Training and Development Strategies and Their Impact on Academic Performance: A Field Study of a Sample of the Opinions of Teachers of Public and Private Universities in Baghdad[1]

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Abstract

The research aimed to identify the role of training strategies and strategic development in improving the performance of employees in private universities in Iraq, the research population consisted of the heads of departments, divisions and administrative units of five private universities, and to reach the research objective, a questionnaire was developed that was distributed to the research sample. The researcher used the descriptive-analytical method and appropriate statistical methods such as: (Cronbach's alpha test, and simple linear regression). The research found that there is a statistically significant effect of training and strategic development strategies represented by: (leadership development, employee development, training, learning, and knowledge acquisition) in improving the performance of employees. In addition, the Iraqi private universities under study have a high interest in training and developing employees, but there are no organized plans for these training programs, and they still use the traditional bureaucratic system in the process of strategic decision-making and only involve employees in operational or semi-routine decision-making. The system of promotion of employees prevailing in private universities is characterized by a traditional system based on years of service, in addition to in addition, there are no independent administrative units that carry out human resource management strategies, but the powers of human resource management strategies are usually delegated to the heads of departments, divisions, and administrative units.

1. Introduction

The university environment is characterized by continuous and unprecedented change and at a very high speed. This is evident in the continuous technological developments and the change in the desires, needs and requirements of students and workers alike. In addition to the fierce competition between private universities among themselves, which in turn has prompted private universities to improve their performance by providing high-quality academic programs to keep pace with the requirements of the labor market and increase their ability to meet the needs and desires of their customers who represent diverse segments of society with different and different needs. on developments in the regulatory and legal aspects imposed by the State. All of this requires private universities to reduce their costs, increase the quality of their programs, and raise their ability to offer academic programs characterized by creativity, as well as work to attract distinguished teaching, administrative and technical cadres, and work to maintain and develop them to enable them to face the challenges they face.

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The human element, which is the main resource of the organization, is considered the main pillar of development and success in the short and long term, and the basic principle of development plans in Iraq is the human element, which is an end and a means in the process of development and construction at the same time, as successive governments have realized the importance of the human element and the need to rehabilitate and educate it, and the state has played the most prominent role in expanding and directing the education base to include all levels, and this has led to an increase in the volume of financial investments in the education sector and an increase in the number of universities and educational institutions, and improving the level of human resources available in private higher education in Iraq has become of utmost importance (Taqa, 2010).

1.1 Research Objectives and Importance

The main objectives of this research are as follows:

1.   Trying to identify the extent of the impact of the performance of employees related to the disclosure of training and strategic development strategies, represented by training, leadership strategic development, employee development, learning, and knowledge acquisition.

2.   Identify the level of training and strategic development strategies, represented by training, personnel development, leadership strategic development, learning, and knowledge acquisition in Iraqi private universities.

3.   Identify the level of performance of employees in Iraqi private universities.

The importance of the research stems from the importance of the topic it deals with in general and the following points in particular:

1. The importance of training and strategic development strategies and their role in improving the performance of employees.

2. The majority of previous studies that dealt with the topic of training strategies and strategic development and their role in improving performance were conducted in developed country environments. The studies that dealt with the subject in Arabic did not agree on the direct impact of training strategies and strategic development in improving the performance of employees. These studies do not necessarily reflect the experience of private universities in one of the third world countries such as Iraq.

3. Increasing the awareness of the directors of departments, divisions and administrative units in private universities on the importance of activating the practice of training and strategic development in order to raise the level of performance of private universities in Iraq.

4. This research is the first of its kind at the level of private universities in Iraq, as far as the researcher knows, which dealt with the role of training and strategic development practice, represented by the development of employees, training, strategic leadership development, learning and acquiring knowledge in order to improve the performance of employees, and thus this reflects positively on the performance of private universities in Iraq.

1.2 Research Problem and Questions:

Human resources departments in most Arab countries face many problems, including problems of poor organization in terms of drawing the basic features of the nature of their relationship with other departments, and the problem of defining their tasks and internal departments, as their relationship with other departments has been reduced and subjected to the stereotype of subordinates and subordinates, and other problems that have made the human resources department a marginal department that does not have the right to make decisions and has turned into a store for keeping the records of employees (Al-Salem, Sabah, As for the Iraqi private higher education sector, despite its importance in the Iraqi economy, which was introduced in the 1980s with the aim of promoting the human development process, it also suffers from several problems in the material and human aspects.   2010) .

As for the research questions, they are: **The first question:** What is the impact of the practice of training and strategic development, represented by training, employee development, leadership development, learning and knowledge acquisition, on improving the performance of employees.

The second question: What is the level of training and strategic development strategies in Iraqi private universities?

    1.3 Research Hypotheses: The research hypotheses can be formulated as follows:

H0:   **Main Hypothesis**: There is no statistically significant effect of training and strategic development strategies on improving the performance of employees at a significant level ($\alpha \leq 0.05$). The following sub-hypotheses are subsidiary:

H01: There is no statistically significant effect of the practice of employee development in improving the performance of employees at a significant level ($\alpha \leq 0.05$).

H02: There is no statistically significant effect of training practice on improving the performance of employees at a significant level ($\alpha \leq 0.05$).

HO3: There is no statistically significant effect of leadership development practice on improving the performance of employees at a significant level ($\alpha \leq 0.05$).

HO4: There is no statistically significant effect of learning practice and knowledge acquisition in improving the performance of employees at a significant level ($\alpha \leq 0.05$).
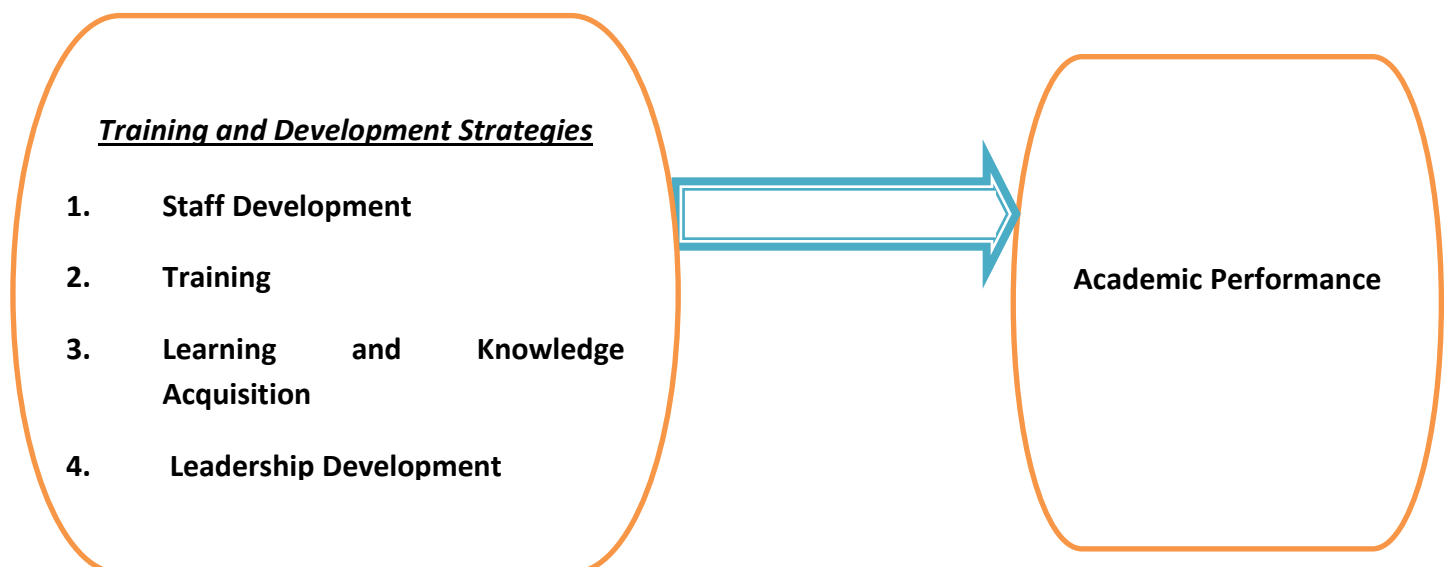
    1.4 Research Outline:

Training and Development Strategies

1. **Staff Development**

2. **Training**

3. **Learning and Knowledge Acquisition**

4. **Leadership Development**

Academic Performance

Figure 1: Research hypothetical scheme

The researchers prepared the research model based on the following previous studies:
Lin Gao: 2011 , Stumpf (2010), Abubakir (2011)

    1.5 Research Limitations:

The boundaries of the current research are divided into:

Spatial boundaries: represented by some private universities in Iraq.

Human Boundaries: Represented by the directors of units, divisions, and departments working in private universities in Iraq.

Time limits: It is represented in time period that took to complete this research until the end of (2014).

Scientific limitations: The current research is limited to understanding the role of some human resource management strategies in their dimensions (employee development, training, leadership strategic development, learning, and knowledge acquisition) as an independent variable in improving the performance of employees as a dependent variable. It did not address all strategies with an expected impact on the relationship assumed in the research model.

1.6 Procedural Definitions:

1. **Training and Strategic Development Strategies:** It refers to all activities and processes related to the human element aimed at raising the level of performance of employees and increasing their abilities to perform new jobs if entrusted to them, and this research was limited to four strategies, which are:

1. **Employee Development Strategy:** Employee development refers to the sum of efforts aimed at increasing the capabilities of workers in technical or administrative positions, through several means, including employing workers in different job centers, providing specialized training cadres, as well as providing them with tools, ideas, and learning methods to keep pace with developments in the surrounding environment, and also by rewarding creative workers.

2. Employee Training Strategy: An organized activity based on scientific foundations that aims to provide working individuals with knowledge and experience, develop their skills and abilities, raise their efficiency in performing the tasks assigned to them, as well as deepen their knowledge of the organization's goals.

3. Leadership Development: It means all activities and events aimed at increasing the leadership capabilities of the managers of units, divisions and divisions by providing incentives to develop their talents and continuous and specialized training in their field of work for the purpose of reaching the desired goal of continuity and competitive advantage.

4. Learning Strategy and Knowledge Acquisition: The process of delivering new creativity of knowledge and technology to all employees in the organization for the purpose of keeping pace with the developments in the surrounding environment, and the organization can achieve this by providing learning resources and skills development tools for employees, as well as exchanging knowledge between the divisions and divisions of the organization's units and even with other organizations, as well as by granting study leaves to raise the educational achievement of employees.

5. Performance Strategy: Employee performance refers to the level of achievement of the work that constitutes a particular job and how the individual worker achieves the requirements of his job, through speed and accuracy in performance, as well as the ability to excel and innovate, as well as the quality of performance, in other words, the ability to convert the organization's inputs into outputs in the shortest time and at the lowest cost.

2. Theoretical and Previous Studies

This chapter aims to introduce the concepts related to the role of human resource management practice (employee development, training, leadership strategic development, learning and knowledge acquisition, and employee performance) in order to build an integrated theoretical conceptual framework that is the basis for the field study, and the chapter was divided into three topics, the first topic dealt with the theoretical framework on the role of training and strategic development strategies in terms of concept, importance, principles and elements, and the second topic dealt with the concept of performance, its elements, and the determinants of performance, among others. The third topic was a review of the most important literature covered by previous studies on the current research topic, and the fourth topic was a summary of the previous studies, as well as the scientific and practical contribution of the study, and the determinants and obstacles of the research.

2.1 The first topic.

2.1.1 First: Theoretical Framework:

Boot:

The human element in modern management is the main source of building competitive advantage and the most important and dangerous asset at the same time, and that the human resource is primarily a mental and intellectual energy and a source of information, suggestions and innovations, and it is an active element capable of positive participation in thought and opinion, and therefore contemporary management has begun to look for new concepts and methods for the development of human resources that are commensurate with their importance, vitality and the role they play in the organization. Some consider it a fixed asset of the institution and it is the source of giving over the years, and therefore attention, training and the development of the creative abilities in them must be done (Hijazi, 2007), and in this regard, (Hassan, 2009) points out that business organizations, both public and private in the developed world, have realized their responsibility in the face of all the contemporary risks and challenges that resulted from globalization and its economic, political and social mechanism. This has been exacerbated by the rapid developments in information and communication technology, and this has been reflected in many of the management concepts that were prevalent in the past and the situation of contemporary organizations in terms of change in their organizational sizes and forms, and the radical change in the workforce, jobs, wage and incentive systems, and the attitudes and behavior of individuals, which requires organizations to develop goals and tasks for human resources management in order to lead the desired change that they aspire to. In addition to adopting modern ideas and visions, where traditional management ideas and methods are no longer able to keep pace with the wave of modernization and strategic development witnessed by most countries of the world, globalization has forced organizations to develop their own capabilities by breaking the barrier of fear of the future and choosing the model that will be directed towards globalization (Al-Azzawi & Jawad, 2010).

As for private universities in Iraq, in an environment characterized by constant change and intense competition and to keep pace with economic developments in the contemporary world, they need to exploit all available resources as a means of achieving competitive advantage, especially human resources, and consider them as the main resource that achieves the competitive advantage of organizations. Al-Qadi (2012) explains that other resources leading to the success of the organization have become less powerful than before, and that the basis for the success and achievement of the organization's competitive advantage is achieved through the development of a different frame of reference in human resource management and strategic issues, and this is consistent with the findings of (Caliskhan, 2011), as he emphasized how to manage the organization's resources and invest resources to deal with the environmental changes occurring in the business environment with high efficiency and effectiveness that enables the organization to maintain its competitive advantage.

2.1.2 Human Resource Management Strategies (Training and Strategic Development):

The management of organizations has not realized the importance of human resource management strategies as the main engine of organizational success and enhancing the performance of the organization until recently, when human resources management strategies were considered as a philosophy, policy, and system that affects the behavior and attitudes of the performance of employees, and these strategies include several activities, including recruitment, recruitment, selection, evaluation, compensation, training, strategic development, performance management, health, and other strategies**. 2011).** Dessler (1984) adds that human resources departments are no longer solely responsible for the human resources management strategies in the organization, but other departments have to take care of the affairs of their employees and work to develop their capabilities and invest their energy with the highest possible efficiency, and this will be a reason for the formation of a highly interrelated relationship between the human resources department and other departments in the organization. These strategies include:

2.1.3 Training Strategy:

Training is defined as that organized and continuous process that has been planned in advance with the aim of providing the working individual with new knowledge, abilities, and skills, or changing the previous perspectives, ideas, and foundations of individuals in line with the changes that occur in the work environment (Zakaria et al., 2011), and (Khatibi, 2012) is defined as an attempt to change the behavior of individuals in order to use different

methods and methods in performing work and make them behave differently after the training than they used to be. Prior to (Dessler, 2011), training is defined as a subspecialty of the field of human resources in organizations, which is concerned with identifying, appreciating, and developing the main potential of the workforce through planned learning, which helps employees perform their current and future jobs.

Saif and Sartawi (2013) point out that training has different objectives for different levels of organizational workers and that its goal is to improve the knowledge, skills, and abilities of employees to be more effective in their current jobs or with the aim of qualifying them for a specific task in the future.   The second creates satisfaction among workers with their jobs and workplace, and Porter (2004) indicated that the training process needs to be well prepared for it, and this is one of the most important factors for the success of the implementation of the training plan, so it is supposed to identify the steps of the training process in general.

2.1.4 Employee Development Strategy:

Fouta and Qutb (2013) defined employee development as the process of expanding the general skills of employees related to the freelancer, i.e. in the long term, and in order to achieve the goal or goal of development, it is necessary to transfer the skills and abilities learned and acquired from the training site to the practical space while performing their tasks and duties. Al-Hitti (2005) pointed out that there is a difference between the concept of training and employee development, as the training process includes the acquisition of skills and behaviors that help the worker improve the level of his work performance, while the development process aims to develop new skills and knowledge that qualify him to perform higher-level jobs in the future. This is in line with what Al-Salem and Saleh (2000, 202) pointed out: "Training is the process of transferring certain skills, which are predominantly manual or kinetic, to trainees and directing them to master skills to an acceptable level of performance, while worker development means developing the general skills of the worker to become more ready to accept the requirements of new tasks if they are entrusted to them.

Qiang (2011) pointed out that contemporary organizations have realized the importance of human resources, in light of the conditions they are going through from a turbulent environment characterized by speed and dynamism that is plagued by globalization and privatization, the importance of the human element has emerged as the creator and carrier of knowledge and the real key to achieving competitive advantage, and for this reason, it has started to focus on the development of qualified workers and their view of workers has changed from being a source of cost to a factor of success.

Hence, it can be said that employee development and training refer to all organized efforts that contribute to teaching job-related knowledge and improving the skills and behavior of employees (Noe, et al, 2006).

2.1.5 Learning and Knowledge Acquisition Strategy:

Learning and knowledge acquisition emerges from the crucible of training, where learning is defined by Akhtar (2008) as the process of acquiring knowledge and skills to develop his habits and attitudes. Learning is one of the important strategies of any successful organization in order to reduce the obsolescence of skills, and this is done through the development of development programs for employees to absorb new skills, enable them to adapt, develop continuous learning programs, as well as provide incentives for self-development (Al-Dayni, Abubakir, 2011) stated that there are several ways in which the organization can create a culture of learning in it, including providing learning resources and developing skills, setting tasks or jobs that help in the development of employees, helping them develop career plans, activating learning programs, and encouraging the employee to learn as it will be the means and reason for improving his performance.

As for knowledge, it is defined (Farah, 2009: 22) as "the set of facts, perspectives, performance, judgments, work methods, experiences, experiences, information, data, concepts, strategies and principles that the individual or organization possesses, to be invoked in the interpretation of information related to a particular circumstance or situation and to process it in order to perform tasks with high proficiency and excellence that contributes to raising the overall performance of the organization." From this definition, it is possible to derive the benefits that knowledge will bring to the organization and the high flexibility it will contribute to these organizations, in addition to stimulating innovation and creativity for individuals and groups working within the organization, as well as the role it plays in transforming the organization from its traditional economy to a new knowledge-based economy.

Therefore, training is an issue that integrates with the issue of learning and acquiring knowledge for the workforce with all the skills related to modern management technology, including proficiency in working on computers, using the Internet, and proficiency in foreign languages, as well as modern concepts of management and the development of organizations, systems, and capabilities (Hijazi, 2007). This is consistent with what Nofal pointed out (2007: 13): "Learning is concerned with providing individuals with scientific knowledge and bringing them to the stage of sound thinking to reach systematic analytical concepts and foundations of cause and effect, in addition to paying attention to the method that leads to the right behavior. As for training, it is concerned with transferring knowledge to practice and adapting knowledge to serve the work by transferring it into skills."

From a scientific point of view, it is possible to distinguish between learning, knowledge acquisition and training, as learning is broader than training, and it differs from it in that learning usually takes place within academic institutions such as (schools, institutes, and colleges), and education aims to expand the individual's perceptions and areas of knowledge, while training is narrower in scope, as it aims to develop the individual's abilities in a specific field or areas of work. In the long term (Katou, 2007).

2.1.6 Leadership Development Strategy :

Before addressing the concept of leadership development and leadership development methods and its role in improving the performance of employees, it is necessary to define leaders as those people who have the ability to turn their beliefs and perceptions into reality through control and influence over employees, or in other words, the ability to influence and motivate others to work towards a specific goal (Katou, 2007).), hence the importance of effective leadership is shown to us because of its prominent role in that it enables increased workforce participation or affects individual, collective and organizational performance alike (Aktar, 2008). Lee (2010) argues that the mission of a successful leader is to motivate employees to accomplish their tasks with the highest possible degree of effectiveness, as well as by organizing them appropriately with the accelerating environmental changes, and to be a source of inspiration, as well as influencing their behaviors and behaviors, supporting strengths and addressing weaknesses. Hanafi et al. (2002:104) define leadership as "the ability to induce and motivate individuals to accomplish what leadership desires to achieve."

A distinguished leader is the one who can see many problems in a single situation, he is aware of mistakes, shortcomings and shortcomings and feels the problems, such leaders increase their chances of researching and writing about them, so Ammo tasted that the likelihood of them heading towards excellence and creativity will increase (Borghini, 2005), and today's organizations that are characterized by effectiveness and high efficiency usually have distinguished leaders and vice versa. Here the role of training in the development of employees through the continuous improvement of human resources in general and leaders in particular in order to create individuals and leaders characterized by creativity, innovation, generation of ideas, innovation, anticipation of future challenges, planning and dealing with them, and here the role of organizations in the importance of their endeavor to attract and retain distinguished leaders is highlighted (Lin Gao, 2011).

2.2 Second Topic

2.2.1 Employee Performance:

The success of organizations is related to the efficiency of the performance of their employees, so researchers have been interested in the subject of performance because of its great importance for both individuals and the organization, as organizations always seek to improve the performance of their employees by training, educating and motivating them constantly to reach their goals, and according to the performance standards determined in quantity and quality of effort and performance pattern (Al-Rawahneh, 2013), while (Al-Qadi, 2013) the performance of employees is defined as the behaviors or behaviors of employees that affect the performance of the organization and this behavior is either positive or negative. Performance can be divided into three types:

The first type is based on measuring production rates and the amount of sales during a certain period of time.

The second type involves the evaluation of an individual's performance by people who follow the subject of performance.

The third type is self-evaluation, and studies and experiences have proven the importance of encouraging employees to self-evaluation. Nofal (2007: 13) defined it as "the behavior of the individual aimed at accomplishing the work assigned to him, and that performance is influenced by several external and internal factors such as the work climate, relationship with co-workers and superiors, work equipment, the individual's abilities and skills, his preparations, attitudes towards work, and job satisfaction."

2.2.2 The importance of performance and the factors affecting it.

In light of the contemporary economic conditions that are characterized by continuous and accelerated change, which requires organizations to restructure them continuously, this leads to a change in the motivations and behaviors of employees and thus affects their performance, and here the importance of using human resources management strategies and identifying appropriate strategies for continuous improvement on the performance of employees has emerged, because organizations today the secret of their success and continuity lies in the quality of the performance of employees (Patricia & Emilia, 2013).

Katou (2007) points out that there are four ways that can positively affect performance if a company follows them:

1. Training and strategic development and its role in conveying a message to employees that they will stay in the organization for as long as possible because the organization needs them and needs to raise their skills and abilities, and thus the employees' sense of job security, which in turn will lead to an increase in their performance.

2. Providing opportunities for internal promotion, which in turn instills a sense of fairness and fairness and motivates them to raise their performance.

3. Providing incentives based on bonuses and dividends will create a guarantee of alignment between the interest of the worker and the organization and this will be a signal to the employees that they are the valuable assets of the organization.

4. Sharing information and its ease of flow between different departments, provided that this information is accurate and reliable.

2.3 Third Topic: The Applied Aspect of the Research

2.3.1 Research Methodology:

The researcher relied on the method of the descriptive-analytical method, which includes reviewing the theoretical literature by referring to references, sources, and scientific periodicals to build the theoretical framework of the study, and field research to collect the appropriate data and information to achieve the research goal.

2.3.2 The research population and its sample:

The research community consisted of all the directors of the units, administrative and technical divisions, heads of departments, and assistant deans (for scientific and administrative affairs) in the five Iraqi private universities, and despite the existence of many other private universities, but due to the security conditions that Iraq is going through at this time, which was a barrier between me and access to many private universities located in the south and north of Iraq, in addition to this, the target research sample is a random sample of the directors of the units and administrative divisions. (150) questionnaires were distributed to a number of university employees, and (115) questionnaires were retrieved, and after sorting, (14) questionnaires were excluded due to their invalidity for the purposes of statistical analysis, so the final research sample was represented by (101) respondents from various administrative departments and departments in the targeted universities.

2.3.3 Sources of Information:

In order to achieve the theoretical and practical objectives of the research, it was necessary to rely on two sources of information, namely:

a. Secondary Source: The Theoretical Framework and Previous Studies, where the concepts, ideas, and contents of the current research topic were relied upon by the researchers.

In. The researcher designed and developed the questionnaire based on the theoretical literature related to the research topic to cover the research variables and their hypotheses that were based on it, and using paragraphs to determine the research objectives, and the researcher used the five-tiered Likert scale (1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree).

2.3.4 Validity of the Instrument:

The researcher tested the validity and consistency of the research tool that he developed in order to achieve the goals he seeks. In order to verify the validity of the tool, the Face validity method was used (Sekaran, 2003: 174). The researcher was guided by the suggestions and comments of a number of business administration professors in general and human resources professors in particular, and the questionnaire paragraphs were reviewed in terms of content and their interdependence to ensure what is to be measured.

2.3.5 Stability of the research tool:

In order to test the stability of the research tool and test its internal validity, the Cronbach-Alpha test was used to test the internal consistency of the tool. The results in Table (1) indicate a degree of consistency in the responses of the researchers, and because the standard alpha value is equal to more than (70%), which is an acceptable percentage in management research, and this enabled the researcher to rely on the responses in the analysis process.

Table (1) Cronbach Alpha Test

Alpha Cronbach	Variables
0.83	**Staff Development** strategy
0.85	**Training strategy**
0.71	**Leadership Development strategy**
0.85	**Learning and Knowledge Acquisition strategy**
0.78	**Employee Performance strategy**

2.3.6 Research Variables:

This research consisted of two types of variables: the independent variables, which are: (learning strategy, knowledge acquisition strategy, leadership development strategy, employee development strategy and training), and the dependent variable (employee performance).

2.3.7 Statistical Treatment:

The researcher selected the following statistical methods to process the data and information collected through the questionnaires as follows:

1. Frequencies, Averages, and Standard Deviations: It was used to deal with the responses related to the characteristics of the research sample, and the five-point Likert scale was adopted to test the responses related to the research variables. The range of response ranged from (1-5) according to the five-point Likert scale as shown in the table below:

Table (2) Frequencies, Averages and Standard Deviations

strongly disagree	don't agree	neutral	agree	strongly agree	Answer Options
1	2	3	4	5	Grade

Table (3) Statistical criterion (range) judging the degree of approval of each paragraph

Level	to	from	Sequence
low	2,33	1	1
medium	3,67	2,34	2
High	5	3,68	3

1. Multiple Linear Regression to Determine the Impact of Human Resource Management Strategies on Employee Performance.

2. Stepwise Multiple Linear Regression.

3. Cronbach Alpha Test (Cronbach α) to test the internal consistency of the research tool.

4. Kolmogorov – Smirnov test.

5. Variance Amplification Coefficient Test (VIF)The variance test is allowed to ensure that there is no high correlation between the independent variables as shown in Table (4).

6. Torsion coefficient test: Use this test to make sure that the data follows a normal distribution.

Table (4) Variance Inflation Coefficient (VIF) Test

VIF	Variables
3.93	**Employee Development Strategy**
2.49	*Training Strategy*
4.08	**Leadership Development Strategy**
3.23	*Learning and Knowledge Acquisition*

Characteristics of the research sample.

In this part, the characteristics of the research sample will be discussed in terms of: university, nature of work, gender, educational qualification, age, and years of experience. Table (1) shows these characteristics.

Table (5) Description of the research sample members

Percentages	fr.	Level	Variable
22.8%	23	Al-Mareif	
18.8%	19	Dejlaa	
26.7%	27	Al-Maamon	**University**
20.8%	21	Emam Al-Adeim	
10.9%	11	Saint Clemente	

43.6%	44	employee	**Work**
56.4%	57	Faculty Member	
82.2%	83	males	**Sex**
17.8%	18	females	
5.9%	6	diploma	**Educational Qualification**
22.8%	23	Bachelor	
38.6%	39	Master	
32.7%	33	Doctor	
6.9%	7	Under 20 years old	**Age Group in Years**
15.8%	16	20-25 years	
12.9%	13	26-30 years	
28.7%	29	31-35 years	
20.8%	21	36-40 years	
14.9%	15	41 years and above	
9.9%	10	Less than 5 years old	**Experience**
16.8%	17	6 - 10 years	
51.5%	52	From 11 - 15 years old	
21.8%	22	16 years and above	

3. Results

3.1 Hypothesis test results:

1. There is a statistically significant effect of training and strategic development strategies in improving the performance of employees in Iraqi private universities at a significant level of ($\alpha \leq 0.05$).

2. There is a statistically significant effect of employee development on the performance of employees in Iraqi private universities at a significant level of ($\alpha \leq 0.05$), and this is consistent with the study of (Caliskhan: 2010), which emphasized that human resources strategy strategies are the main source in creating competitive advantage, and this is done through several means, including developing the efficiency of employees, and the study (Zakaria: 2010) indicated) However, training and staff development are two important factors in improving the performance of employees, and this is reflected in the performance of small and large companies in Malaysia in a positive way, and this is in line with the findings of my study.

3. There is a statistically significant effect of training on the performance of employees in Iraqi private universities at a level of statistical significance ($\alpha \leq 0.05$). This is consistent with the study of (Al-Zaatari: 2013), where he pointed out in his study the importance of training and strategic development as one of the strategies of human resources management in Palestinian banks and the role of this practice in improving the performance of employees, and in conclusion, this is reflected in improving the performance of the organization. My study was in line with the study of (Katou: 2007), which confirmed that human resource management strategies, represented by several strategies, including training, have a positive impact on the performance of employees.

4. There is a statistically significant effect of leadership development on the performance of employees at the level of significance ($\alpha \leq 0.05$), and this is consistent with the study of (Lin Gao: 2011) which emphasized the importance of leadership development in improving the performance of employees in car manufacturing companies in North America, and my study is consistent with the study of (Katou: 2007) in which it was emphasized that human resource management strategies, including the practice of leadership development, have a positive impact on improving the performance of employees.

5. There is an effect of learning and knowledge acquisition on the performance of employees at a significant level of ($\alpha \leq 0.05$) and this is consistent with a study (Fouta and Qutb: 2013), as they confirmed that all

104

human resource management strategies are statistically significant on learning, and this research confirmed that training and strategic development have an impact on learning, and in conclusion, the impact of learning and its role on improving the performance of employees in Jordanian commercial banks. My study was in line with the study of Lin Gao (2011), which emphasized the importance of learning and its role in increasing the knowledge of employees and being a reason to increase their ability to innovate and improve performance.

3.2 Recommendations:

After presenting and discussing the results according to the research questions, the research recommended the following:

1. Universities should adopt the basis of promotion based on promotion of their leaders and employees who have creative ideas and distinguished efforts in order to be a means of creating a spirit of competition and perseverance among them, in addition to promotion methods based on years of service.

2. Universities should use administrative structures that are flexible with environmental variables, move away from traditional bureaucratic methods, and work to involve employees in strategic decision-making processes and not only involve them in routine traditional administrative decisions.

3. Universities should diversify specialized training cadres from all different universities and not be satisfied with the available teaching cadres in the processes of training, strategic development and education, and the university should work to allow the exchange of experiences, talents and capabilities, and bridge the relations between Iraqi private, governmental, and even international universities in the fields of knowledge, technical and administration, and not close to the exchange of these experiences at the level of departments and units within the university.

4. Universities should adopt clear and organized training systems, be characterized by continuity and renewal, and have specific times and goals, and the higher administrations at the university should clarify the university's goals and link them to the goals of the training programs, and show the employees the importance of improving their performance in achieving those goals, as well as showing them the general and private returns of the university and individuals in the event of achieving these goals.

5. To have incentive systems and programs based on granting rewards and grants to distinguished workers and those with innovations in proportion to their expectations and ambitions, and to have methods and methods of measuring and evaluating the performance of employees on logical scientific bases and not on the basis of the evaluation of the worker's direct superior, which in turn will have a positive role in encouraging cases of creativity and innovation, as well as maintaining those distinguished potentials, thus improving the performance of employees, and in the end, it will be a reason for creating a competitive advantage for the university.

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