

## The Effect of Change Strategies in Human Resources Development: Evidence from Iraq

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**Abstract:** This study aims to determine the effect of change strategies in human resources development, through providing a theoretical research on the contributions of researchers in the search variables as well as the practical framework of analyzing impact relations between the independent variable of change strategies (education and communication strategy, engagement strategy, facilitation and support strategy, negotiation and agreement strategy, evasion and camouflage strategy). And human resources development as a dependent variable of Iraqi industrial general company for electrical and electronic industries. Prompting the researcher to build a prescriptive model for research included a series of hypothesis and sample consisted of (61) employees were chosen randomly from the factories and laboratories of the research sample company. The questionnaire has been used as a tool for data collection and statistical program, (SPSS) has been adopted to analyze this data. The research has reached a set of conclusions and recommendations: there is a significant and positive impact of change strategies in human resource development under significant standards. The most important recommendations of the research were: the management should pay attention to the employees psychological aspect to a chive better performance and to enable the Iraqi organization to compete with local and Foreign companies.

**Key words:** Change strategies, negotiation strategy and agreement, evasion and camouflage strategy, human resource development, performance, SPSS

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### INTRODUCTION

The developments and rapid changes witnessed by industrial organizations today deserve attention and face these developments, through the adoption of strategies through which to enhance the effectiveness of the organization and improve its performance and to by the development of human resources. The human resource today in light of the tremendous and accelerating developments faces a, the problem of survival for the stronger and strength lies in the excellence that will only be through human resources with skills and knowledge that will enable them to create an added value to the organization. The research aims to know the impact of change strategies represented by (education and communication strategy, engagement strategy, facilitation and support strategy, negotiation strategy and agreement, evasion and camouflage strategy) at the development of human resources in one of the Iraqi organizations (general company for electrical and electronic industries). The ongoing changes faced by organizations today require facing these difficult challenges to maintain their continuity and survival. Therefore, the change management process needs strategies adopted by the

organization through which it aims to enhance the effectiveness of the organization, improve its performance and develop its human resources. Therefore, our study attempt to answer the following question does the change strategies have an effect in human resources development? Accordingly, this study seeks to analyze the impact of change strategies in human development and determining the impact relationship between them. In addition, I attempt to reach added value with regard to topics related to change strategies which can be a starting point for research and other studies that deal with the same field. The results of this study will show the nature of the relationship between change strategies and the human resources development in the most important industrial company in Iraq. They, also provide some solutions for the rapi change of industries imposed on the administration of the human resource development.

### Literature review

**Change strategies:** The change usually defined as occurrence of differences substantial what prevailed in the past, it also means that performance of business differently and new or follow the a new path or adopted a modern technology follow the ways and procedures for new administrative new or restructuring organization

(Muhsen, 2003). It also aims at changing the fundamental goals that call for the processes of change and can be summarized as follows:

- Find a compatibility and match between the goals of individuals and the organizational goals
- Great atmosphere of trust between the staff at various levels of organization
- Find an interactive relationship between individuals working and encourage competition within one team
- Accustom workers in the practice of self-censorship (Maher, 2005)

The strategic management literature suggests several strategies that were used by organizations in dealing with change and has been identified as:

**Education and communication strategy:** Managers conduct contacts with individuals in order to educate them and guide them with the advantages and benefits of the change process and clarify the main objective of change which inspires employees and reassures them that the process of change will not affect their job security or deprive them of certain benefits.

**Engagement strategy:** The participation which is represented in encouraging competition and putting forward effective ideas that contribute to the decision making implementing change plans, thus, reducing the resistance to change.

**Facilitation and support strategy:** It is based on the training of workers on new skills to suit the requirement of the process of change and provide the necessary support to provide all the material equipment and working ideal conditions which provides effective performance for participants in the program of change as well as psychological and emotional support that may help to reduce resistance to change.

**Negotiation and agreement strategy:** Is based on persuading opponents of change with the advantages that can accrue them and the organization of change and these require special abilities of persuasion and negotiation methods that are right through concessions from the other party.

**Evasion and camouflage strategy:** The use of hidden attempts and efforts to influence others and the use of selective and rational methods, so that, change will receive maximum support.

**Human resource development:** The human resources development is one of the most important issues that preoccupied today institutions. This concept has received many definitions, Human define human resources development as a skills development for the general staff to become more willing to accept new task. Hall and Goodale (1996) indicate that HRM is the process of strengthening the current and future effectiveness of the individual and work to change the behavior and attitudes of the individual in the work which contributes to achieve the objectives of the development process which require modification of perception and skills by career path-A planned process based on information aimed at finding an appropriate workforce and an understanding of the conditions, rules and methods of performance required and capable of the required performance with the expertise and skills (Al-Sulamy, 2001). In the same context, Ahmed (2009a, b) state that HRD seeks to promote and strengthen the current and future effectiveness of the individual and change the individual's behavior in the work which contributes to achieve the desired goals of the development process which requires adjustment of skills by career path. Finally, Abd Alrahman (2010) defines the HRD as a set of programs designed for human resource management, new behaviors, knowledge, skills for coping with the latest developments in the environment.

Based on the above discussion, we can say that the human resource development is: increase the skills and capabilities of the workforce to be able to work on the renewed basis to enhance the productivity on the one hand and face the environment competitive on the other hand. There are several reasons for need of human resources development (Ebrahim, 2002). These reasons include the following:

Improve the skills and capabilities of human resource and raise their performance in accordance with performance standards. To prepare people for their future and current jobs and motivate them to face the technological and informational changes that affect their performance. Create individuals to meet the challenges posed by globalization.

Wasfe (2005) indicates that HRD has three main characteristics are the first is a strategy that works to develop the human skills that the organization needs in the present and future. The second is the system is based on upgrading the performance of human integrated with other subsystems. The third is an activity that helps to increase the capabilities of employees and access to outstanding performance and helps them to properly plan their career. On the other hand, Al-Salem and Saleh (2006) identified four levels of HRD goals are:

**Goals at the organizational level:**

- . Improve the performance of HR. Including ensuring the efficiency and effectiveness of performance
- . Provide a suitable environment for communication and growth among employees
- . Provide self motivation to work and stimulate H.R. and help them to perform the functions that qualify them to receive higher positions (Abd Alrahman, 2010)

**Goals of the HR. Level:**

- . Educate HR. specialized skills related to optimal performance methods
- . To continually encourage the use of modern methods that are consistent with their personal ambitions (AL-Azawe, 2010)
- . Providing self-motivation and motivating HR. by acquiring skills that enable them to graduate and receive higher positions (Abd Alrahman, 2010)
- . Increase their desire to serve the organization and its sincerity through stability and consistency in their careers (Al-Salem and Saleh, 2006)
- . Increase their abilities and teach them the system of thinking correctly by studying and analyzing the problem and finding solutions as well as increasing their creativity and creating new things (Agely, 2005)

**Responsibilities of H.R.D.:** HRD have four levels of responsibilities (Al-Sulamy, 2001) are:

- . Responsibilities of higher management level
- . Responsibilities at the level supervisory management
- . Responsibilities at level the competent authorities
- . Responsibilities at the level of the resource the human

**Requirement HRD:** The human resource development requirements are:

- . To achieve the appropriate characteristic of the individual needs of the organization

- . Providing individuals from the experienced in human resource development
- . Drawing plans, policies and strategies to meet the needs of the organization at all levels

Therefore, there have a consistency and integration between those responsible starting from higher administrative level ending with human resource which should be more careful to the development of the same skills to contribute in achieving goals including ensures that the performance of good practice of his role as a part a basic achieve the goals of the organization.

**Research model and hypothesis:** In order to examine the relationship between the research variables there should be a diagram showing the possibility of measuring the effect of the change strategies and human resources development and the objectives expected to be achieved. Figure 1 shows the research model.

To achieve the goals of study, the following hypothesis are formulated: ‘There is a significant effect for change strategies and human resources development’. This hypothesis is divided into five sub-hypothesis are:

- . H: there is a significant effect for the education and communication strategy in the human resource development
- . H: there is a significant effect for engagement strategy in the human resource development
- . H: there is a significant effect for the facilitation and support strategy in the human resource development
- . H: there is a significant effect for the negotiation and agreement strategy in the human resource development
- . H: there is a significant effect for the Evasion and camouflage strategy in the human resource development

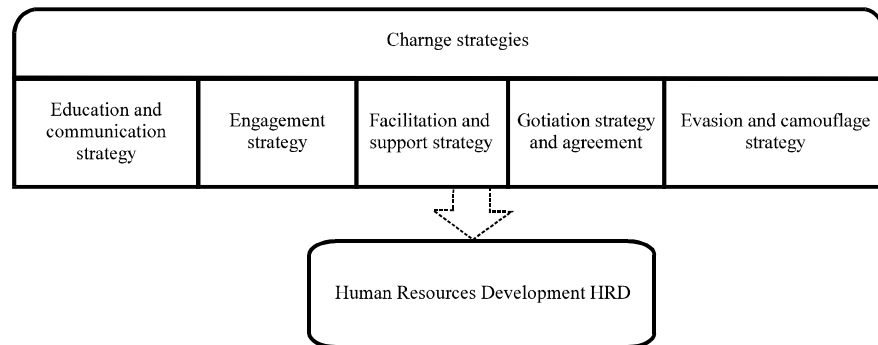


Fig. 1: Research model

**MATERIALS AND METHODS**

**Data and methodology:** This study uses the quantitative method based on an open ended questionnaire designed in a form that services the goal of the research which includes (61) questions distributed on research variables using (Likert) measurement to answer the questionnaire. Data analysis was analyzed using two approaches are:

**Methods of descriptive statistic:** A number of statistical indicators were used to describe the characteristics of the research sample:

- The frequency distribution of the resolution paragraphs, through which the general direction of the sample items is determined for each variable separately
- The arithmetic is to identify the average of the responses of the sample individuals on each paragraph and compare it with the mean value of (3) on the scale of the five

**Qualitative deviation:** To determine the amount of dispersion in the respondents for each paragraph from the arithmetic mean methods of descriptive statistics:

**Methods of inferential statistics:** To examine and test hypothesis the following method tests were used:

- Simple and multiple regression analysis
- t-test
- Analysis using statistical program SPSS-AMOS

To achieve the goal of the research the company for textile industries was selected as an area to test the effect of the change strategies for human resource development principles through notifying the opinion of a sample of its employees. A questionnaire was given to (61) employees as an at random arena. Table 1 shows the specifications of the sample descriptive statistics.

**Reliability test:** Before adoption the questionnaire as final form it was distributed among the sample of (10) persons who has been selected deliberately. The answers show that there is relatively obvious in the questionnaire paragraph as there were not so many queries. After (3) days from the questionnaire among the same people and the extraction of the correlation coefficient (pearson) was (88%). This degree has given the questionnaire full stability and fitness for all data formula on the subject of the research.

Table 1: Distribution of sample respondents

Items/details	No. of respondents	Percentage
<b>The age</b>		
30-21	36 (%)	22
40-31	54 (%)	33
50-41	10 (%)	6
Total	100 (%)	61
<b>The qualification</b>		
BA	26	43
Technical diploma	35	57
High school	0	0
Total	61	100
<b>Experience</b>		
15-5	13	21
25-16	22	36
35-26	26	43
Total	61	100

Table 2: Results of Cronbach's alpha test (strategy)

The strategy	Question No.	Values
The education and communication strategy	3	0.66
Engagement strategy	3	0.67
Facilitation and support strategy	3	0.65
Negotiation strategy and agreement	3	0.69
Evasion and camouflage strategy	2	0.61
Human Resource Development HRD	14	0.78

**Cronbach's alpha test:** Test the internal coherence and consistency of the standard used in the study reliability means: stability and nonstandard contradicts itself, namely that the scale gives the same results as probability is equal to the value of the operand if applied to the same sample. Thus, he leads to get the same results or results are consistent each time you restart the measurement. And the greater the degree of firmness and stability of the confidence increas. There are several ways to verify the consistency of the measurement including Gronbach alpha to ensure internal consistency of metrics have been using Gronbach alpha coefficient (Gronbach alpha) has been used has been which takes values between zero and one, if there is no data in the value of the operand is equal to zero, conversely, if there is full data reliability coefficient is equal to one means the increase of the coefficient alpha Gronbach means greater credibility of data from reverse sample results on the study. The decline in the value of (0.60) evidence of reduced internal fortitude (Blumberg *et al.*, 2008).

Table 2 shows that the values of alpha Gronbach for all terms and total expressions are >60% these values mean that there is high degree of internal stability of the expressions, whether for each term or for all expressions of the variable where the value of the variable (X) adopted ( 0.69 ) and the value of the variable (Y) adopted (0.78). It is high stability and the we can say that we can rely on the answers of these variables in achieving the objectives of research and analysis of its results.

**RESULTS AND DISCUSSION**

Table 3 shows the results of data extracted from the questionnaire with regard to change strategies as an

**Table 3: Results of Cronbach's alpha test (answer)**

The answers	Non agree	Disagree	Neutral	Agree	Strongly agree
The weight	1	2	3	4	5
Weighted average	1-1.79	1.8-2.59	2.6-3.39	4-4.19	4.2-5
Highest approval levels	Negatives	Tend to negative	Tend to positive	Positive approval	Highest approval levels

**Table 4: Frequency distribution and arithmetic mean and standard deviation respondents to change strategies items**

Change strategies/Independent variables: (X)	Number (%)	Response					Total (%)	Mean	SD
		Very agree	Agree	Agree to	Disagree	Non agree			
<b>Education and communication strategy</b>									
The management conducts ongoing contacts and meetings with employees who are affected by change	N	5 8.2	29 47.5	24 39.3	3 4.9	0 0	61 100	3.59	0.716
The management develops training programs to change mental and psychological attitudes of employees through training programs	N	2 3.3	29 47.5	24 39.3	6 9.8	0 0	61 100	3.44	0.719
The management is keen to provide all necessary facilities for the development of workers at all levels	N	1 1.6	27 44.3	28 45.9	5 8.2	0 5	61 100	3.39	0.665
<b>Engagement strategy</b>									
The management encourages employees to create a spirit of competition and creativity among employees	N	22 36.1	25 41	12 19.7	2 3.3	0 0	61 100	3.10	0.831
The management is involved with the employees in setting goals	N	2 3.3	14 23	22 36.1	18 29.5	5 8.2	61 100	2.84	0.986
The management contributes to encouraging employees to contribute to new ideas	N	2 3.3	20 32.8	28 45.9	11 18	0 0	61 100	3.21	0.777
<b>Facilitation strategy and support</b>									
Provides psychological support to workers to reduce fears of change	N	3 4.9	7 11.5	26 42.6	19 31.1	6 9.8	61 100	2.67	0.933
Management persuades employees of the gains that change brings	N	9 14.8	26 42.6	16 26.2	9 14.8	1 1.6	61 100	3.54	0.976
The management clarify the impact of new decisions on workers	N	8 13.1	25 41	18 29.5	8 13.1	2 3.3	61 100	3.48	0.993
<b>Negotiation strategy and agreement</b>									
The management uses rational means and methods through which to obtain support of employees	N	5 8.2	25 41	18 29.5	11 18	2 3.3	61 100	3.33	0.978
The management uses the method of motivation and persuasion of employees opposed to change	N	7 11.5	22 36.1	24 39.3	8 13.1	0 0	61 100	3.46	0.867
The management negotiates with opponents of change about the benefits of change	N	3 4.9	13 21.3	27 44.3	17 27.9	1 1.8	61 100	3.00	0.876
<b>Evasion and camouflage strategy</b>									
Management uses hidden methods to influence employee behavior	N	2 3.3	19 31.1	18 29.6	16 26.2	6 9.8	61 100	2.92	1.053
Management resorted to a method of force and intensity by obliging workers to accept change	N	2 3.3	14 23	22 36.1	21 34.4	2 3.3	61 100	2.89	0.915

independent variable and human resources development as a dependent variable. Table 4 indicates the arithmetic mean and the standard deviation of change strategies, it was the highest arithmetic mean (3.59) was confirmed by the average harmony in the responses of the sample which was reflected in the standard deviation which reached (0.716). Suggesting that all the paragraphs of the change strategies ranged from medium to medium agreement and agreement to a good degree.

After analyzing the responses of the research sample on human resource development variable, the Table 5 shows that the highest t arithmetic mean (3.62) was confirmed by the average harmony in the responses of the sample which was reflected in the standard deviation which reached (0.897). Suggesting that all the items of the human resource development ranged between the tendencies to the agreement at an average level and the agreement to a good degree.

Table 5: Frequency distribution and arithmetic mean and standard deviation of respondents to change strategies items

Dependent variable human resources development: (Y)	Number (%)	Response					Total (%)	Mean	SD
		Very agree	Agree	Agree some extent	Disagree	Non agree			
The management works to develop the skills and knowledge of employees through training courses that inflact their awareness of their importance	N	5 8.2	23 37.7	28 45.9	3 4.9	2 3.3	100	3.43	0.915
The ministration develops training programs to help employees use modern technology and acquire new qualifications	N	5 8.2	29 47.5	19 31.1	8 13.1	0 1.9	61 100	3.51	0.848
The management compares the performance of the staff before and after the training to identify and evaluate the effectiveness of the training programs	N	1 1.6	17 27.9	29 47.5	12 19.7	2 3.3	61 100	3.05	0.825
The management reviews staffs views on their staisfaction and benefit from training	N	6 9.8	24 39.3	26 42.6	4 6.6	1 1.6	61 100	3.49	0.829
The management seeksto encourage teamwork and to motivation them to create a common culture for sharing experiences and skills	N	10 16.4	25 41	19 31.1	7 11.5	0 0	61 100	3.62	0.897
Management works to create links between employees, through which they are invited to exchange experience and skills using modern means of communication	N	4 6.6	22 36.1	26 42.6	9 14.8	0 0	61 100	3.34	0.814
The management works to develop research workshops and brainstorming sessions to stimulate reflection on work problems and achieve an advanced level of learning	N	3 4.9	11 18	20 32.8	23 37.7	4 6.6	61 100	2.77	0.990
The management works to encourage open communication and transparency in dialogue and accept complaints and proposals between management and employees	N	10 16.4	22 36.1	21 34.4	7 11.5	0 0	61 100	3.58	0.907
The management works to prepare the qualified staff to assume higher position in the organization in the future by developing their skills and abilities	N	2 3.3	11 18	25 41	21 34.4	2 3.3	61 100	2.84	0.879
The management works reword workers who provide proposals creative as solutions to problems	N	7 11.6	16 26.2	26 42.6	12 19.7	0 0	61 100	3.3	0.919

Table 6: Regression analysis of the relationship between change strategies and HRD

Models 1	Unstandardized coefficients (B)	Standardized coefficients (β)	SE	R	t-values	Sig.
(Constant)	2.182	0.293	0.538	0.29	4.056	0.0
(X) chang strategies	0.346	-	0.147		2.357	0.02

Dependent variable: HRD

This Table 5 also shows the order of variable for both of change strategies and the development of human resources as seen by a member of the research sample.

**Hypothesis results:** The relationship between dependent variables of change strategies and the supported variable for human resource development is examined using the multiple linear regression at a significant level (0.01, 0.05) as shown in Table 6.

**Results of the main hypothesis:** The main hypothesis refers to a (there is a significant impact of change strategies in human resources development) for the purpose of hypothesis testing using simple regression analysis test key is consolidating strategic change variables in one variable named (X) and human resource development variable called (Y) and do the test and the results were as follows in Table 6.

From Table 6 above the moral values are statistical note <(0.05) and near zero, this means accepting

**Table 7: Results of sub-hypothesis 1**

Model	Unstandardized coefficients (B)	Standardized coefficients ( $\beta$ )	SE	R	C <sub>t</sub>	Sig.
(Constant)	1.607	0.671			2.397	0.02
X1	0.321	0.163	0.272	0.420	1.975	0.04
X2	0.187	0.170	0.059	1.095	0.027	
X3	0.386	0.173	0.303	2.235	0.020	

**Table 8: Results of sub-hypothesis 2**

Models	Unstandardized coefficients (B)	Standardized coefficients ( $\beta$ )	SE	R	C <sub>t</sub>	Sig.
(Constant)	3.060	0.606			5.053	0.00
X4	0.137	0.137	0.135	0.28	0.998	0.03
X5	0.186	0.117	0.216		1.591	0.01
X6	0.146	0.142	0.134		1.027	0.03

Dependent variable: y

the major hypothesis which states a significant impact of change strategies for in human resources development by positive (0.293).

**Results of the sub-hypothesis**

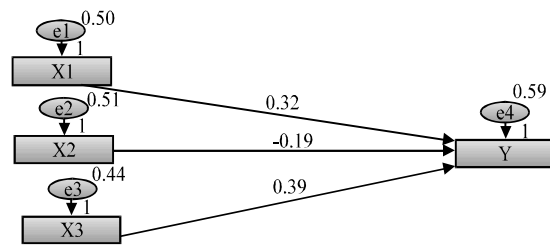
**Sub-hypothesis 1:** The table shows the results of the first sub hypothesis: there are significant positive effect of significant education and communication strategy in human resources development by using multiple regression analysis test as in Table 7.

From Table 7 the significant values are statistical note <0.05 and near zero this means accepting the hypothesis that there is a significant connotation, positive impact of education and communication strategy in human resources development. To verify and validate this hypothesis, we used Statistical Program (SPSS-AMOS) which illustrates analysis of the path correlation and effect relationships between the independent variables (X1, X2, X3) and the dependent variable (Y) as in the following Fig. 2: (e = effect).

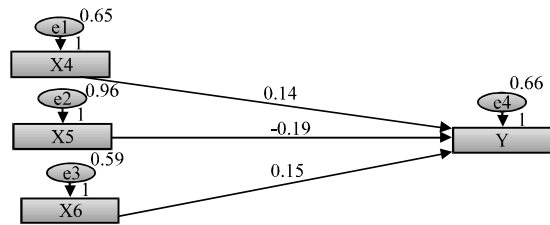
The graphic above illustrates the acceptance of the hypothesis that indicate the existence of a positive effect that is significant for the education and communication strategy in the development of the human resources development by 0.59.

**Sub-hypothesis 2:** The results of second hypothesis which states that there is a significant positive impact for participation strategy and engage in human resources development by using multiple regression analysis test as in Table 8.

From Table 8 the significant values are statistical note <0.05 and near zero, this means accepting the hypothesis that there is a significant positive impact of the strategy of participation and engage in the development of human resources. To verify and validate this hypothesis, we used Statistical Program (SPSS-AMOS) which illustrates analysis of the path



**Fig. 2: Validation test of sub-hypothesis 1**



**Fig. 3: Validation test of sub-hypothesis 2**

correlation and effect relationships between the independent variables (X4, X5, X6) and the dependent variable (Y) as in Fig. 3.

Figure 3 illustrates that there is a positive impact acceptance of participation strategy on the engage in human resources development by 0.66.

**Sub-hypothesis 3:** The results of third hypothesis which states that there is a significant positive impact for the support and facilitation and support strategy in human resources development, we used multiple regression test as in the following Table 9.

From the Table 9, we note the significant statistical values are <0.05 and near zero this means the accept once of the hypothesis that there is a significant significant, positive impact of facilitating and support strategy in human resources development. To verify and validate this hypothesis, we used Statistical Program (SPSS-AMOS)

Table 9: Results of sub-hypothesis 3

Model	Unstandardized coefficients (B)	Standardized coefficients ( $\beta$ )	SE	R	C <sub>t</sub>	Sig.
(Constant)	3.632	0.568			6.394	0.00
X7	0.277	0.114	0.304	0.37	2.433	0.01
X8	0.069	0.119	0.080		0.581	0.05
X9	0.221	0.115	0.261		1.918	0.02

Table 10: Results of sub-hypothesis 4

Model	Unstandardized coefficients (B)	Standardized coefficients ( $\beta$ )	SE	R	C <sub>t</sub>	Sig.
(Constant)	1.936	0.544			3.557	0.001
X10	0.051	0.112	0.059	0.39	0.456	0.010
X11	0.255	0.127	0.262		2.002	0.050
X12	0.146	0.129	0.151		1.133	0.020

Table 11: Results of sub-hypothesis 5

Model	Unstandardized coefficients (B)	Standardized coefficients ( $\beta$ )	SE	R	C <sub>t</sub>	Sig.
(Constant)	2.161	0.418			5.167	0.000
X13	0.271	0.097	0.338	0.4	2.791	0.007
X14	0.164	0.112	0.178		1.465	0.04

Dependent variable: Y

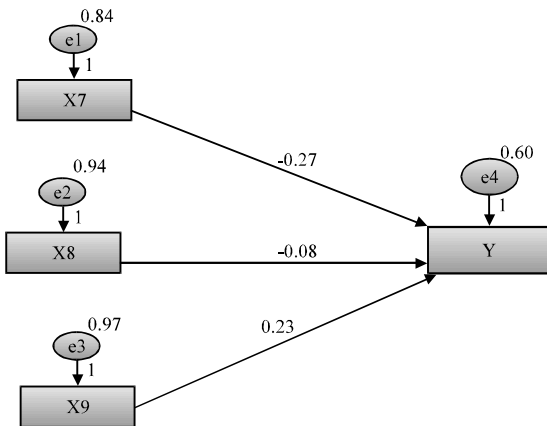


Fig. 4: Validation test of sub-hypothesis 3

which illustrates analysis of the path correlation and effect relationships between the independent variables (X7, X8, X9) and the dependent variable (Y) as in Fig. 4. The figure above illustrates the accepted of the hypothesis that indicates a positive effect which is significant for the facilitating strategy and support in the human resources development by 0.60.

**Sub-hypothesis 4:** The results of the fourth hypothesis which indicates that there is positive impact of significant significant for agreement and negotiation strategy in human resources development by using multiple regression analysis test as in Table 10.

From the Table 10, the significant values are statistical note  $<0.05$  and near zero this mean the acceptance of the hypothesis that there is a significant

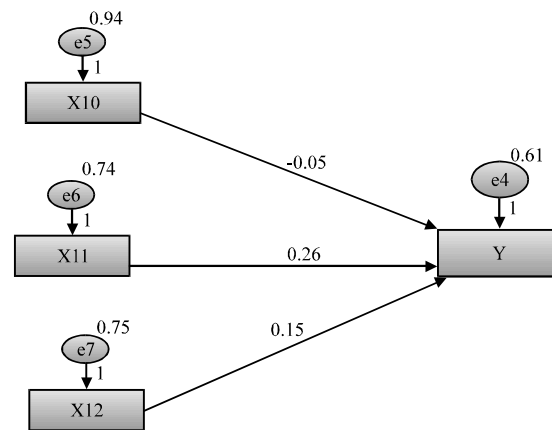


Fig. 5: Validation test of sub-hypothesis 4

significant, positive impact of the strategy of negotiation and agreement on human resource development. To verify and validate this hypothesis, we used Statistical Program (SPSS-AMOS) which illustrates analysis of the path correlation and effect relationships between the independent variables (X10, X11, X12) and the dependent variable (Y) as in Fig. 5.

**Sub-hypothesis 5:** The results of the fifth hypothesis which indicates that there is a significant positive impact of evasion and camouflage strategy and significant flux in human resources development we used multiple regression analysis test as in Table 11.

From the Table 11, the significant values are statistical note  $<0.05$  and near zero the means accept the hypothesis that there is a significant connotation,



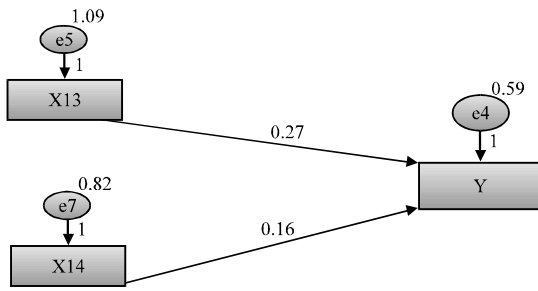


Fig. 6: Validation test of sub-hypothesis 5

positive impact of evasion and camouflage strategy and flux in human resources development. To verify and validate this hypothesis, use Statistical Program (SPSS-AMOS) which illustrates analysis of the path correlation and effect relationships between the independent variables (X13, X14) and the dependent variable (Y) as in Fig. 6.

The figure above illustrates the accepted hypothesis that indicate the existence of a positive effect that is significant for evasion and camouflage strategy and flux in human resources development by 0.59.

### CONCLUSION

Human resource development has become today the forefront of the priorities of a large number of developed and developing countries alike, being one of the important ways to configure an efficient administrative apparatus bears the burden of economic and social development in the States. To develop and improve the skills of workers and try to change their behavior and attitudes, we need strategies that contribute to increase performance and productivity. The findings of this study show that there is harmony in workers answer in the general company for electrical and electronic industries where the value of the arithmetic mean 3.59 variables change strategies. Statistical analysis states that there is harmony in workers answer in the general company for electrical and electronic industries and they agreed on the importance of the development of their abilities to improve their performance with arithmetic 3.62 HRD variables. Statistical analysis also shows a significant positive influence significant relation between change strategies and human resource development with 0.293 in a significant level 0.02. The results of path analysis using Statistical Programs (SPSS-AMOS) plus link relationships between variables impact human resource and change strategy variables, it was shown in Fig. 2-6. This study revealed a weak interest in the psychological side of employees who are affected

by the change which reflected negatively on performance and resistance to change. In addition, there is an urgent need to study the implications of contemporary administrations with respect to change strategies, human resource development this will enhance the company's ability and improve its performance. The interest in choosing strategies for change that could strengthen the capacities and abilities of employees. To make the process of change, management believes that employees are the only source that can make this process. Furthermore, the management of general company for electrical and electronic industries to provide all the facilities needed to develop and train employees. The need to promote dialogue between management and staff and attention to the psychosocial side because that would contribute to overcoming obstacles in the process of change. Finally, under the economic, political and security conditions faced by Iraq, it is necessary to pay attention to management science researchers choose contemporary management practices that can contribute to improve the performance and effectiveness of companies and enable them to face the great challenges surrounding.

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