

# Administrative Development and Its Role in Raising the Efficiency of Human Resources (An Applied Study on the Iraqi Ministry of Finance)

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**Abstract:** This research aims to identify the role that administrative development plays in raising the efficiency of human resources and to explain the relationship and impact of administrative development on raising the efficiency of human resources. To achieve the objectives of the research, the impact between administrative development in its dimensions, represented by (administrative training, administrative consulting, research) was studied. Administrative) in raising the efficiency of human resources. The methodology dealt with a group of paragraphs, the most important of which is the research problem, the content of which is that there have been increasing interests and developments recently in the administrative development system. The research problem was defined in several questions centered around the form and nature of the relationship between the research variables. In light of this, a hypothetical diagram was built that embodies the relationship between The variables involved, and a set of main and sub-hypotheses emerged from it. In order to achieve the aforementioned research goal and answer the research questions and test the validity of its hypotheses, the study relied mainly on (the questionnaire), which is the main tool for collecting data and information, and by adopting the descriptive approach. Because of that, a sample was chosen from the study population, so the research community was represented by all employees of the Iraqi Services Company. Banking, 400 questionnaires were distributed, of which 391 questionnaires were returned valid for analysis. After evaluating and testing the credibility and stability of the research measurement tools, data analysis and hypothesis testing were conducted using advanced statistical tools and analysis using statistical programs (SPSS. Ver. 25). The results showed the validity of the study hypothesis, and based on it, a number of conclusions were formulated.

**Keywords:** administrative development, raising the efficiency of human resources.

## General Introduction

The human element is considered the backbone of any organization, an important resource and the primary driver of its work, as its efficiency and productivity are crucial to the organizations' success and sustainability.

In light of the dynamic, rapidly changing and unstable business environment, organizations today face various challenges, including intense and increasing competition, advanced technologies, the

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challenges of globalization, the openness of global markets, changing customer expectations, complex regulatory frameworks and other changes.

To face these challenges, organizations need to constantly enhance the efficiency of their human resources by working to create strategies that enable organizations to adapt to their economic and competitive environment.

Which has prompted business organizations today to increase their interest in the human resource as a strategic partner who has an effective role in the organizations' success and continuity, as it is the primary key to their development, ensuring the optimal use of their resources, reducing their costs, and improving the overall performance of the facility.

One of the most important critical factors that greatly influence the efficiency of human resources and work to enhance it is administrative development.

Administrative development includes providing training and development opportunities for all human elements within the facility in order to improve their skills and knowledge. This will enhance their efficiency and enable them to keep pace with the latest work practices, methods and policies.

The human resource in the organization that is well trained and equipped in a healthy manner is able to deal with complex situations, make the right decisions and provide effective support to the organization, and this in turn is reflected in improving the efficiency of all work personnel.

Administrative development also focuses on creating a positive work environment that enhances employee participation, emphasizes the importance of effective communication, and appreciates the employees' efforts. This, in turn, reflects positively on the efficiency of human resources and the success of the organization as a whole.

We also find in this research that administrative development plays an important role in raising the efficiency of human resources by simplifying processes, working to keep up with technology and benefiting from it, enhancing training and development opportunities, and providing employee participation and well-being, which leads to improving administrative practices and raising the efficiency of human resources.

Accordingly, administrative development helps human resources perform their roles effectively and efficiently, in a way that contributes to achieving the overall success of the organization.

## 1. The general framework of the study

Based on the importance of administrative development, as it is considered one of the topics that deserve research, because of its close and direct connection to raising the efficiency of human resources, through which growth and prosperity can be achieved for organizations and business establishments, this research was chosen to be the subject of the study.

### 1.1. Reasons for choosing the study

There are many reasons that prompted the researcher to choose the subject of the study, including the following:

- Lack of sufficient awareness of the importance of the role of administrative development in raising the efficiency of human resources, due to the importance of the human element in the financial sector and its keeping pace with current developments.

- Explaining the importance of administrative development and its role in enhancing the efficiency of human resources.
- Identify the extent of the Iraqi Company for Banking Services' interest in the subject of the study (administrative development) and the extent of its adoption of it.

## 1.2. The importance of the study

The scientific importance of the study is demonstrated by the following points:

- Focus on administrative development activities that greatly affect the efficiency of human resources, according to what has been concluded from previous studies.
- Work to shed light on the role of administrative development in raising the efficiency of human resources in Iraqi banking services companies (as this relationship has not been studied in the communications sector before).
- The current study hopes to add to knowledge new scientific material that will enrich the Arab library in general and the Iraqi library in particular and those interested in this field.
- This study is a continuation of Arab and foreign studies that were conducted in this field and in different environments. Thus, this study can provide a theoretical framework that can be relied upon in conducting other studies on administrative development and human resources efficiency.

## 1-1- The problem of the study

The financial sector is one of the sectors that most must work to keep pace with global developments and changes, due to its close connection to the economy of countries, and the volatile and recurring global crises and various challenges that surround it.

Based on the above, this research will focus on the following main problem:

Is there an impact of administrative development in raising the efficiency of human resources in the Iraqi Company for Banking Services?

## 1.3. Objectives of the study

The main objective of the research is: to identify the impact of administrative development in raising the efficiency of human resources in the Iraqi Company for Banking Services.

## 1.4. Study hypotheses

The main hypothesis of the research: There is a statistically significant effect of administrative development in raising the efficiency of human resources in the Iraqi Company for Banking Services.

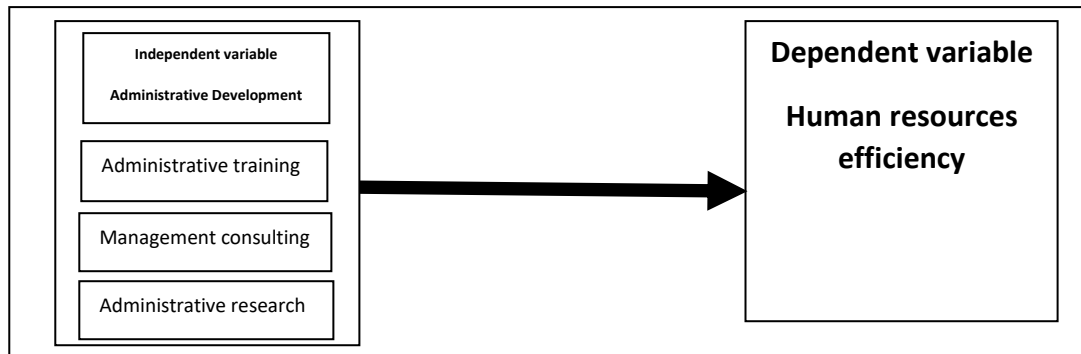
## 1.5. Study variables

Independent variable: Administrative development in its dimensions (administrative training - management consulting - administrative research)

Based on (Ashasha, 2020, p. 28)

Dependent variable: human resources efficiency.

### 1.6. Study model



**Figure (1) Hypothetical model of the study**

### 1.7. Limitations of the study

- Objective limits: The current study will be limited to identifying the impact of administrative development in raising the efficiency of human resources
- Time limits: This study will be implemented during the year 2023.
- Spatial boundaries: This study will be conducted in the Iraqi Company for Banking Services.
- Human limits: employees in the Iraqi Company for Banking Services.

### 1.8. Study methodology

The research will rely on the descriptive analytical approach to describe the variables of the study, according to what was reported by secondary data sources represented by books, periodicals, peer-reviewed scientific journals, and reports issued by bodies related to the subject of the study.

The research will rely on the questionnaire as a data collection tool, which will be designed based on previous studies, distributed to sample members, and then used SPSS version 25 to analyze the data obtained and test hypotheses.

### 1.9. Study population and sample

- Study population: Employees at the Iraqi Company for Banking Services.
- Study sample: A sample of employees in the Iraqi Company for Banking Services, who will be randomly selected from the three administrative levels.

## 2. Theoretical Framework

### 2.1. The concept of administrative development

There are many definitions that address the concept of administrative development, due to the great interest in this topic by many researchers, writers, and management scholars. We note that each of them focused on a specific aspect in defining administrative development. Therefore, there is no unified and comprehensive definition for it, but they all agreed on the characteristics. The main components of it, and among these definitions are the following (Qazoo, 2022, p. 107):

With a definition similar to the previous definition, it is defined as a group of planned efforts at the level of the organization as a whole, led from the top of the pyramid, with the aim of increasing administrative effectiveness and health through the use of interventions drawn into the facility's operations through behavioral science knowledge.

Administrative development also represents a set of long-term efforts undertaken by senior management in order to develop the method of solving problems in the facility and modernizing its activities. This is done by conducting an effective diagnosis by all parties through managing administrative cultures with a focus on work groups, as well as relationships. Informal work through the use of theory and technology of applied behavioral sciences (Aisha, Naima, 2020, pp. 49-p. 50).

Thus, the researcher believes that administrative development is plans that are developed in advance in order to bring about long-term change within the organization, as they are developed by senior management within business institutions with the aim of raising performance, increasing its effectiveness, and making the work of individuals more efficient.

## **2.2. The importance and objectives of administrative development and the reasons for its application**

### **2.2.1. Objectives of administrative development**

The goals of administrative development vary from one organization to another depending on the differences in its problems and the circumstances surrounding it. However, there are basic points that often include all business organizations. These points are represented by the following (Qazoo, 2022, p. 108):

1. Working to increase the individual's self-motivation as well as self-monitoring, in addition to increasing collective responsibility within business establishments.
2. Raising the level of trust and mutual support among all individuals participating in the administrative development process.
3. Raising the level of frankness, openness, and exchange of information between work groups, and increasing communication between them, as this communication takes place in all directions.
4. Administrative development contributes to an attempt to provide and make available all the information, data and statistics that are necessary to assist the decision maker, so that they are provided periodically and permanently without distorting or changing the information.
5. Increasing capabilities in order to confront the facility's problems frankly and directly and propose solutions to solve them instead of trying to hide them.
6. Administrative development contributes to trying to find any reciprocal or complementary relationship between working individuals and work groups, and works to encourage and stimulate the spirit of competition within a single work team, as well as escalating their pace of creativity and innovation and encouraging them to take initiative at work.
7. Administrative development helps supervisors in charge of the work to adopt advanced and democratic management methods through supervision as an example (management by objectives instead of following crisis management methods).

### **2.2.2. The importance of administrative development**

Administrative development is of great importance in all business establishments, due to the urgent need to raise performance levels to the highest possible level, and for the work of institutions to be relevant and appropriate to the scientific development that occurs in various areas of life and at all levels, as its importance is mainly evident in several different points, namely (Aisha, Naima, 2020, pp. 49-50):

1. Administrative development contributes to achieving the maximum possible benefit from the financial and human capabilities available to the organization in order to achieve the desired and planned goals through the organization's programs and services.
2. Working to satisfy the needs of the public and their basic requirements for knowledge and entertainment has raised the importance of administrative development for business organizations in order to be able to meet all the requirements of the public.
3. The social changes in the values of the new generation, which have become different from the values of the old generations, imposed on the business organization the necessity of reconsidering the ways, means and methods of the organizations' work, according to the requirements of the new environment and the new values, principles and standards, while paying attention to the importance of diversification and agreement among them.
4. The importance of administrative development is evident in its role in contributing to stimulating innovation among individuals, and its impact on the organizational cultures associated with the facility, while working to find advanced administrative ideas capable of changing management trends and behaviors.

### **2.3. Main activities for administrative development**

The administrative development process is characterized by three main activities related to each other, and these activities are represented by the following (administrative training - administrative research - administrative consulting) (Al-Sharif, 2013, pp. 31-p. 35):

#### **2.3.1. Administrative training:**

The administrative training process is defined as an organized and permanent process that works to develop the areas and trends of individuals or work groups in order to improve performance, give them a type of organized experience, and create an appropriate opportunity to change behavior by expanding their knowledge and refining their skills and abilities by following continuous motivation and encouragement to learn and use methods. New programs that are consistent with their personal ambition, through programs planned by management that take into account the needs of individuals, the needs of the establishment, and the needs of countries in the future of business. (Al-Sharif, 2013, p. 31)

#### **2.3.2. Management consulting:**

Business organizations in all sectors in general, and the banking sectors in particular, face a number of problems that they face while performing their work. Among these problems may be problems related to organization, work procedures and rules, or problems related to human resources and other problems, which requires the necessity of conducting studies on them. And presenting a number of recommendations and appropriate solutions to them. Here, the role and importance of management consulting is highlighted, as the task of the management consultant is to carry out the required studies in order to know the problems the facility faces and provide a number of appropriate solutions to them, which leads to the development and progress of the business facility.

#### **2.3.3. Administrative research:**

It is the process through which an attempt is made to discover some facts by following certain scientific methods. This research may be carried out in the field or applied, where the resulting data and information are used to help develop plans, work programs and strategies for developing administrative bodies.

## 2.4. Conditions for the success of administrative development and its components

In order for administrative development to achieve its desired goals, a number of conditions must be present in order to reach them, and these conditions are represented by the following (Asha, 2020, p. 31):

1. The prevailing pattern of interaction must be developed between those in charge of administrative development agencies within the Iraqi Company for Iraqi Banking Services and those dealing with it.
2. Modern methods and methods in this field must be taken into account when developing administrative development plans.
3. The administrative apparatus of the Iraqi Company for Iraqi Banking Services must be restructured in accordance with the new goals and objectives, and the laws and regulations that work to form and organize various management activities must be reconsidered.
4. We must always work on planning administrative development in a way that is consistent with the goals and material and human capabilities.
5. We must work to test administrative leaders from individuals who believe in new goals and objectives that emphasize development and seek to secure these leaders, and work to encourage and develop them and give them all the confidence they need and sufficient stability in order to motivate them to work and produce and infuse them with the spirit of creativity and innovation.
6. The existence of an understandable and clear philosophy of administrative work, given that the administration that adopts administrative development depends on market mechanisms in formulating its policies and making its decisions, and it grows in the information age with all its information revolution of openness and developments that include market concerns and competition, which is directed towards excellence and creativity, considering that it is the only way. To stay and continue.

## 2.5. Efficiency of human resources

The business environment has witnessed a series of developments and transformations throughout the ages due to the progress and development of technology and the information revolution that occurred. This rapid technological transformation has led to the development of administrative thought. Contemporary administrative thought today has become aware of the fact that the human resource is the most important resource of the organization.

Based on this, human competencies within any organization have been carefully monitored, due to the awareness of the added value that these competencies contain that adds a distinctive character to the organization.

Business organizations today have to be aware of the concept of efficiency and how to embody it within their work. Given this extreme importance, this requirement came to clarify the concept of efficiency, its types, characteristics, methods, and everything related to it.

Before starting to explain the concept of competence and its types, we will begin by talking quickly about the beginning of the emergence of the term competence.

The emergence of the term competence dates back to the sixteenth century, when it was used in the field of space for the first time, with the aim of explaining the meaning of competence that results from acquired knowledge and experiences, and from here began the emergence in the seventeenth

century of what is known as a competent person (i.e. a person who has the ability through his acquaintances). and his experiences) and this term has remained in use to this day.

Thus, we find that the term competence was used as an alternative to the term competency in the fields of management, due to developments taking place in the business environment.

The first use of this term dates back to the seventies of the twentieth century in the United States of America, and then Europe and all countries of the world, where the primary purpose and goal of resorting to human resources was to support the competitive position of enterprises, by creating flexible jobs, whose primary dependence would be on the efficiency of their human resources instead of The qualifications that are determined for each job position, and hence it is necessary to establish a number of standards related to competence in order to fill such positions, and this is what appeared in 1994 in the United States of America, which established a basic job committee. This is a national system that determines the standards of competencies necessary to fill positions within Business establishments (Haimer, 2018, p. 33).

## 2.6. The concept of efficiency and its types

### 2.6.1. The concept of human resources efficiency

The term efficiency is an important term that has been studied by many scholars and researchers throughout the ages and ages due to its special feature capable of adding distinction to business institutions and organizations. Given this, we find that there are many, many definitions that have clarified the term efficiency, including the following: :

The origin of the word competence goes back to al-kafa' (al-na'ir), meaning the ability to carry out something and behave well.

In 1968, the word competence appeared in the European language with different meanings depending on a number of contexts in which it was used.

The Commercial Dictionary's definition in 1930 is one of the oldest definitions of the concept of efficiency, as it defined it as follows:

Competence is a combination of (knowledge, characteristics, decisions, and behaviors) that allows discussion and examination of the professional decision-making process. It is based on the assumption of a number of justified knowledge. In general, it is considered that there is no complete competency if it does not contain theoretical knowledge, characteristics, and decisions. Which allows the implementation of all decisions that have been taken. (Hamedi, 2015, p. 4)

One of the first researchers to define the term competency, David McClelland said that an individual's achievement of success in his job cannot be predicted through intelligence tests. Rather, the thing that must be done is to work to accurately determine the competency required to perform a specific job and then work (McClelland,1973:p2) to be measured through a variety of tests.

He defined competence as: It is a basic characteristic represented by motives, (boyatzis) or traits, skills, social roles, and knowledge that the employee uses in order to reach high and effective performance. (Boyatzis,1982:p33)

In the same way as his definition of competence, he defined it as a set of characteristics (Dubois) that the individual possesses and uses in an appropriate and organized manner in order to achieve the required level of performance. These characteristics include (knowledge - skill - social motivation -

aspect of the image) Subjectivity - a trait - a style of thinking - a mental group - ways of thinking, behavior, and behavior (Dubois et al.,2004:p16).

However, it represents a basic characteristic of individuals, which is linked (Spencer), while he defined it as a cause of reference standards that lead to achieving effectiveness and superior performance in the work that must be performed.

What is meant by the basic characteristic is that competence represents a deep part of individuals' personalities that can predict behavior across a wide range of (situations, job tasks).

Either causal connection means that competence is causal to behavior or performance.

The reference standard means: competence is able to effectively predict who can do a job (good or poor) according to specific standards. (Spencer,1993:p9)

However, they are basic characteristics that represent an individual's behavior (Klemp). Competence was defined according to through which effective work performance is known.

It represents a series of behavior patterns that the occupant has (Charks woodruffc) while the job defines it as it needs it in order to perform its functions and tasks efficiently.

In another definition of competence, it is a set of skills or abilities that can be worked on in order to complete the administrative job successfully. (Stataha, 2022, p. 9)

Thus, we find that competence has many, many definitions because it, as a concept, has received the attention of many researchers, and we have tried to mention the most important of them, but all of them focused on the fact that competence is the skills and knowledge that an individual must possess to perform the work in the best and best way.

Based on the previous definitions, we conclude that competence has three main requirements, which are (knowledge, behavior, skills) (Sarah, Rayan, 2021, p. 28):

1. Knowledge: Knowledge is structured collections of information that have been combined with a frame of reference that allows the organization to be able to lead its activity and accomplish its work within a special context through a number of partial and contradictory interpretations with each other.

Knowledge is (understanding, perception, learning) that is linked to a specific reality, situation, or problem based on information and data available about it and related to it. Accordingly, knowledge is directly linked to all data and information that allow access to the following knowledge (Ploza et al., 2021, p. 20- p. 21).

According to Drucker, knowledge is a basic economic resource, and the only dominant resource that gives a competitive advantage to enterprises.

2.Skills: They are a set of acquired innate abilities that business organizations need in order to ensure good performance, and they are subject to change, development and continuous improvement.

3. Behavior: It is a complex phenomenon in which all of the following (conscious and subconscious factors - acquired theory - inherited - learned - social and economic factors - health and mood states) interact (Anis, Tawfiq, 2017, pp. 306-p. 309).

## **2.7. Administrative development has a positive impact on raising the efficiency of human resources**

The positive impact of administrative development on raising the efficiency of human resources is evident in a number of points, the most important of which can be mentioned, namely:

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| 67 | <p>ISSN 2576-5973 (online), Published by "Global Research Network LLC"<br/>under Volume: 6 Issue: 12 in Dec-2023 <a href="https://globalresearchnetwork.us/index.php/ajebm">https://globalresearchnetwork.us/index.php/ajebm</a></p>   |
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1. Administrative development, through its practices and methods, is based on a number of behavioral theories, which have benefited from it in improving and developing the performance and efficiency of individuals, work groups, and the organization as a whole.
2. Administrative development focuses on the culture, customs, and traditions of organizations, which serve as an indicator and evidence of the potential the organization contains through which creativity, innovation, and success can be achieved in the future.
3. Administrative development focuses on the performance of the group as a whole and not on one individual, as it attempts to raise its efficiency and improve its level of performance by improving the efficiency of the work team as a whole.
4. Administrative development helps keep pace with all the changes that surround the establishment's business environment (political, economic, social, cultural, civilizational, and technological changes), as keeping up with these changes and developments motivates the worker to try to develop and generate creative ideas that suit the modern work environment. And all of this leads to increasing its efficiency and effectiveness within the facility (Saeeda, 2015, p. 9).

## **2.8. The relationship between administrative development and its role in raising the efficiency of human resources in the Iraqi Company for Banking Services.**

This is what will be achieved through the practical study that we will work to implement within the Iraqi Company for Banking Services.

It is a public company established under Public Company Law No. 22 of 1997 and is linked to the Iraqi Company for Banking Services. It enjoys legal personality and financial and administrative independence. It operates according to economic principles aiming to contribute to supporting the national economy in the field of specialized transportation and banking services, within the framework of economic, financial and monetary policy, achieving the state's objectives and raising the level of performance of the national economy in order to achieve the objectives of the development plan.

### **2.8.1. Company activity:**

The company works on a series of businesses, which are as follows:

1. Transporting Iraqi and foreign money, securities, clearing instruments, and travelers' checks.
2. Transporting valuable money such as gold and silver inside and outside Iraq.
3. Carrying out banking services that are consistent with the company's objectives and that facilitate the achievement of its objectives in accordance with applicable laws and instructions.
4. The company provides its services to the following entities:
  - A. The Central Bank of Iraq and government banks.
  - B. State departments and the socialist sector.
  - C. Private banks.
  - D. Mixed and private sector companies.
  - E. Any entities and individuals that need the company's activity.

### 3. The practical side

#### 3.1. Research population and sample

The sample size was calculated from the research population represented by employees of the Iraqi Company for Banking Services according to the law of sample size in large societies:

$$n = \frac{z^2 p(1-p)}{d^2}$$

$$n = \frac{(1.96)^2 (0.50)(0.50)}{0.05^2} = 384$$

This is the minimum sample size required.

400 questionnaires were distributed, of which 391 questionnaires were returned valid for analysis.

#### 3.2. Validity and reliability of the study tool

What is meant by honesty is the goal that was reached as a result of forming the questionnaire, and whether it matched the goal for which it was formed or not, and whether it was stable if it was corrected, or did it not fulfill its desired purpose.

##### 3.2.1. Construct validity:

The coefficients were calculated for the correlation between the score expressing each axis and the total score as follows:

Table (1): Coefficients for the correlation of the axes with the questionnaire tool

|                                  | Pearson | Statistic | the sample |
|----------------------------------|---------|-----------|------------|
| Administrative development focus | 0.998   | 0.000     | 391        |
| Human resources efficiency axis  | 0.986   | 0.000     | 391        |

It appears that the correlational coefficients have statistical significance, as the axes enjoyed validity with respect to the goal for which they were developed.

##### 3.2.2. Questionnaire reliability:

The Cronbach's alpha coefficient was relied upon to calculate the reliability of the scale that the researcher will use, as shown below:

##### ➤ Administrative development focus

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.948            | 15         |

The value of the reliability coefficient for the axis is estimated at 0.948 and indicates that it is a statistically acceptable value.

##### ➤ Human resources efficiency axis

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.870            | 6          |

The value of the reliability coefficient for the axis is estimated at 0.870 and indicates that it is a statistically acceptable value.

In view of what was presented, the researcher infers the conclusion that all the sentences that make up the questionnaire have enjoyed stability, and it is not permissible for any of them to be deleted.

### 3.3. Descriptive statistics

The researcher created descriptive statistics for the questionnaire items and the results showed the following:

Table (2) Administrative development statistics

| no                           | Phrase  | mean   | S.D    | S.E    | sig  |
|------------------------------|---|--------|--------|--------|------|
| <b>Management training</b>   |   |        |        |        |      |
| 1                            | The company's management is interested in preparing employees and developing their abilities to occupy higher positions.  | 1.6880 | .78436 | .03967 | 0.00 |
| 2                            | The company uses specialized centers and institutes to develop employee performance.  | 1.7545 | .93703 | .04739 | 0.00 |
| 3                            | The company implements a strategic plan to develop employees at all job levels within its specific goals.   | 1.7877 | .93010 | .04704 | 0.00 |
| 4                            | The company holds periodic scientific conferences and workshops to develop employees' knowledge.  | 1.7698 | .76675 | .03878 | 0.00 |
| 5                            | The company provides the appropriate environment for employees to benefit from their acquired training skills.  | 1.9565 | .79140 | .04002 | 0.00 |
| <b>Management consulting</b> |   |        |        |        |      |
| 6                            | The company's management is interested in analysis and scientific research in order to arrive at new concepts, foundations, rules and theories of management.           | 1.7903 | .92654 | .04686 | 0.00 |
| 7                            | Consultations are based on a positive attitude that is common to both the administrative consultant and the administrative staff.                                       | 1.8696 | .67244 | .03401 | 0.00 |
| 8                            | The efforts of the development process, including training, research, and consulting, combine to provide nourishment for these elements in order to link them together. | 1.7263 | .84082 | .04252 | 0.00 |
| 9                            | The management consultant provides specialized assistance with essential issues that senior management cannot devote their time to solving.                             | 1.8568 | .79418 | .04016 | 0.00 |
| 10                           | The consulting process seeks to determine the relationship between different variables and identify strategic elements that have the potential to change.               | 1.8031 | .95251 | .04817 | 0.00 |
| <b>Management research</b>   |   |        |        |        |      |
| 11                           | Administrative research emerges from practical alternatives that are the basis for all other activities within administrative development bodies.                       | 1.8031 | .82561 | .04175 | 0.00 |
| 12                           | Administrative research focuses on local components that limit reliance on foreign theories and concepts.   | 1.6394 | .85957 | .04347 | 0.00 |
| 13                           | Administrative research data is the basis for all the information on which all work strategies, plans and programs provided by administrative development agencies      | 1.7519 | .89290 | .04516 | 0.00 |

|    |   |        |        |        |      |
|----|---|--------|--------|--------|------|
|    | are relied upon.  |        |        |        |      |
| 14 | Administrative research helps the cultural development of group members and stimulates work among them. | 2.1381 | .88077 | .04454 | 0.00 |
| 15 | Administrative research attempts to discover facts through the scientific method that is followed.      | 1.6419 | .72655 | .03674 | 0.00 |

It is clear that the average responses of the sample members to the paragraphs of the administrative development axis indicate a good evaluation.

Table (3) Statistics for human resources efficiency

| no | Phrase  | mean   | S.D    | S.E    | sig  |
|----|---|--------|--------|--------|------|
| 16 | Employees participate in setting company strategies.  | 2.0486 | .80396 | .04066 | 0.00 |
| 17 | Employees contribute to developing the company's strategic goals.                                   | 1.6880 | .78436 | .03967 | 0.00 |
| 18 | Employees choose the best solution that suits the company's goals.                                  | 1.7545 | .93703 | .04739 | 0.00 |
| 19 | Employees always strive to implement new initiatives.   | 1.7877 | .93010 | .04704 | 0.00 |
| 20 | Employees provide constructive criticism to the company's senior management to improve performance. | 1.7698 | .76675 | .03878 | 0.00 |
| 21 | Employees constantly strive to develop their leadership capabilities within their work team.        | 1.9565 | .79140 | .04002 | 0.00 |

It shows that the average of the sample members' answers to the paragraphs of the human resources efficiency axis indicates a good evaluation.

### 3.4. Hypothesis testing

The main hypothesis of the research: There is a statistically significant effect of administrative development in raising the efficiency of human resources in the Iraqi Company for Banking Services.

Table (4): Regression models

|             | R Square | F        | Df 1 | Df 2 | Sig. | Consstant | B 1     | B 2    | B 3  |
|-------------|----------|----------|------|------|------|-----------|---------|--------|------|
| Linear      | .945     | 6696.931 | 1    | 389  | .000 | .053      | .990    |        |      |
| Logarithmic | .953     | 7960.205 | 1    | 389  | .000 | .400      | 2.612   |        |      |
| Inverse     | .910     | 3916.480 | 1    | 389  | .000 | 5.330     | -5.911- |        |      |
| Quadratic   | .955     | 4113.671 | 2    | 388  | .000 | -1.033-   | 1.918   | -.160- |      |
| Cubic       | .955     | 4113.671 | 2    | 388  | .000 | -1.033-   | 1.918   | -.160- | .000 |
| Compound    | .841     | 2051.355 | 1    | 389  | .000 | .889      | 1.461   |        |      |
| Power       | .897     | 3394.514 | 1    | 389  | .000 | 1.000     | 1.028   |        |      |
| S           | .914     | 4124.565 | 1    | 389  | .000 | 1.987     | -2.404- |        |      |
| Growth      | .841     | 2051.355 | 1    | 389  | .000 | -.117-    | .379    |        |      |
| Exponential | .841     | 2051.355 | 1    | 389  | .000 | .889      | .379    |        |      |

It turns out that the third-order model is the most representative and has therefore been relied upon.

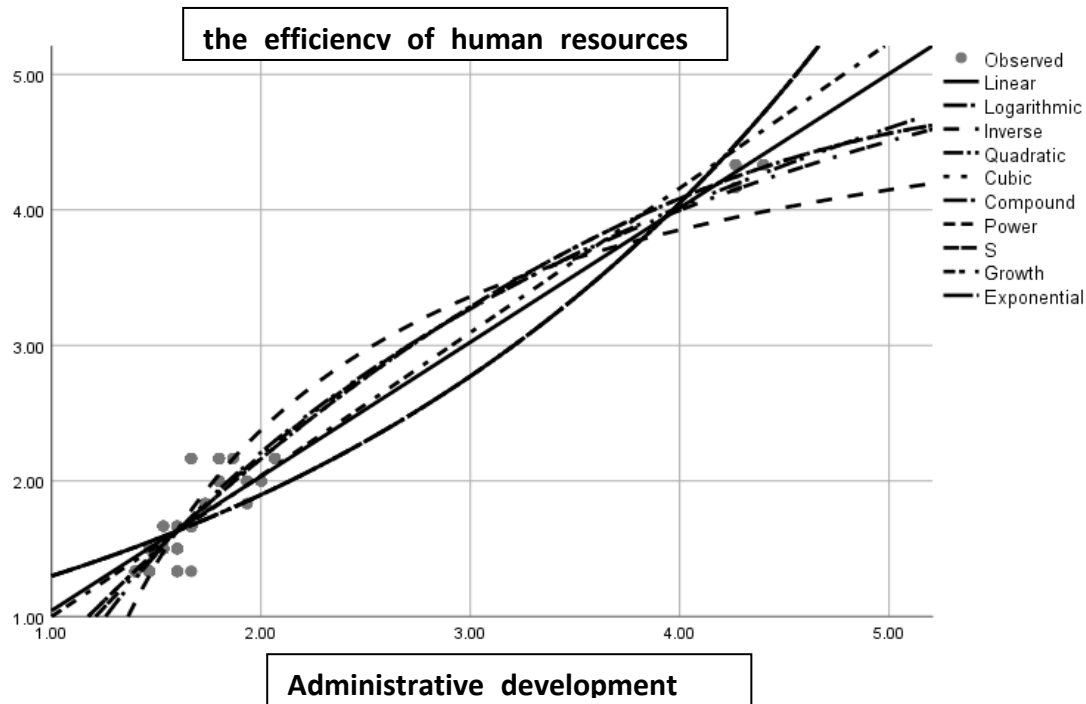


Table (5): Pearson's law and its square

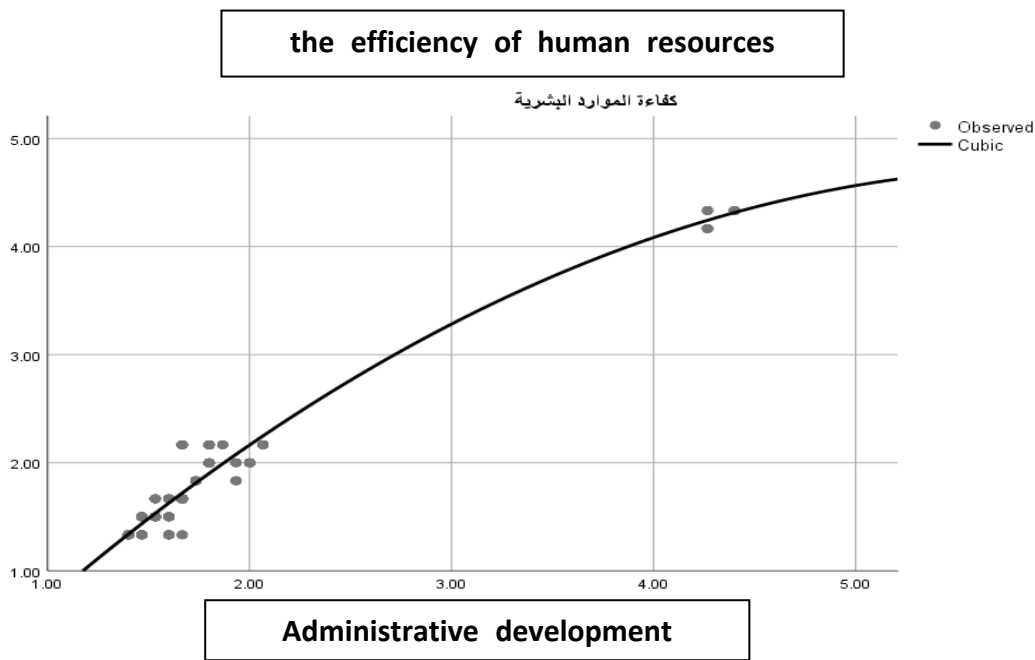
| R    | R <sup>2</sup> | Adjusted R square | Std. Estimation error |
|------|----------------|-------------------|-----------------------|
| .977 | .955           | .955              | .139                  |

It turns out that the value of the correlation coefficient is 0.977, which is a very strong relationship, and it is classified as a very strong relationship. Also, the value of the corrected coefficient of determination is equal to 0.955, meaning that (administrative development) explains 95.5% of the variance of (human resources efficiency).

Table (6): The significance of Pearson's law

|            | Sum of squares | df  | Mean square | F        | Sig. |
|------------|----------------|-----|-------------|----------|------|
| Regression | 158.736        | 2   | 79.368      | 4113.671 | .000 |
| Residual   | 7.486          | 388 | .019        |          |      |
| Total      | 166.222        | 390 |             |          |      |

It is noted that the value of (Sig) is 0.00, which is less than 0.05, and therefore there is a statistically significant effect of administrative development in raising the efficiency of human resources in the Iraqi Company for Banking Services.



#### 4- Study results

There is a statistically significant effect of administrative development in raising the efficiency of human resources in the Iraqi Company for Banking Services.

This is because administrative development describes the multiple methods that institutions follow to help their employees, in order to develop the organizational and personal skills they possess, whether they are managers, governors, or even from other administrative positions. The administrative development program aims To improve the overall effectiveness of human resources, regardless of their current positions, in addition to preparing them to assume greater responsibility when they are promoted.

These administrative programs have become more widespread in recent years due to the increasingly complex requirements on human resources. That is, administrative researchers should not focus only on one of the administrative aspects, such as paying attention only to scientific research in the field of human resources management, which we see clearly in many scientific forums and centers in the Arab world, and neglecting scientific research in other fields, such as financial management or production management, under the pretext of the difficulty of conducting research. Which will affect the length of time to discuss the study, as it is not possible to evaluate a specific productivity or institution, unless the level of participation that employees provide to their institutions is verified, and the matter is not at all related to the number of employees that the institutions have, but rather to the level of satisfaction shown by the employees, each This explains the nature of the understanding between the worker and his organization, and his satisfaction with the work he does within it. It is also possible to improve human desires by improving the worker's productivity level and raising his performance through a group of methods.

#### 4. Study recommendations

- Working to include training programs within public and private companies and institutions.
- Striving to develop human resources skills through relevant training courses.
- Raising levels of motivation, support and self-confidence for human resources to ensure improved performance.

- Raising incentives that enhance the work motivation of human resources and ensure improved performance.
- Striving to raise performance levels in companies, including administrative performance.
- Providing the necessary data for management to carry out development operations in a way that suits the company and its aspirations.
- Relying on and taking administrative consultations provided by specialists to ensure the continuity of the company.

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