

# The Role of Human Resources Management Professionals' Skills in Information Technology<sup>1</sup>

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## ABSTRACT

The current research aims to measure the impact of the skills of human resources management professionals in information technology in Iraqi private banks, as the skills of human resources management professionals constitute the modern trend of banks' interest in employees with outstanding performance, and the presence of information technology in banks is a prerequisite for dealing with the huge amount of data. And converting it into information to support the decision-maker in light of a complex environment, and the field research problem was the presence of a clear lack of interest in the skills of human resource management professionals and the weak adoption of information technology, which was reflected negatively on the competitiveness of Iraqi private banks. The questionnaire was adopted as a main tool in collecting data and information related to the research, which was prepared based on a number of ready-made scales and using the five-point Likert scale, and was subjected to validity and reliability tests, and distributed to a sample of (91) individuals from the managers and employees of human resources departments working in Iraqi private banks. And to analyze the research data, the ready-made statistical program (SPSS V.27) was used. Among the most important statistical tools used in the analysis are: "the arithmetic mean, standard deviation, coefficient of variation, Pearson's correlation coefficient, multiple linear regression, and path analysis." The most prominent results of the research showed that there is an indirect effect relationship to the skills of human resources management professionals in information technology.

## THE INTRODUCTION

Today, human resources are the most important resources that the organization possesses, as it may possess good financial resources and other applications, but it cannot use them with the required efficiency and effectiveness without the presence of human resources with good skills and knowledge capable of directing and exploiting them in a manner that is consistent with the goals of the organization. Human resources are the main driver of all the successes achieved by organizations today, so the task of attracting, developing and preserving professional skills is the most important challenge facing organizations in light of the intensification of competition, and because it aims primarily to enhance its sustainable competitive advantage through these resources.

Hence, the idea of the research was crystallized, which tried to shed light on the study of the impact of the skills of human resources management professionals, and their role in improving the overall performance of the organization, as the presence of professional skills is an essential factor to ensure the successful implementation of all activities, whether at the strategic or executive level. In order to more accurately understand this role, there was a need for a variable linked to human resources, so information technology was adopted, which today constitutes the most important type of capabilities that the organization possesses, due to the rare characteristics that those systems enjoy. The human resources departments in a sample of the general administrations of the Iraqi private banks located in the Baghdad governorate were chosen as a field for the applied side of the research, as the

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banking sector is one of the most important pillars in supporting the Iraqi economy. The research consisted of four axes, the first for the methodological framework on which the current research proceeded, the second for the theoretical framework for presenting the researchers' ideas about it, and the third was devoted to the practical framework for diagnosing and analyzing both the skills of human resource management and information technology professionals, while the fourth axis was devoted to conclusions and recommendations.

## **THE FIRST AXIS: RESEARCH METHODOLOGY**

### **First: The Research Problem**

Through the initial visits to some private banks, the research sample. It was noted that there is a weakness in the level of interest in human resources management, as all banking branches do not have a department, division, or even a unit for human resources management, but rather their role is limited only in public administrations with the absence of professionalism in the work of human resources, in addition to the lack of numbers of workers in the management department. Human resources, which may be negatively reflected in their use of information technology, and the research problem can be diagnosed through the following questions:

1. What is the level of skills of human resources professionals working in Iraqi private banks?
2. To what extent do Iraqi private banks use information technology in their various operations?
3. What is the extent of the contribution of human resources management professionals in information technology in the private banks surveyed?

### **Second: Research Objectives**

The research seeks to achieve the following basic objectives:

1. Identify the extent to which human resource management professionals rely on the skills of the private banks under study, and clarify the extent to which they can be used.
2. To identify the extent to which the surveyed private banks own information technology.
3. Determine the impact of the skills of human resources management professionals in information technology.

### **Third: The Importance of Research**

1. Realizing the importance of variables, the skills of human resources management professionals and information technology in the Iraqi private banking sector, and their role in crystallizing solutions to the problems that this sector suffers from.
2. Diagnosing the reality of interest in the aforementioned research variables in the Iraqi private banking sector.
3. Determine the impact of the skills of human resources management professionals in information technology.
4. The research gains importance due to the importance of the sector in which the research was applied, which is the banking sector, which plays an important role in the Iraqi economy.

### **Fourth: Research Methodology**

The research method is determined based on the research variables and the objectives pursued from them, and the questions that you are trying to answer, as well as the nature of the data and information that the researchers are trying to obtain.

### **Fifth: Data Collection and Analysis**

The researchers relied on the questionnaire as a main tool in collecting data and information, as its paragraphs were designed based on ready-made standards from foreign research and studies that were somewhat modified to suit the requirements of the research and the Iraqi environment, and employed them in a way that suits the research

variables and the process of interdependence between them, which are: “Skills of resource management professionals’ humanity, information technology” after adapting it to suit the current research. The two researchers relied on the five-point Likert scale in designing the questionnaire.

### Sixth: The Research Community and Sample

The research community included human resources departments in Iraqi private banks (public administrations) represented by 122 individuals within 15 banks, distributed and retrieved 91 forms ready for statistical analysis, and the reason for choosing the private banking sector is due to its possession of a set of capabilities that can achieve the desired research goals, whether at the level of managing human resources or at the level of achieving a sustainable competitive advantage, as well as enjoying freedom and flexibility in dealing more than other economic sectors. Table (1) shows the characteristics of the research sample as follows:

**1. Human gender:** Males constituted (56.1%) of the total sample, while the percentage of females amounted to (43.9%), as we note that there is a convergence in the percentage of males and the percentage of females, which provides an indication that there is no preference between males and females in the banking sector to achieve Banking activities.

**2.Age:** The ages of the largest percentage (50.5%) of the total research sample ranged between (26-40 years), and this confirms the importance of the age of youth in the implementation of the various operations carried out by the Iraqi private banks.

**3.Academic qualification:** The percentage of those holding a primary certificate was (64.8%) in the sample studied, and these results confirm that most of the members of the surveyed sample are holders of an initial university degree, and then the banking sector relies on holders of academic degrees to perform banking activities.

**4.Years of service:** The largest percentage of the total sample studied was (42.8%) of those who have service from (5-10 years), and the lowest percentage (2.1%) of those who have service of more than (21 years or more)

**5.Job Title:** The largest percentage (83.5%) of the total sample were those with the rank of (employee), while the percentage (16.4%) of the total research sample were with the rank of (department manager).

**Table (1) Characteristics of the research sample**

Percent age	Freque ncy	Paragraph		Percentage	Frequen cy	Paragraph	
%16.4	15	Preparatory or less	Certificate	% 56.1	51	males	Gender
%4.3	4	diploma		%43.9	40	females	
%64.8	59	Bachelor's	Certificate	%15.3	14	Less than 25 years old	the age
%4.3	4	Higher Diploma		%50.5	46	26 -40 years old	
%7.6	7	Master's		%26.3	24	41- 55 years old	
%2.1	2	Ph.D		%7.6	7	56 years and over	
%20.8	19	Less than 5 years	Years of service	%16.4	15	Director of the Department	Career Title
%42.8	39	5-10 years		%83.5	76	employee	

%34	31	11-20 years old					
%2.1	2	More than 20 years					

## THE SECOND AXIS: THE THEORETICAL ASPECT

### Human Resource Management Skills

#### First: The Concept and Skills of a Human Resources Management Professional

Contemporary human resource management has evolved as a result of the complex and major “technological, economic, social and political” challenges it faces. The term “professional” refers to a set of qualifications that enable an individual to perform his job, by possessing an academic certificate or a professional certificate in a specialized field, in addition to possessing the knowledge, expertise and special skills required by the profession (Woodward, 1997:26). Professionalism in human resource management is an essential factor in changing the knowledge bases of practitioners of this profession (Farndale & Brewster, 2005:44). (Reed & Bogardus, 2009:3) believes that the beginning of professionalism in human resource management arose with the occurrence of the industrial revolution, which began in the name of industrial relations or individuals, and developed into what we know today as human resource management (H.R.M). As a result of the increasing importance of human resource management, many organizations to determine the criteria necessary for the professionalization of human resources management, in a way that creates real value through the exercise of the strategic activities of the organization, as having professionals in the field of human resource management is tantamount to possessing an important competitive advantage for the success of organizations (Swart & Kinnie, 2010:64).

A human resource management professional cannot carry out the tasks and duties entrusted to him efficiently and effectively, if he does not possess the precise skills that help him achieve organizational goals successfully, as the comprehensive development of the organization cannot be achieved without focusing on how individuals develop their personal and organizational skills (Garavan & Carbery, 2005:1) . (Rensburg, 2009:20) believes that focusing on the scientific background of human resources management professionals and its importance in acquiring special skills greatly affects the performance of strategic and analytical roles in the organization, so the certificate of professionalism in human resource management confirms that individuals have the knowledge and skills necessary to perform strategic roles (Hall & Aguinis, 2012:247), as the main purpose of enhancing the skills needed by human resource management professionals is to take a strategic role in making the future vision of the organization (Matisa, 2012:6). In order to empower the human resources management professional, organizations resort to providing educational and training programs of various kinds, due to their ability to improve the skills necessary to perform new tasks (Liorens, 2013: 307).

**Through the above definitions, the researchers see that the skills of human resources management professionals can be defined procedurally and for the purposes of the current research as: "a set of superior and developable skills that enable human resources to perform strategic roles".**

#### Second: The Importance of the Skills of Human Resources Management Professionals

The importance of human resource management professionals has increased today as a result of the development of human resource management, as its role is no longer marginal or executive, but rather it has taken a role in drawing up the strategy of any organization and determining its future path, which requires possessing specialized skills that contribute to improving the behavior of human resource management professionals that enhance their strategic position (Phillips, 2001: 459), which is an essential factor for the compatibility of the personal goals of individuals and the strategic goals of the organization, which increased the importance of human resource management professionals in the senior management team of the organization (Kochan, 2004: 2), and as a result of the complex roles played by human resource management professionals And its role in enhancing the overall performance of the organization, organizations focus today on acquiring a more developed manpower in all fields of work (Smith & Mazin, 2004: 3), which requires organizations to take into account the amount of knowledge and skills that they have, due to their ability to have a significant positive impact on the environment (Armstrong, 2006:25), and contribute to the planning and implementation of strategic plans and objectives. On the other hand, the organization is responsible (Sharma, 2012:10), and organizations currently rely on the professional skills of their human resources in the change programs that organizations conduct from time to time (Truss, 2013:18).

### Third: The Roles of Human Resources Management Professionals

The human resources management strategy today is an integral part of the organization's strategy, given the contribution that human resource management professionals show in adding real value to their organizations, through the roles they assume. Those who follow the research of the skills of human resource management professionals note that their roles fall within two levels: "the operational level, and the strategic level" and how human resource management can achieve a sustainable competitive advantage for the organization. At the operational level, human resource management professionals play a major role in improving the efficiency of workers, by matching the tasks assigned to them with the skills they possess, and this is done by analyzing the current tasks in the organization, as well as the types of skills that individuals possess (Verma, 1996:72). At the strategic level, human resources management professionals play an important role in planning and implementing the global organization's strategy through the globalization of individual workers' skills to achieve cultural integration (Briscoe & Schuler, 2004:32). Strategic leadership is the main role for human resources management professionals in achieving the organization's competitive advantage (Long & Ismail, 2008:67), as decisions that are based on the strength of individuals are an essential factor for achieving the goals of the organization, so organizations seek to develop plans to acquire, retain and develop skilled employees (Reed & Bogardus 108:2009), as one of the studies concluded that the display of human resources management professionals with a new set of skills consistent with their new roles contributes to the organization's achievement of its sustainable competitive advantage (Sharma, 2012:2).

### Fourth: Dimensions of the Skills of Human Resources Management Professionals

Successful organizations seek to define the dimensions of the skills of their human resources, through which the organization's goals can be achieved efficiently and effectively, as the following dimensions will be relied upon in our research: "Active and credible, culture manager, change manager, talent manager, organization designer, strategic architect, and supportive Capacity". To be addressed by a number of researchers and to be consistent with the desired research objectives (Dainty, 2011:62).

1. **Active and credible:** The importance of human resource management is embodied in the effective performance of its roles and respect for the organizational values of the organization. (Ulrich, et.al, 2007:6) believes that writing and verbal communication skills with senior management have a major role in strengthening relationships and developing the ability to work with others effectively.

2. **Director of Culture:** Culture management is a central responsibility of human resource leaders as it is an ongoing process by which effectiveness is achieved in a constantly changing work environment. Organizations seek, during the stage of formulating strategic plans, to adapt their plans to the current culture of the organization, or to formulate strategic plans to produce a cultural change in specific directions (Armstrong, 2006:135).

3. **Change Manager:** The rapid and changing global events create opportunities and problems for organizations, and thus there has been a significant impact on the field of human resource management. The success of mergers and acquisitions depends on human resource management professionals in facilitating the integration process of the workforce, as it provides workforce analysis for the two organizations. Information about how to make the most of employees in one new entity (Reed & Bogardus, 2009: 126), and change management is one of the most important roles of human resource management that will influence the success of the organization through the performance of training and development practices related to the transformation process (Sharma, 2012: 8).

4. **Talent Manager:** Talents are critical elements of organizations, which require skills to understand and manage them effectively. (Munde, 2010:162) defines talented employees as: "Individuals who have the ability to make a significant difference in the current and future performance of the organization, in a way that goes beyond capabilities and skills simple to include the employee's long-term potential".

5. **Organization designer:** The importance of organizational design lies in linking the organization's objectives with the organization's structure, operations, and policies. Human resource management professionals assist the senior management team in formulating and implementing organizational design and redesign processes at the organization level (Hussain, et.al, 2006:83), as human resource management professionals match the organization's capabilities with its ability to reach goals (Darvish, et. al, 2012: 2619)

6. **Strategic Architect:** This role is considered one of the most attractive roles for human resource management professionals, which is sometimes referred to as the "strategic partner". Human resources management professionals participate in the organization's senior management team in formulating and implementing the

organization's main plans (Armstrong, 2006:73), and the dependence of human resources management on information technology and moving away from routine administrative tasks is an important factor for participating in the organization's strategic role (Bell, et. al, 2006:3).

**7. Supporting capabilities:** Social and economic developments have directed scientists and academics to pay attention to the relationship between human resource management and organizational performance. Studies have increased in the field of supporting individual capabilities due to the contribution that can be made in adding value to the organization's performance. The modern capabilities of human resources are closely linked with the achievement of goals, as the results of modern administrative research indicate that supporting the capabilities of human resources is associated with the success of individuals and organizations together (Graham & Tarbell, 2006: 337).

## Information Technology

### First: The Concept and Development of Information Technology

The concept of Information Technology, which stands for IT, is one of the most common concepts in contemporary studies, which is defined as: "all forms of technology used in the collection, storage, exchange, and use of information, in various forms, using a variety of technologies, that can be used to perform a variety of functions" (Bakke, 2006:6), and this concept is related to the extent to which organizations are able to absorb and benefit from information, in a dynamic and rapidly changing environment (Akhavan, et.al, 2006:14), and the administrative fields are among the areas that benefit most from the recent technological developments, as information technology systems provide great opportunities in reducing effort and reducing time (Reed & Bogardus, 2009: 130), because computers and communications have enormous capabilities, allowing employees to interact through networks to achieve common goals (Davenport, 2011 :20). The organization (UNESCO) defined information technology as: "a set of scientific, engineering and technological knowledge and administrative methods used in the circulation and processing of information and applications" (Al-Sharabka, 2011: 168), which gradually moved in the forties of the last century from the scope of human resources management, which is limited to preparing systems related to employee salaries, to all parts of the organization (Ngo, 2011:19), as information technology systems are currently linked to the overall strategy of the organization, which represents the main goal for all business organizations (Sten, et.al, 2016:363). Information technology is defined as "the use of computers, communications, and applications to store, retrieve, send, transfer, and process important data to support the decision-making process and control the organization" (Ngobe, 2020:101), which is done by using its capabilities at the operational and strategic levels in implementing the overall goals of the organization (Al-Jubouri 227:2021).

Through the above definitions, the researchers see that information technology depends on the researchers' goals and the nature of the organization's work. Information technology can be defined as a procedural definition for the purposes of the current research as: "a set of devices, applications and integrated knowledge for the purpose of collecting data, storing it and converting it into information when needed with high accuracy and high speed".

### Second: The Importance of Information Technology

Information technology is of great importance in eliminating many obstacles in the world of finance, industry, business, commerce and others. In the sixties and seventies of the last century, the presence of information technology was relatively small in business organizations (Dewett & Jones, 2001: 315), but its importance has increased in recent years, as organizations have become allocating a large part of their budgets on information technology (Gardner, et.al, 2003: 160). Given their ability to help organizations achieve and sustain their competitive advantage (Carr, 2004:5), some organizations have built new organizational structures based on information technology systems (Henry, et.al, 1994:22), based on new capabilities represented by workers. Skilled in the field of information technology (Armstrong, 2006:26), and thus organizations achieve their strategy through the integration between employees and their information technology systems (Davenport, 2011:13).

Information technology provided many benefits, which were indicated by (Doll, 1997:327 & Torkzadeh) (Attaran, 2004:586) (Akhavan, et.al, 2006:14) (Ahmed, 60: 2013) (Sten, et.al, 2016:33) (Howell, et.al, 2017:1) (Almasri, 2018:8) (Ngobe, 2020:101) are: breaking communication barriers inside and outside the organization with business partners, and shortening the time it takes for workers to complete their tasks. Store large amounts of information in very small spaces and in easily accessible places, develop modern management methods such as negotiation, meetings and remote deals, simplify routine work procedures and reduce muscular effort, which

provides more opportunities for workers to exploit their potential, reduce costs by increasing production rates, and also generating the ability to innovate in products at a lower cost and thus a lower price.

### Third: The Characteristics of Information Technology

The main reason for adopting information technology in organizations is to support decision makers, given its multiple characteristics. Information technology systems are characterized by the presence of a strong and stable infrastructure, which does not require the intervention of senior management to manage it, that is, it can be operated and managed at the operational levels of the organization (Carr, 2004:5), and information technology also works to reduce the size of organizations, dispensing with large groups of workers and sufficiency with workers and thus reduce labor costs (Armstrong, 2006:25).

### Fourth: The Dimensions of Information Technology

Organizations seek to determine the intended benefit of their technological systems, as well as the possibility of their application. After examining the most important dimensions of information technology, the following dimensions will be relied upon in our research: "Knowledge, Operations, and Infrastructure". To be addressed by a number of researchers and to be consistent with the desired research objectives (Turulja & Bajgoric, 2016:40).

**1. Knowledge:** Today, the world is witnessing great progress in the information technology sector compared to other sectors. As the information has become an influencing source on all activities in the organization. Technological knowledge is defined as: "a set of principles and techniques used to effect a change in the method of reaching goals, according to a series of actions that can be predicted using computer-based systems" (Sohi, 2003: 748 & Tippins).

**2. Operations:** The main goal of applying information technology systems in organizations is to process data and convert it into valuable information that supports the decision-maker. This process has a significant impact on the internal environment of the organization and on the systems used to accomplish jobs (Armstrong, 2006:25).

**3. Infrastructure:** The widespread use of computers, the Internet and digital devices has changed the way organizations operate and has improved traditional business and production processes. In view of its importance, the researchers consider that the periodic re-evaluation of the technological infrastructure is a vital factor in the success of the implementation of business engineering (Akhavan, et.al, 2006:2).

## THE THIRD AXIS: THE PRACTICAL SIDE

### First: Presenting, Analyzing and Diagnosing the Skills of Human Resources Management Professionals

The variable "skills of human resources management professionals" was measured through its seven dimensions, which include: "Active and credible, culture manager, change manager, talent manager, organization designer, strategic architect, and capabilities supporter" through (50) items and through answers (91). Observations from the employees of Iraqi private banks, as the skills of human resources management professionals obtained a calculated mean of (3.50) at a high level, indicating that they possess a group of superior and developable skills that enable human resource management according to the current circumstances to play strategic roles, so that the variable gets an overall score. Standard deviation (0.660), relative interest (70%) is good, and a relative coefficient of difference (18.85%). At the level of the seven dimensions, their arrangement appeared according to their relative coefficient of difference as follows:

1. Banks have shown their tendency to adopt the "Active and Credible" dimension in the fifth rank, with an arithmetic mean of (3.27) at a moderate level, and they are relatively interested in it (65.4%) in an average manner, through the ability of human resources management to respect organizational values as one of the most important challenges during the implementation of their responsibilities and justification through reliable analytical research for all beneficiaries in a way that earns respect, as these behaviors and activities gained their agreement with a standard deviation (0.784), and a relative coefficient of difference (23.97%).

2. Banks have shown their adoption of the "Culture Manager" dimension in the sixth rank, with an arithmetic mean of (3.36), with a moderate level, and they are relatively interested in it (67.2%) on average, through developing strategic plans in a manner compatible with the current culture of the bank or creating plans designed to produce a cultural change in specific directions. In order to promote his positive culture, as these behaviors and activities reached the agreement of the research sample with a standard deviation of (0.827), and a relative coefficient of difference (24.61%).

3. Banks have shown their tendency to adopt the "Change Manager" dimension in the seventh rank, with an arithmetic mean of (3.35) at a moderate level, and they are relatively interested in it (67%) on average, through the ability of their leaders to change the values, standards and beliefs that pertain to the culture of the organization and the introduction of structures, systems and practices New work with the aim of increasing organizational capacity and organizational effectiveness, as these behaviors and activities achieved their agreement with a standard deviation (0.878), and a relative coefficient of difference (26.20%).

4. The dimension "Talent Manager" appeared in the fourth rank, with an arithmetic mean of (3.54), a high level, and an interest in it at a rate of (70.8%), through the understanding of the manager responsible for building capacity within the bank that tends towards talents, skills, and desirable attributes, as well as formulating mechanisms to develop the resource Human behavior at the individual and organizational level and in response to the changing and complex operating environment, as these behaviors achieved harmony and compatibility with a standard deviation (0.741), and a relative coefficient of difference (20.93%).

5. The dimension "Organization Designer" appeared in the second order, with a calculated average of (3.66), a high level, and it receives a relative interest (73.2%) in having the ability to design and redesign the processes related to organizational processes, which include organizational structures and tasks in order to achieve effective performance at the level Individual, group and organizational, as these behaviors achieved agreement with a standard deviation (0.680), and a relative coefficient of difference (18.57%).

6. The "strategic architecture" dimension appeared in the first order, with a high-level calculated mean (3.68), and a good relative interest of (73.6%), which indicates the responsibility of the Human Resources Department to work with senior management regarding the main issues related to the management and development of individuals and work relations in a manner that effects. On the college's strategy and contributing to its implementation for the success of banks, as this dimension obtained a standard deviation (0.682), and a relative coefficient of difference (18.53%) indicating agreement and harmony.

7. The dimension "Supporting Capabilities" appeared in the third order, as this dimension obtained a calculated average of (3.62), a high level, and received a good relative interest of (72.4%), indicating that banks tend to direct employees on how to perform duties and act in special cases. In order to achieve the organizational goals, as well as to support the experiences, knowledge and behaviors that human resource management professionals display as a result of possessing these good behavioral characteristics, the standard deviation of the dimension was (0.756), with a relative coefficient of difference (20.88%).

## Second: Presentation, Analysis and Diagnosis of Information Technology

The variable was measured through three dimensions: "Knowledge, Operations, and Infrastructure" through (11) items, and through answers (91) observations from managers and employees of the human resources department of Iraqi private banks, as this variable obtained a total mean of (3.58). High level, to indicate that banks have a set of devices, applications and integrated knowledge for the purpose of collecting data, storing it and converting it into information when needed with high accuracy and high speed and in a manner that achieves the bank's current and future goals, as it obtained a standard deviation (0.937), and a good relative interest of (71.6%), and with a relative coefficient of difference (26.17%), indicating agreement on availability and practice in the form that the sample perceived when answering it. As for the level of the three dimensions, it appeared according to the relative coefficient of difference as follows:

1. It ranked first in terms of priority after "knowledge", to obtain an overall high-level arithmetic mean (3.64), and to obtain a good relative interest of (72.8%), indicating its interest in technological principles and techniques that change the method of reaching goals according to a series. It is one of the measures that can be predicted using computer-based systems, as these activities and behaviors achieved agreement with a standard deviation of (0.919), and a relative coefficient of difference (25.24%), which they invested well in their daily activities and work.

2. Iraqi private banks showed their orientation to the "operations" dimension in the second order, with a high-level arithmetic mean (3.58), and they are relatively interested in it (71.6%) well, through a set of stages that aim to implement technological systems in banks, starting with data processing. And converting it into valuable information that supports the decision maker, as these behaviors achieved consensus with a standard deviation of (0.963), and a relative coefficient of difference (26.89%).

3. A sample of Iraqi private banks went to the "infrastructure" dimension in the third order, with a high-level arithmetic mean (3.53), and they are relatively interested in it (70.6%), through their interest in what supports the application of information technology, which includes operations, computer programs and information systems.

Devices, programming languages, and data construction. These behaviors achieve sample agreement with a standard deviation of (1.087), and a relative coefficient of difference (30.79%).

**Third: Testing the Impact of the Skills of Human Resources Management Professionals in Information Technology**

By testing this hypothesis, the following indicators appear in Table (2):

1. The value of (F) calculated in the initial model of the effect was (3.030) with a probability value of (0.007), which is less than its tabulated value (3.948) with a probability value of (0.05) and a degree of freedom (90), indicating that it is not statistically acceptable.

2. The value of (F) calculated in the best-effect model appeared (7.969) with a probability value (0.001), which increases its tabulated value (3.948) with a probability value (0.05) and a degree of freedom (90), to indicate the significance and acceptability of the model statistically. And accepting the hypothesis of the alternative hypothesis and rejecting the null hypothesis, as the researchers noted the value of the interpretation coefficient (0.152), and the modified interpretation coefficient (0.133), as the dimensions of the skills of human resources management professionals combined: “Active and credible, culture manager, change manager, talent manager, designer, the organization, the strategic architecture, and the capabilities supporter” from the interpretation of (13.3%) of the changes that occur in knowledge, while the remaining percentage (86.7%) is attributed to other variables that were not included in the tested model. From the researchers' point of view, the model is weak and reliable in interpreting Knowledge.

3. The emergence of a positive effect of the culture manager dimension of (0.276) with a probability value of (0.026) and a calculated (T) value of (2.268), and an effect of the strategic architecture dimension of an amount of (0.290) with a probability value of (0.016) and a calculated (T) value of (2.445), as it increases the values of (T) calculated on its tabulated value (1.987).

4. No effect appeared for the other five dimensions: “Active and Credible, Change Manager, Talent Manager, Organization Designer, and Capacity Supporter” on knowledge, given that the probability value of testing their impact is more than (0.05), and the calculated (T) value is less than the value its tabulation.

$$\text{Knowledge} = (1.886) + (0.276) * \text{Culture Manager} + (0.290) * \text{Strategic Architecture}$$

**Table (2) The effect of skills of human resources management professionals in their combined dimensions on knowledge**

Knowledge							the independent variable
F	T	P	A R <sup>2</sup>	R <sup>2</sup>	B	A	
3.030	1.492	0.139	0.135	0.202	0.244	1.614	Active and reliable
	1.502	0.137			0.208		Culture Manager
	1.079	0.284			-0.120		Change manager
	0.411	0.682			-0.058		talent manager
	1.001	0.320			-0.150		organization designer
	2.585	0.011			0.363		Strategic architecture
	1.147	0.254			0.142		Capacity support
<b>The best final model of multiple regression by regressive elimination method</b>							
7.969	2.268	0.026	0.133	0.152	0.276	1.886	Culture Manager
	2.445	0.016			0.290		Strategic architecture

**THE FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS****First: Conclusions**

1. The interest of the surveyed private banks to possess a set of skills that enable human resource management to perform strategic roles.

2. Owning the surveyed private banks of information technology systems allows them to carry out the tasks and duties entrusted to them quickly and easily, in a manner that is reflected in their success compared to other banks.

3. It is clear that the banks' interest is directed towards enhancing information technology activities within the bank by investing the capabilities of the human resource management professionals working in them as architectural leaders and supportive of the capabilities of various human resources, as well as investing their skills as strategic architects in improving the infrastructure and operations within the bank while investing the skills of culture managers in Enhance technological knowledge.

**Second: Recommendations**

1. The Iraqi private banks, the research sample, should enhance and maintain the skills of human resources management professionals, by paying attention to the strategic architecture role of the human resources manager, given their ability to develop the performance of the bank's employees.

2. The Iraqi private banks, the research sample, should promote information technology in banks, through their interest in technological knowledge within the bank, given their ability to provide employees with the necessary knowledge in the field of information technology.

3. The Iraqi private banks, the research sample, should enhance information technology in banks, through their interest in the technological operations within the bank, as well as the integration of the bank's information technology plans with the strategic plans.

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