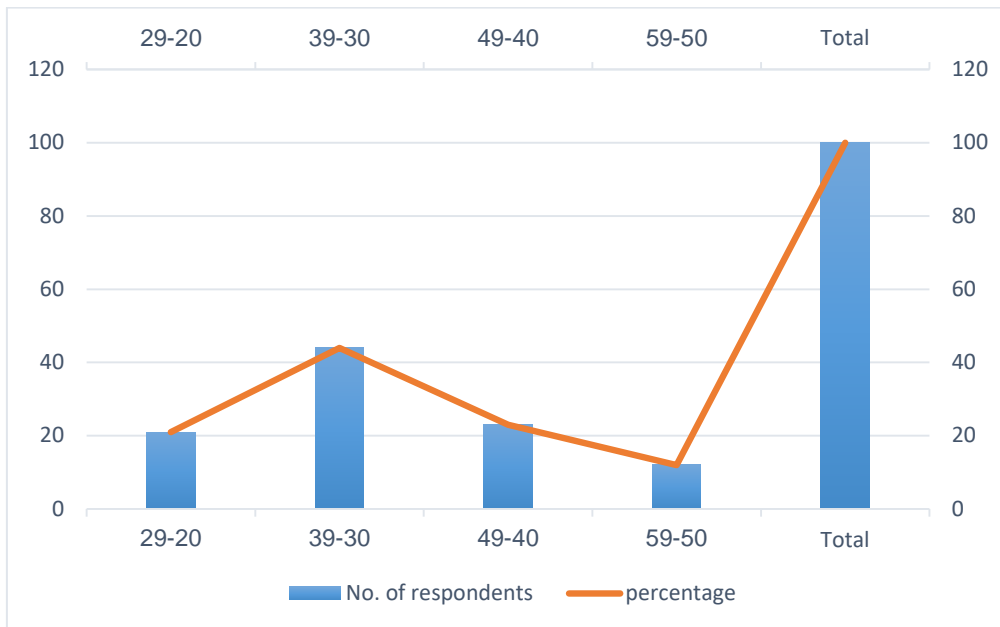


Figure 1

**Age:**

**Table 2**

Age group	No. of respondents	percentage
20-29	21	21
30-39	44	44
40-49	23	23
50-59	12	12
<b>Total</b>	<b>100</b>	<b>100</b>



**Figure 2**

**Experience:**

**Table 3**

Total experience	No. of respondents	percentage
Below 5 years	12	12
6-10 years	13	13
11-15 years	37	37
16-20 years	23	23
More than 20 years	15	15
<b>Total</b>	<b>100</b>	<b>100</b>

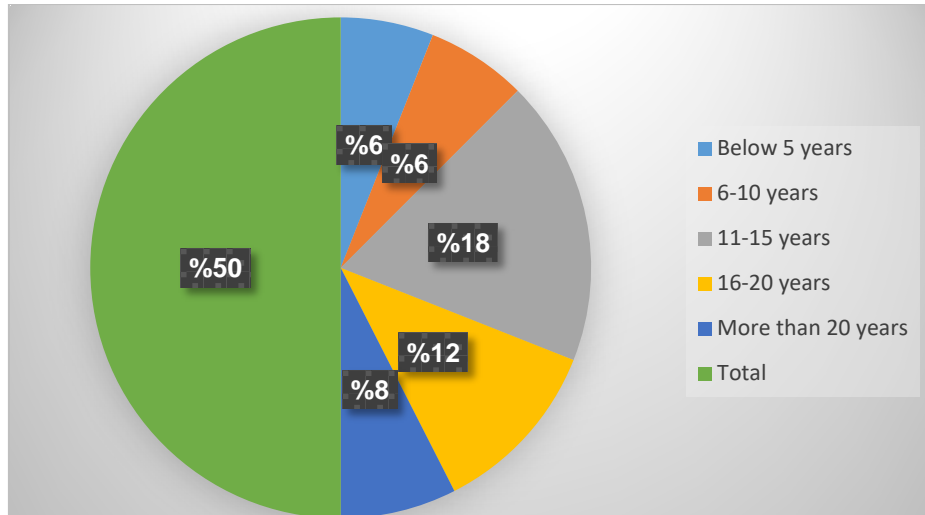


Figure 3

From the above chart, it is clear that most of the respondents have more than 11 to 15 years of experience.

**Qualification:**

Table 4

Qualification	No. of respondents	Percentage
Matriculation	11	11
Intermediate	13	13
Graduate	49	49
Post Graduate	23	23
Doctorate	4	4
<b>Total</b>	<b>100</b>	<b>100</b>

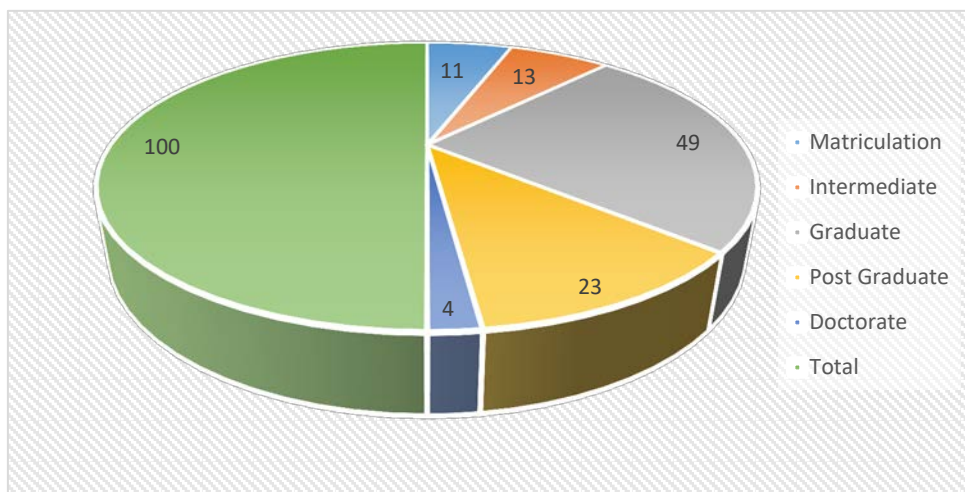


Figure 4

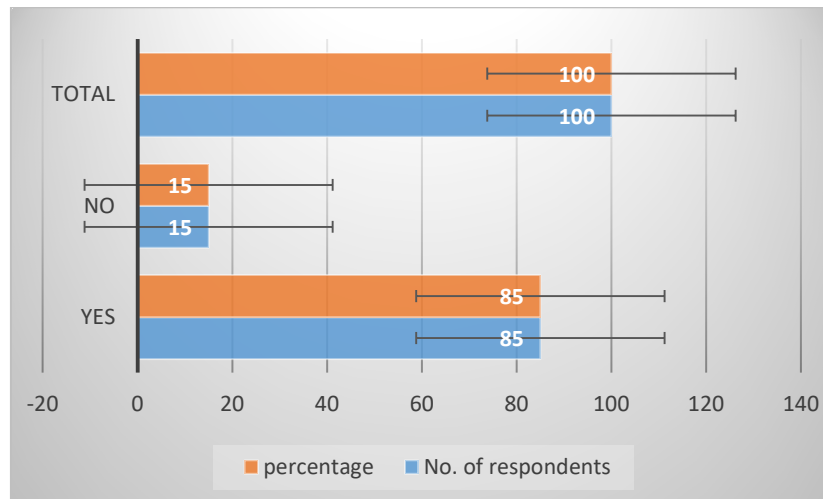
From the above pie chart it is clear that large no. of respondents are graduate and post graduate combined it is 72%.

### Recruitment and selection

Q.1 The Company has a good recruitment policy.

**Table 5**

Opinion	No. of respondents	percentage
Yes	85	85
No	15	15
<b>Total</b>	<b>100</b>	<b>100</b>



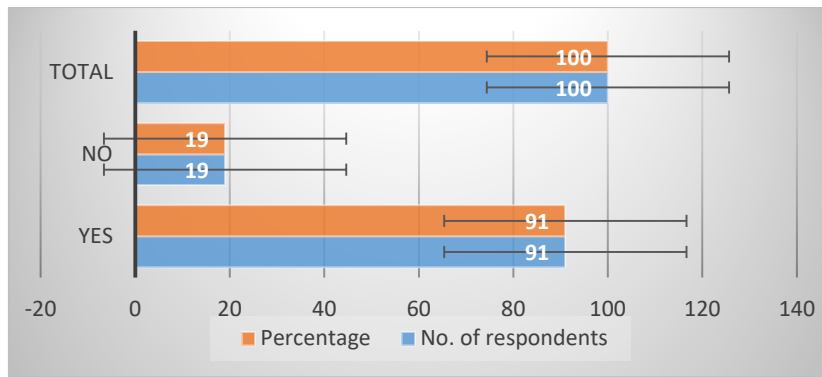
**Figure 5**

From the above chart, it is clear that 85% of respondents feel that the company has a good recruitment policy while 15% are not.

Q.2 Company select individual on the basis of training and competence.

**Table 6**

Opinion	No. of respondents	Percentage
Yes	91	91
No	19	19
<b>Total</b>	<b>100</b>	<b>100</b>



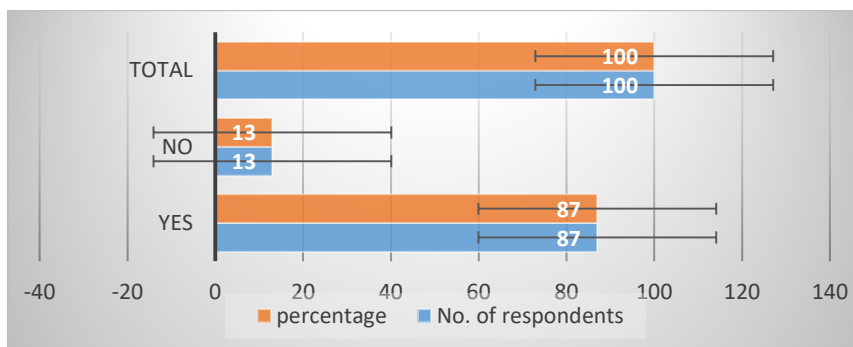
**Figure 6**

From the above chart it is clear that 91% of respondents says company select individuals on the basis of training and competence.

Q.3 Recruitment and selection process follows in the company are highly scientific.

**Table 7**

Opinion	No. of respondents	percentage
Yes	87	87
No	13	13
Total	100	100



**Figure 7**

From the above chart it is clear that 87% respondent says that company follows the highly scientific process in selection and recruitment.

**Training and Development**

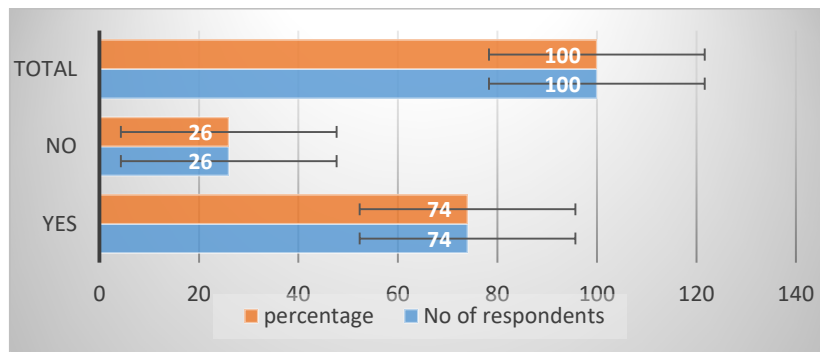
Q.1 when employees are sponsored for training programs, they take seriously to learn from the training



programs.

**Table 8**

Opinion	No of respondents	percentage
Yes	74	74
No	26	26
<b>Total</b>	<b>100</b>	<b>100</b>



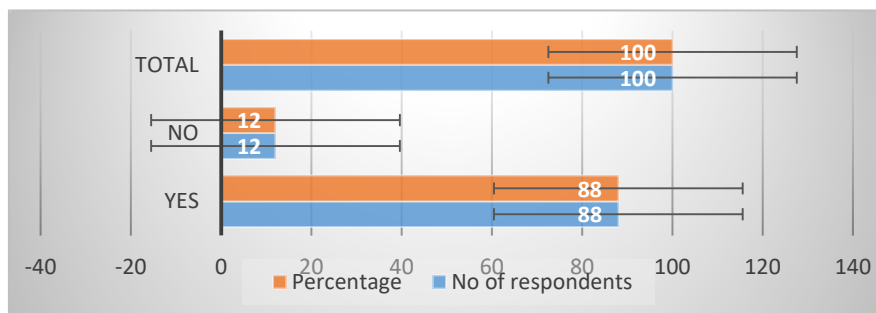
**Figure 8**

From the above chart it is clear that 74% respondents agree with statement while 26% are not.

Q.2 Employees are sponsored for training programs on the basis of relevant training needs.

**Table 9**

Opinion	No of respondents	Percentage
Yes	88	88
No	12	12
<b>Total</b>	<b>100</b>	<b>100</b>



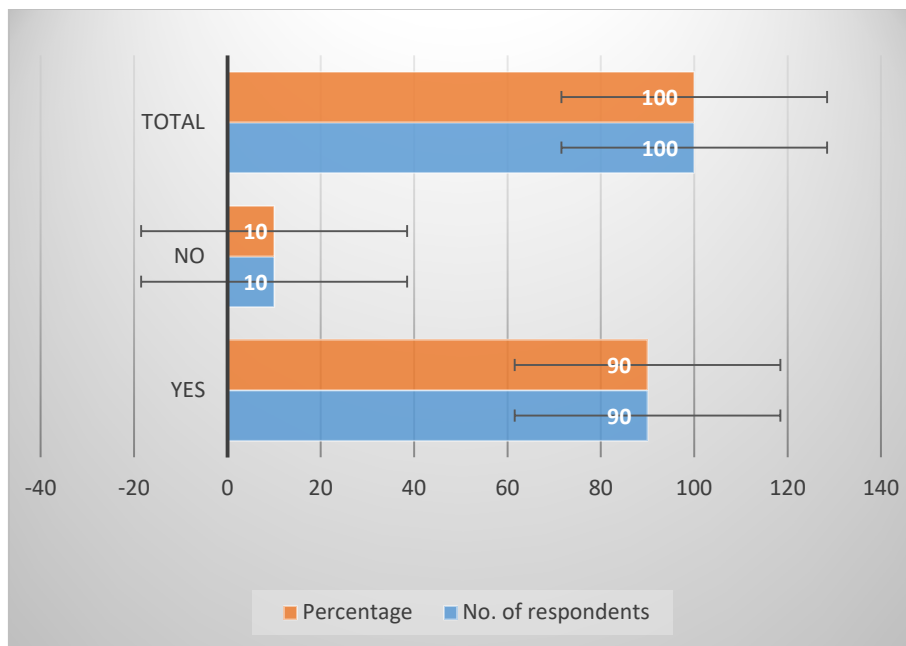
**Figure 9**

From the above chart it is clear that 88% respondents are agree with the statement while 12% are not.

Q.3 Employees are given opportunity to utilize the skills and activities learnt during the training programs.

**Table 10**

Opinion	No. of respondents	Percentage
Yes	90	90
No	10	10
<b>Total</b>	<b>100</b>	<b>100</b>



**Figure 10**

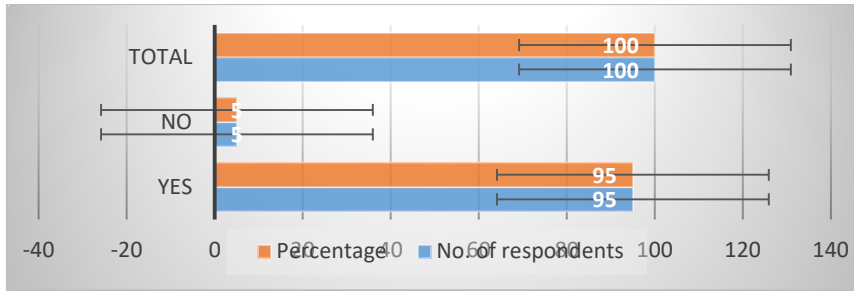
From the above chart it is clear that 90% respondents are saying yes while 10% are saying no.

**Performance Appraisal**

Q.1 Performance appraisal is done regularly in this Company

**Table 11**

Opinion	No. of respondents	Percentage
Yes	95	95
No	5	5
<b>Total</b>	<b>100</b>	<b>100</b>



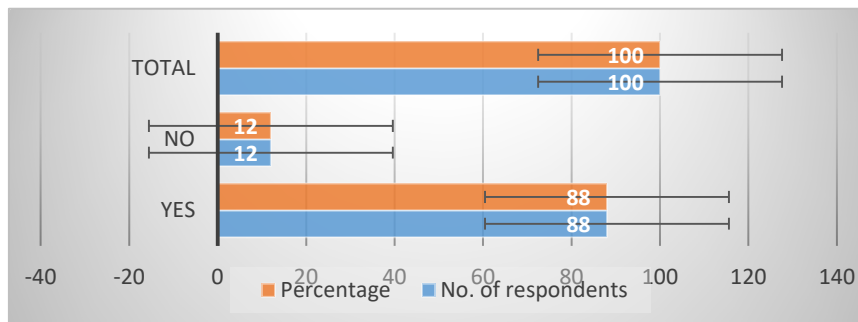
**Figure 11**

95 % respondents say that performance appraisal done on regular basis while 5 % are not agreeing with this statement.

Q.2 Appraisal system in this Company is growth and development oriented.

**Table 12**

Opinion	No. of respondents	Percentage
Yes	88	88
No	12	12
<b>Total</b>	<b>100</b>	<b>100</b>



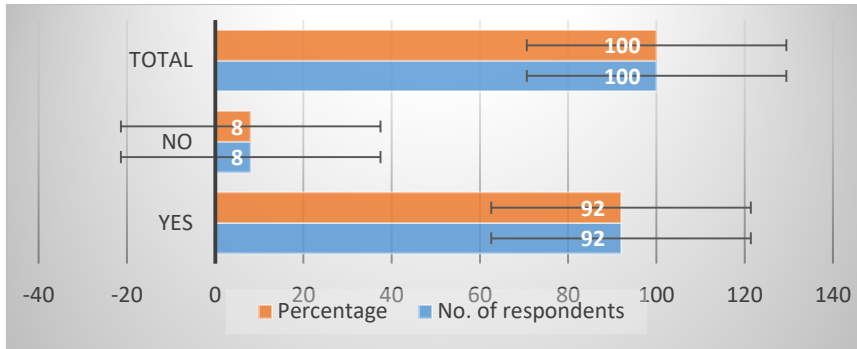
**Figure 12**

From the above chart it is clear that 88 % respondent are saying yes while 12 % respondent saying no.

Q.3 Employees have trust in the performance appraisal system.

**Table 13**

Opinion	No. of respondents	Percentage
Yes	92	92
No	8	8
<b>Total</b>	<b>100</b>	<b>100</b>



**Figure 13**

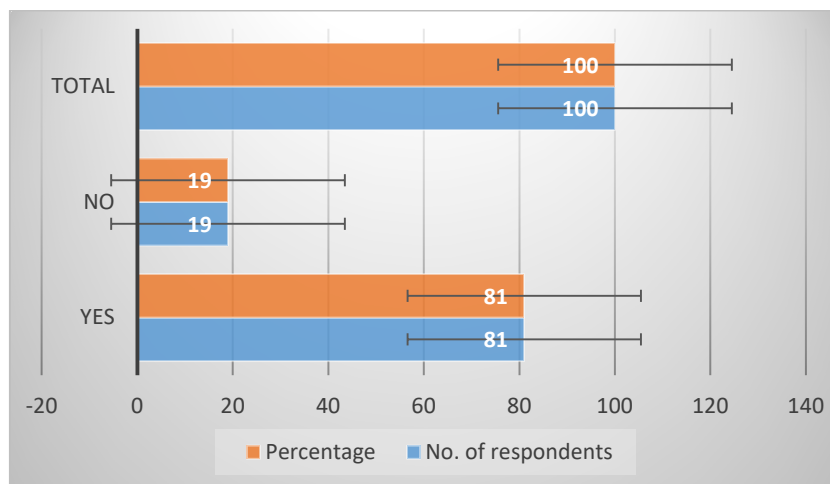
92 % respondents have trust on the performance appraisal system while 8 % respondents don't.

**Career Opportunities**

Q.1 Employees in this company have clear career prospects.

**Table 14**

Opinion	No. of respondents	Percentage
Yes	81	81
No	19	19
<b>Total</b>	<b>100</b>	<b>100</b>



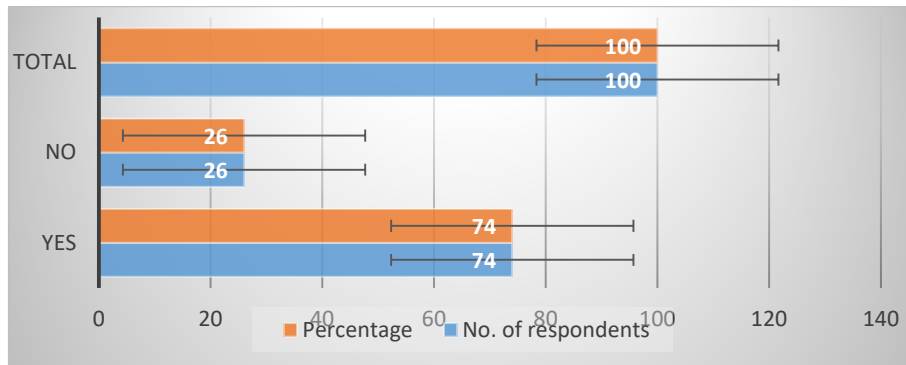
**Figure 14**

From the above chart it is clear that 81 % respondent agree with the statement while 19% are not.

Q.2 Organization and individual growth needs are matched in the Company.

**Table 15**

Opinion	No. of respondents	Percentage
<b>Yes</b>	74	74
<b>No</b>	26	26
<b>Total</b>	100	100



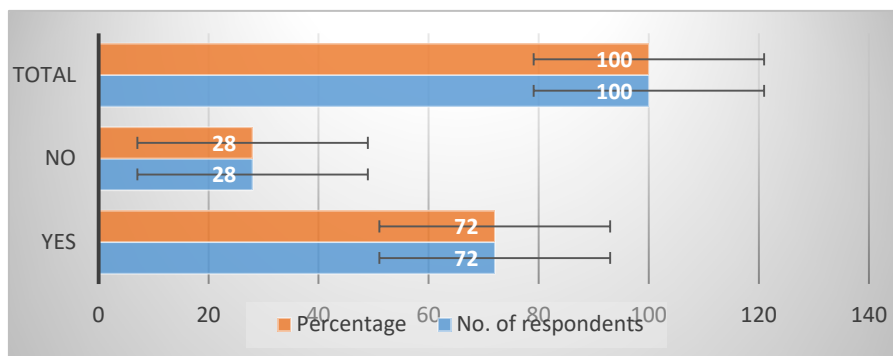
**Figure 15**

From the above chart it is clear that 74% respondents are agree with the above statement while 26% are not.

Q.3 Employees are aware of the career paths in the Company.

**Table 16**

Opinion	No. of respondents	Percentage
<b>Yes</b>	72	72
<b>No</b>	28	28
<b>Total</b>	100	100



**Figure 16**

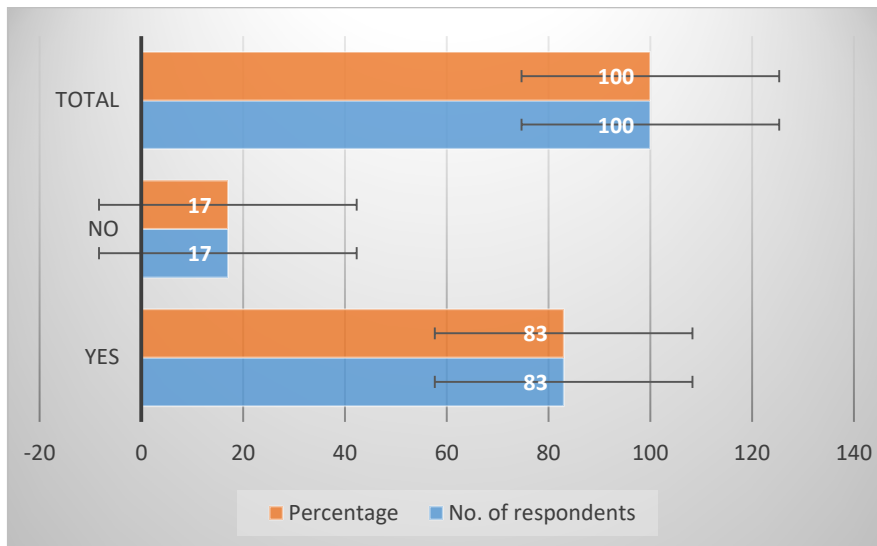
From the above chart it is clear that 72 % are says yes while 28 % are said no.

**Others**

Q.1 The management spends a considerable time and other resources to ensure the development of employees in the Company.

**Table 17**

<b>Opinion</b>	<b>No. of respondents</b>	<b>Percentage</b>
<b>Yes</b>	83	83
<b>No</b>	17	17
<b>Total</b>	100	100



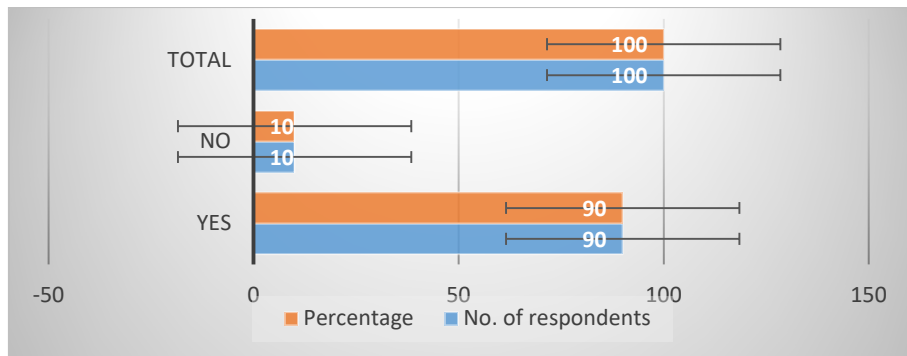
**Figure 17**

From the above chart it is clear that 83 % respondents are said that management spends more time to ensure the development of employees of the company while 17 % are not.

Q.2 Top management makes efforts to identify and utilize the potential of the employees in the company.

**Table 18**

<b>Opinion</b>	<b>No. of respondents</b>	<b>Percentage</b>
<b>Yes</b>	90	90
<b>No</b>	10	10
<b>Total</b>	100	100



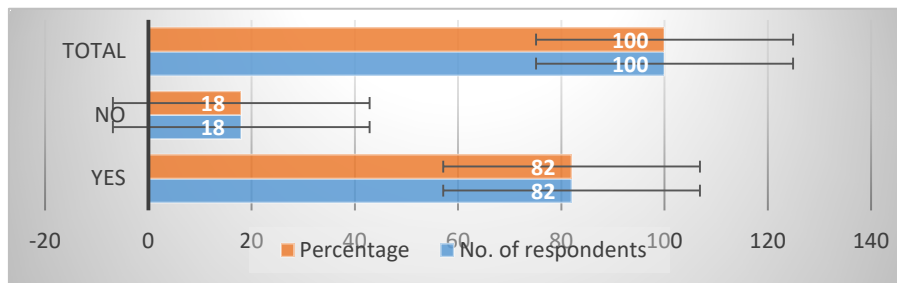
**Figure 18**

From the above it is clear that 90 % agree with the above statement while 10 % are not.

Q.3 Employees in this company are informal and free to discuss their personal problems with their supervisors.

**Table 19**

Opinion	No. of respondents	Percentage
Yes	82	82
No	18	18
<b>Total</b>	<b>100</b>	<b>100</b>



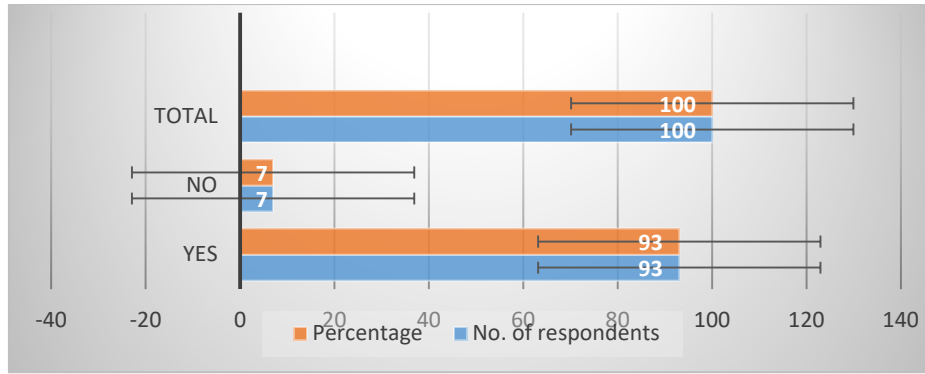
**Figure 19**

From the above chart it is clear that 80% respondents are agree with the above statement while 20% are not.

Q.4 Employees trust each other in this company.

**Table 20**

Opinion	No. of respondents	Percentage
Yes	93	93
No	7	7
<b>Total</b>	<b>100</b>	<b>100</b>



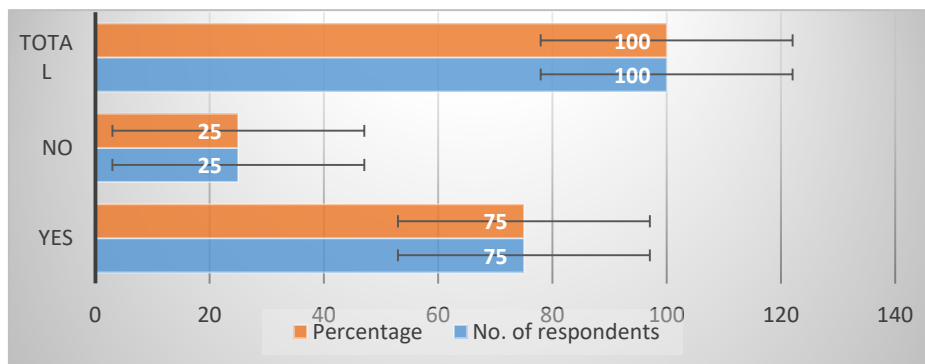
**Figure 20**

From the above chart it is clear that 93 % respondents trust each other while 7% respondents don't trust each other.

Q.5 Employees are encouraged to take initiative and do things on their own without close supervision.

**Table 21**

Opinion	No. of respondents	Percentage
Yes	75	75
No	25	25
<b>Total</b>	100	100



**Figure 21**

From the above chart it is clear that 75 % agree with the above statement while 25 % are not agreed.

**6. Conclusion**

The Company have the responsibility of providing support to learners on time when many employees. Most of the employees are graduate and above and time to Time Company encourage the employees for further studies



and send them to various training programs. The company follows good recruitment policy and on the basis of training and Experience Company select the individuals. Despite the limitation mentioned in the previous section, this study has potential to make some contribution. This study bridges the correlation between planning human resource management and employee performance and provides how employees in the Company (Iraq Oil Corporation) perceive their performance as well as the prevailing practices of human resource management. This research study revealed that planning human resource management practices have significant impact on the performance of the employees of the Companies.

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