

Employing Specialized Skills To Develop Smart Systems For Human Resources: An Applied Study In Baghdad Security Dept

Montadher Mahdi Aziz¹, Asst. Prof. Dr. Fouad Yousif Abdul Rahman², Asst. Prof. Dr. Somaya Abbas Majeed³

¹(montadheraziz0@uomustansiriyah.edu.iq), ²(dr_ffuaad@uomustansiriyah.edu.iq),

³(dr_sumayabas567@uomustansiriyah.edu.iq)

^{1,2,3}*College of Administration and Economics / Al-Mustansiriya University / Iraq*

Abstract:

The research is based on the statement “there is a significant role for employing specialized skills scientifically and accurately and distributing them in a manner that takes into account the achievement of organization and structure, which are compatible with the actual need leads to framing the work scientifically”. This kind of employment has an instrumental and prominent role in promoting and developing the smart systems for human resources, their applications and use in a manner coinciding with the specialization required to change all administrative, financial, and security tasks from semi-automated applications to adopting automated digitization. This change would make a qualitative shift in enhancing the position of electronic management as a new launch and building for providing services. The institution under study suffers from obvious neglect and is far from using information and communication technologies and smart systems to enhance the work of administration. The institution also suffers from unlinking internally and externally according to a new digital structure and follow up developments and updates to benefit from it case of a turbulent work environment and new variables that require immediate treatments that reduce time, effort, and cost. In addition, this institution suffers from poor distribution of specialized skills for tasks, responsibilities and duties to match the outputs of those disciplines to transform the traditional routine work into a digital system managed with scientific disciplines and smart systems for human resources. The researcher adopted the digital system in building the intellectual system to determine the research problem and its dimensions, in which the field coexistence of the research community had played a part.

Introduction

All levels of politics, economics, society, and administration have been significantly impacted by recent technology advancements and changes, as they led to the emergence of the Internet and the huge expansion in using electronic networks in all fields, and it led to the transition from traditional methods of doing business to electronic methods. This is what contributed to the emergence of smart systems, which represent

one of the most important modern trends in the administrative field. It has undergone fundamental changes in human resources management, which has made it more demanding than ever before to adopt the electronic approach in the performance of business in order to contribute to the continuity of organizations and to ensure their adaptation to global changes and to contribute to building their competitive advantage that bears the character of sustainability by providing specializations and

skills capable of keeping pace with developments in various global scientific fields. Future development is primarily dependent on it, particularly in the administrative sector. The use of information and communication technology has become a crucial component in its development, especially for entrepreneurs that want to increase employee knowledge and awareness, support capabilities and skills, improve performance, and utilize the capabilities and skills of their human resources to create smart systems that will make their jobs easier, reduce turnaround times for information, and allow for faster information accuracy and adaptation. The research consists of three sections: the first section deals with the research methodology, the second section deals with the theoretical side of the research, and the third topic deals with the practical side of the research.

Research methodology

Research problem

Many administrative and security organizations, including the organization under study, suffer from knowledge accumulation of specialized skills, the duties, and responsibilities that are suitable for them, especially in light of using smart technologies for human resources. As a result, this would generate a clear imbalance in the target outputs. Therefore, the following questions may be raised:

1. Does the organization under study have societal, organizational and security awareness of the importance of employing specialized skills to help develop the work of smart systems for human resources?
2. Does re-structuring the employment of specialized skills contribute to building the digital system for human resources?
3. What is the level and nature of the research variables (the employment of

specialized skills and the development of smart systems for human resources) in the institution under study?

Research importance

For determining the benefit of conducting the research to bring about a qualitative shift in the redistribution of energies, capabilities, and tasks scientifically by using smart systems for human resources, it would be necessary to frame the importance of the research and the extent of its efficiency and effectiveness in the institution under study. They can be summarized as follows:

1. The importance of the research lies in presenting the variable of developing smart systems for human resources with a theoretical and applied framework by using the vocabulary of renewable digitization at work and directing specialized skills and employing them to serve the actual need.
2. The importance of the research lies in promoting and developing smart systems in line with the new global changes in the business world, supporting the sustainable competitive position of the institution under study, and working to provide and employ specialized skills.

Research objectives

For making research objectives and seeking to achieve them, they must be compatible with the questions posed by the research problem in order to reach the construction of the theoretical and practical side within philosophical foundations that simulate the principles of scientific research, which can be summarized as follows: -

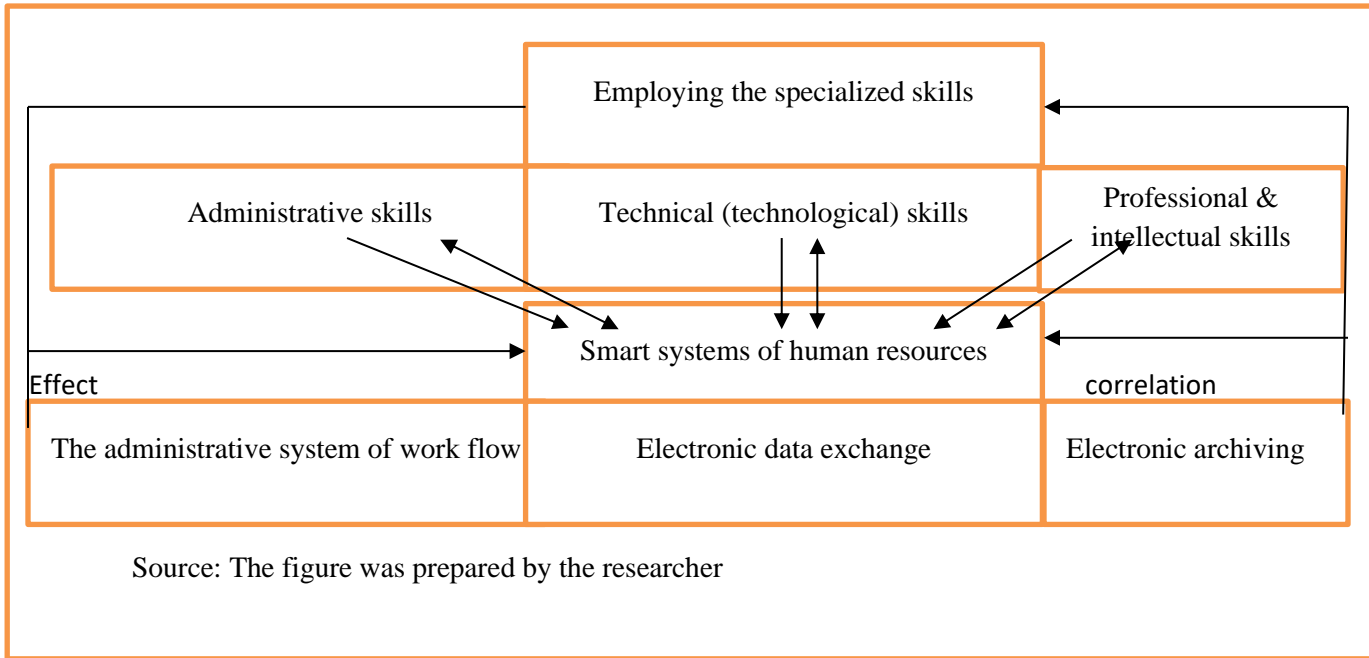
1. Building societal, organizational and security awareness to highlight the importance of employing specialized skills, developing smart systems for

human resources, and enhancing the mental image of the organization.

2. Re-structuring the employment of specialized skills in developing smart systems for human resources by using

them according to an organizational structure which is compatible with the digital transformation towards the world of electronics and business.

Research hypothetical scheme



Source: The figure was prepared by the researcher

Research hypotheses:

The research stems from a main hypothesis stating “Is there a statistically significant correlation between the employment of specialized skills and the development of smart systems for human resources in Baghdad Security Dept. Three sub-hypotheses are stemmed from the main hypothesis that will be clarified in the practical side of the research.

Research Limits:

1. Spatial limits: The research was conducted in Baghdad Security Department, one of the sections of the Iraqi National Security Apparatus.
2. Temporal limits: The research period took (8 months) from (1/11/2021) to (1/6/2022).

Previous studies:

- 1- Previous studies on employing specialized skills:

Study	Balancing the Technical and Soft Skills
Objectives	Balancing technical and soft skills in the context of technical careers
Sample and community	Survey for blue collar employees
Data collection method	Using the descriptive analytical method and questionnaire form
Results	Communication is one of the most important skills that should give a large percentage of evaluation in the process of appointing supervisors and managers, as the supervisors work not only in distributing tasks, but also on interacting with them, knowing the capabilities of workers, engaging with them in work and solving the problems they face. The supervisors lack this type of skills which will be the main reason for the work stagnation, lack of motivation and the spread of problems among workers.
Significance	Benefiting from the study methodology and benefiting from the theoretical side in the definitions

Al-Shamari et al, (2017),	
Study	Administrative skills and their role in enhancing the competitive advantage of companies - a case study in the General Company for Construction Industries
Objectives	Revealing how to control and control the competitive advantage of companies by building managerial skills through field application in the General Company for Construction Industries
Sample and community	Officials in the General Company for Construction Industries, who are (45) directors.
Data collection method	Using the descriptive analytical method and questionnaire form
Results	<ol style="list-style-type: none"> 1. Availability of skills in the General Company for Construction Industries to a moderate degree. 2. Management skills directly affect the level of competitive advantage of the company and generate a unique competitive advantage

Significance	Benefit from reviewing the study methodology and benefit from the theoretical side in the definitions, as well as reviewing the most important results.
---------------------	---

2- Previous studies on the development of smart systems for human resources:

Botnets (2018),	
Study	Business Data Collection: Toward Electronic Data Interchange. Experiences in Portugal, Canada, Sweden and Netherlands with EDI
Objectives	Portugal, Canada, Sweden, and Netherlands (NIS ideas from four countries - Portugal, Sweden, Canada, and Netherlands)
Sample and community	Studying the impact of electronic data collection and achieving electronic interconnection between countries.
Data collection method	Records, surveys, and integration of accurate data within administrative business processes
Results	Accuracy of Business Financial Information. This rating will result in better quality financial information, which Canada Statistics Board will use. In Sweden, Netherlands and Canada, a technical standard regulated by law is adopted.
Recommendations	Establishing a mandatory simplified business information system at the state level and integrating the required work reports.
Current research differences	The study dealt with the experiences of countries in achieving electronic data interconnection.
Significance	As for the current study, it examined the extent to which electronic data interchange can be applied to simplify work procedures.

Statistical tools for data analysis: -

The research depends on a set of statistical tools in analyzing and interpreting the results and testing its hypotheses by using the statistical analysis program AMOS 25th version, SPSS 25th version and EXCEL 2016 as follows:

(1) Percentage: The scale is used in diagnosing the percentage of sample members, which is calculated by dividing the part by the whole multiplied by percent.

(2) Arithmetic mean: It is one of the most essential and reliable indicators of central tendency, which identifies a single value around which the majority of the group data are centered, thus expressing this average value for all the data. The arithmetic mean gives an initial indication of the nature of the data through which the level of answers of the sample members to the questionnaire items is diagnosed. The weighted arithmetic mean is used when some items have more importance than others, as the weighted arithmetic mean takes into account the importance of each observation in the data

(Amore et al., 2013: 103). It is expressed by the following equation:

$$\bar{Y} = (\sum_{i=1}^n y_i f_i) / \sum_{i=1}^n f_i$$

(3) The relative importance (the intensity of the answer): A statistical measure indicating the relative weight of the weighted arithmetic mean. It is calculated from the following equation:

$$\text{Relative importance} = \frac{\text{weighted arithmetic mean}}{5} \times 100$$

(4) Standard deviation: It is one of the most accurate measures of dispersion that shows the extent of statistical data scattering. It indicates the square root of the average mean for squares of deviations related to the values of the random variable from its arithmetic mean. The standard deviation is defined as the degree of consistency or equivalence of the answers of the sample members and their proximity to its arithmetic mean. It is expressed by the following equation: (Amore et al, 2013: 157).

$$S = \sqrt{\frac{\sum_{i=1}^n (y_i - \bar{Y})^2 f_i}{(\sum_{i=1}^n f_i) - 1}}$$

(standard deviation)

First: Theoretical framework for specialized skills:

I. What is the employment of specialized skills?

Employing specialized skills can be defined as a series of administrative, technical, intellectual, and communicative skills that help the human resources in the institution carry out their activities and tasks in a way that distinguishes them from other institutions (Hussain, 2018). It can also be defined as increasing the ability to acquire new means and use the available means effectively. The processes of acquiring new skills and developing existing specialized ones require the availability of two basic conditions, which are the training position and the availability of an appropriate opportunity (Wasswus, 2014).

Therefore, it can be said that employing specialized skills is an acquired knowledge that the individual can learn through observation, training, education and practice of performing specialized work in order to achieve the work quickly and more precisely. They are measurable and learnable skills.

2. Objectives of employing specialized skills:

The research aims at improving the various administrative processes within the institution, improve product quality and performance to meet various variables. The following are the most important goals that it seeks to achieve: (Al-Ajmi, 2008)

- a. Making a drastic change in performance.
- b. Choosing the best material and human resources available to the institution and using them to achieve the results it seeks.
- c. Increasing the productivity by achieving work flow, and maximizing returns by executing tasks in scientific, innovative and unconventional ways.
- d. Canceling unnecessary administrative positions with the provisions of the administrative operations of the department.

3. Characteristics of employing specialized skills

Skills are one of the most essential rare resources for the institution due to its quick reactions and adaptation to organizational changes within the institution to achieve differentiation from competitors by owning a sustainable competitive advantage. Skills have the ability to combine different knowledge capital and other resources of the institution in a particular work situation. Therefore, most researchers unanimously agreed

on the most important basic characteristics of specialized skills, which were: (Shnafi, 2014: 43)

- a- Skill is a directed process which is related to a specific job, because it is a characteristic of the individual in a work situation. (2003, Vaisman)
- b- Skills are structured. They combine the various components that make up them and are structured, as each process has a specific organization. There is no need to look up every time to organize it or how to perform it.
- c- Skills are a continual building process that is nourished through learning, training, practice and permanent formation.
- d- Skills are hidden and only appear through practice as they are discovered through the performance accomplished by the individual.

Second: Developing smart systems for human resources

The prominent role of knowledge led to the emergence of societies called “societies of knowledge”. They are knowledge-based societies that keep pace with the vast changes in information and communication technology that the world is witnessing, whether by using new technologies or updating and developing existing programs and technologies that the institution is working on. In addition, various terms have emerged, including digital transformation and smart systems, as a group of modern digital technologies that operate simultaneously. The digital transformation leads to the production of large and multiple quantities of information, which can contribute to completing the work with the required accuracy and speed. This leads to reducing the costs.

1. What are smart systems for human resources? Smart systems for human resources

are defined as a set of interconnected parts that work together as a system that includes technological facilities and administrative procedures that support the work of devices, equipment, and software specialized in data collection, processing, storage, and transmission through communication networks in order to ensure that the required work is performed at the appropriate time and form. (Al-Hawasi and Al-Barzanji, 2014). It can also be defined as a set of devices, equipment and software that the institution uses in various administrative operations to link the institution to an internal network with its departments and to an external one with the outside world in order to reduce time, effort, and cost and achieve accuracy and speed. It contributes to making decisions to reflect on the institution performance, sustainability advantage and keeping pace with the surrounding developments.

2. The importance of smart systems for human resources: Each organization seeks to provide the best services to its customers and improve its patterns and administrative systems used in various businesses. By the end of the 20th century and the beginning of the 21st century, the intensity of competition between organizations to apply novel methods in the field of business management increased. The importance of smart systems has increased due to the characteristics and features that characterize the systems, as they haven't dealt with paper, but rather relied on electronic archives, e-mail, and automated follow-up systems. These systems are not limited to a place, geographic location, or time. These systems are characterized by a set of features through which the important points are identified, as follows: - (Abdul Aleem, et al., 2013: 69-70)

- a. The importance of these systems lies in the optimal use of time and money with the application of information technology systems in various fields of business management through

- using advanced methods for immediate and daily works.
- b. It reduces the effort that the individual makes in completing transactions very quickly and receiving them in a short time to benefit from the process of shortening the time by using e-mail instead of incoming and outgoing letters.
 - c. Reducing the cost of administrative procedures and related operations, by taking into account accuracy and comprehensiveness to cover all aspects of transactions, administrative processes and associated units, providing good information to the decision-making center and facilitating information exchange.

3.Characteristics of smart systems for human resources:

(Bakro, 2020: 1) indicates that smart systems have a set of characteristics:-

- a- It is characterized by strength, durability, speed of learning, quick response, and ability to adapt to changes surrounding the system.
- b- It is easy to teach and use.
- c- It can be integrated into most of the technical and distribution devices in the natural environment of the institution.
- d- It is accessible from anywhere connected to the network.

First: An introduction to Baghdad Security Department: -

The Iraqi National Security Apparatus is one of the newly formed security agencies. It was established in (2004) under the name of the Ministry of State for National Security Affairs.

Since then, many officials have taken over the presidency. The work of the Iraqi National Security Apparatus began to escalate in terms of performance and numbers, where its security activity expanded in conjunction with the security events that the country was going through. Baghdad Security Dept. is one of the pivotal institutions in the Iraqi National Security Apparatus. It has contributed significantly to the accomplishment of the tasks entrusted to it within the workspaces designated to it and decided upon with other security sections since work on its presence within the framework of the apparatus started. It played a significant part in the attacks against terrorist groups like Al-Qaeda and other groups.

Through the spread of the directorates of the institution under study all over Baghdad to cover the security activity and the branch offices affiliated with these directorates, the institution worked to deploy its officers and employees to attract many collaborators and sources to benefit from them to obtain security information. As mentioned above, through this institution, many terrorist cases have been dealt with according to legal contexts, in cooperation with the Iraqi judiciary. The elements of organized crime, economic crime, and other issues of importance, including kidnapping, extortion, smuggling, and others related to food security for Iraqi citizen, such as smuggled medicines, expired foodstuffs, and the issue of high prices were also addressed. When COVID-19 broke out, the institution had a distinguished role by spreading security units to support the Ministry of Health units and inferring those infected with Covid-19, as well as following up on the high prices of medicines and taking the necessary measures against the violators of the owners of stores and pharmacies.

Discussions:

Table (1) Results of the independent variable: Employment of specialized skills and dimensions

Independent variable	Sub-dimensions	Response	Relative importance	Standard deviation	Arithmetic mean
Employment of specialized skills	Administrative skills	High	81.2	0.89	4.06
	Technical (technological) skills	High	79.8	1.01	3.99
	Professional & intellectual skills	High	79.2	1.04	3.96
	Total	High	80.0	0.98	4.00

Source: The table was prepared by the researcher based on the output of the electronic calculator.

The levels of responses of the research sample were distributed to the dimensions of employing specialized skills with the highest level of response shown by the sample members to administrative skills among all the three independent dimensions, with a weighted arithmetic mean of (4.06), a standard deviation of (0.89), and relative importance (81.2%) as indicated in the figure (1). This suggests that more than three-quarters of the research sample agree on the importance of the administrative skills of the department in question in its plans to promote and develop smart systems for human resources.

Figure (1) shows that the independent sub-dimension of intellectual and professional skills achieves the lowest response level among the dimensions of employing specialized skills. The weighted arithmetic mean value of this dimension is (3.96). The standard deviation of intellectual and professional skills is (1.04), with a relative importance of (79.2%). This maintains that more than three-quarters of the research sample individuals agree that there is less interest by the administration in the research sample institution in intellectual and professional skills compared to the rest of the independent dimensions from the point of view of the research sample.

I. Descriptive analysis of the first sub-variable (administrative skills)

Table (1) indicates that the value of the weighted arithmetic mean of the first independent sub-dimension (administrative skills) is (4.06), which is within the category (from 3.4 to less than 4.2) in the matrix of response strength of the sample members. This shows that the level of importance of the answers to all items of administrative skills agreed with a high response level, and a standard deviation of (0.89). This shows the equivalence of the sample answers regarding the administrative skills items. The relative importance of this variable was (81.2%). This indicates that the total responses towards this sub-variable (administrative skills) tend to the importance of owning these skills, believing that they would bring about a qualitative shift in completing works and achieve a scientific flow capable of completing transactions and transferring information in a way that facilitates the process of making decisions precisely, quickly, and perfectly. Administrative disciplines have been adopted as a basis to move towards high performance in business efficiently and effectively. It was found that the awareness of community and organizational institution of the importance of employing specialized skills in achieving the administrative work was not at the

required level, which was compatible with the size of the goals set and in need to rehabilitate some administrative skills towards the importance of use and application. Taking into consideration that these skills help in completing tasks, duties and administrative activities in a scientific and solid manner. These skills were acquired through experience and training to maintain the quality of work and leadership accuracy, and to build behavioral models that enhance the roles of workers in proportion to the work volume, the organizational structure, and the leadership of change in line with new global changes. All this in order to enhance the state of creativity and innovation in order to reach the ranks of high-performance organizations.

2. Descriptive analysis of the second sub-variable (technical skills)

It is noted from Table (1) that the value of the weighted arithmetic mean of the second independent sub-dimension (technical skills) is (3.99) and is within the category between (3.4 to less than 4.2) in the matrix of response strength of the sample members. This shows that the level of importance of the answers to all items of technical skills tended towards agreement with a high response level, and a standard deviation of (1.01). It shows the equivalence of the answers regarding the items. The relative importance of this variable is (79.8%). This indicates that the total level of responses tended towards a relatively high confidence in the importance of adopting technical skills with a digital orientation in particular. This orientation needs high-performance technical specializations to advance the institution and to shift to the digital world in achieving, improving work methods and transactions, and creating a real flow of information within an organizational structure that achieves this. These skills contribute to redesigning the work sequence in proportion to the actual need and the adoption of scientific and technical methods for performance. It also

contributes to directing goals and policies to procedures that serve the institution according to systems designed for this purpose that are suitable for the existing scientific disciplines that are distinguished by the help of digital systems in analysis, simplification of work procedures and building modern departments capable of communicating with the new digital global system.

3. Descriptive analysis of the third sub-variable (intellectual and professional skills)

It is noted from Table (1) that the value of the weighted arithmetic mean of the third independent sub-dimension (intellectual and professional skills) is (3.96), which is within the category (from 3.4 to less than 4.2) in the matrix of response strength of the sample. This shows that the level of importance of the answers to all items of intellectual and professional skills agree with a high response level, and a standard deviation of (1.04). It shows the extent of the poor equivalence and the relatively high dispersion in the answers regarding the intellectual and professional skills items. The relative importance of this variable is (79.2%). This indicates that the total level of responses tended towards a relatively acceptable confidence that the intellectual skills in the institution under study moved away from routine and traditional work methods as much as possible despite the unusual circumstances. Managers realize the importance of developments and changes in the surrounding environment, anticipate their occurrence, and respond quickly and accurately, with the need to build a knowledge base that enhances the innovation and competition system. Work must be achieved to increase the efficiency of asset investment to achieve the highest productivity of the service provided, in addition to its contribution to building long-term operating strategies. The answers also showed that professional skills were subject to descriptive and

quantitative measurement to determine the outstanding performance with accurate numbers to contribute to addressing new variables and re-

designing the advanced planning of the digital system and the flow of information according to modern methods and means at work.

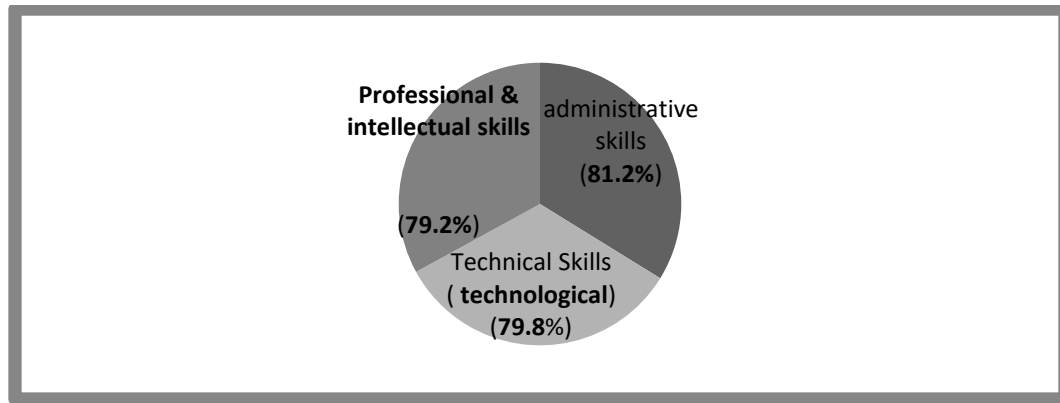


Figure (1) Distribution of the dimensions of employing specialized skills according to relative importance %

4. The correlation between employing specialized skills and smart systems for human resources.

Table (2) indicates that the first main hypothesis (there is a statistically significant correlation between the employment of specialized skills and smart systems for human resources) is accepted. The confidence rate is (95%), as the calculated

(Z) value is (6.064**). This value is higher than the tabular (Z) value of (1.96), indicating the significance of the relationship at the level of significance (0.01), while the value of the correlation coefficient between the employment of specialized skills and smart systems for human resources is (0.764). This proves that there is a strong direct correlation between the employment of specialized skills and smart systems for human resources, according to the opinions of the research sample 100%. All the sub-hypotheses were significant.

Table (2) Correlation hypothesis test results

Independent variable	Dependent variable	Z Test		Spearman's rank correlation coefficient	Illustration
		Probability value	Calculated Z-value		
Dimensions of the Administrative	Smart systems for human resources	0.00	6.437**	0.811	There is a high direct correlation between administrative skills and smart systems for human resources. Thus, the first sub-hypothesis is accepted.

	Technical skills	Smart systems for human resources	0.00	6.072 [*]	0.76	There is a relatively high direct correlation between technical skills and smart human resource systems. Thus, the second sub-hypothesis is accepted.
	Intellectual and professional skills	Smart systems for human resources	0.00	5.651 [*]	0.71	There is a relatively high direct correlation between intellectual and professional skills and smart systems for human resources. Thus, the third sub-hypothesis is accepted.
Employing specialized skill		Smart systems for human resources	0.00	6.064 [*]	0.76	There is a high direct correlation between the employment of specialized skills and smart systems for human resources. Thus, the first major hypothesis is accepted

Source: The table was prepared by the researcher according to the results of hypotheses testing by means of an electronic calculator.

5. Testing the hypothesis of the impact of employing specialized skills in smart systems for human resources.

According to the outputs of the Amos statistical analysis program, it can be inferred from Table (3), that the second main hypothesis (there is a significant effect with statistical significance for the employment of specialized skills in smart systems for human resources) is accepted with a confidence percentage of (95%) through applying the multiple linear regression analysis method to show the effect of dimensions of employing specialized skills (administrative skills, technical skills, intellectual and professional skills) together in smart systems for

human resources. The calculated (F) value is (87.04) which is higher than the tabular (F) value by (3.9201) at the level of significance (0.05), especially that the probability value corresponds to the calculated F value (0.00), which is smaller than the level of significance (0.05). The value of the coefficient of determination (R²) is (0.584), which indicates the percentage of interpretation of the dimensions of employing the three specialized skills combined for smart systems for human resources. (58.4%) of the explanation is due to the dimensions of employing specialized skills, while the rest of the effect is due to other factors that the research has not addressed. This maintains that there is a clear impact of employing specialized skills in developing smart systems for human resources in the research sample. Therefore, we accept the second main hypothesis and reject the null hypothesis.

Table (3) Results of the statistical analysis to test the effect hypotheses

Independent variable		Depended variable	F Test		Coefficient of determinat R ² % ion	Test result
			Probability value	Calculate F value		
Dimensions of the independent variable	Administrative skills	Smart systems for human resources	0.00	**119.29	0.658	Accepting the main sub-hypothesis
	Technical skills (technological)	Smart systems for human resources	0.00	**87.40	0.585	Accepting the second sub-hypothesis
	Professional & intellectual skills	Smart systems for human resources	0.00	**64.27	0.509	Accepting the third sub-hypothesis
Employing the specialized skills		Smart systems for human resources	0.00	**87.04	0.584	Accepting the second main hypothesis
Tabular F value at a significant level (0.05) = 3.9201						

Source: The table was prepared by the researcher based on the output of the electronic calculator.

Conclusions:

Through theoretical illustration and statistical treatments, the researcher has come up with some conclusions, which can be summarized as follows: -

1. The applications of smart systems for human resources are the mainstay of the institution under study in light of the digital transformation of the new global variables, but they need to follow up on updates and development.
2. The institution takes into account the security transformations of information security and

confidentiality relatively and enhancing digital security by adopting digitization in detecting cases of electronic extortion, terrorism and organized crime by adopting smart solutions with digital expertise and specialized cadres to complete the electronic process.

3. The institution relies on modern smart systems for human resources to be satisfied with semi-automated operations that adopt a combined method between the traditional and digital method and resort to partial use of automation.
4. The senior leadership believes in the possibility of linking the institution with a system of communication

devices in the future to support the applications of the various smart systems in its directorates despite the ill-use in some directorates.

Recommendations:

In light of the conclusions reached by the researcher, several recommendations were made that can be summarized as follows: -

1-The rapid and renewable global changes of smart systems for human resources and what is reflected on the performance of the institution should be followed up.

2-Specialized training courses in the field of using smart systems for human resources should be provided in order to keep pace with the new and advanced technologies in the institution under study.

3-Using automated processes instead of relying on semi-automated processes in order to shorten time, effort and cost in the institution under study.

4-The senior leaders in the institution must compel its directors to use smart systems for human resources in all work joints in order to develop security and information work.

References

1. Abdel-Alim, O, M. et al, (2013) *Electronic Administration: An Introduction to Modern Educational Administration*. Dar Al-Manhal for Publishing and Distribution.
2. Al-Ajmi, M, H. (2008) *Modern Trends in Administrative Leadership and Human Development*. 1st edition, Dar Al Masirah for Publishing and Distribution, Amman.
3. Al-Baroudi, M, A. (2015) *The Distinguished Leader and the Secrets of Leadership Creativity*. The Arab Group for Training and Publishing.
4. Al-Douri and et al. (2020) *The principles and entrances of management and its functions in the twenty-first century*. Al-Yazuri Scientific Publishing and Distribution House.
5. Ali, F, M. (2008) *The Role of Re-engineering Procedures and Work Flow Systems in the Transition towards E-Government: A Case Study of the Request for Leave*. Master's Thesis, Pension Fund, El-Nelain University, College of Graduate Studies, Sudan.
6. Al-Maliki, N, F, A. (2018) *Documentation and Archiving in the Administrative Documentation Department of the Iraqi South Oil Company: A case study*. Master's thesis, University of Basra, College of Arts, Information and Libraries Department.
- Al-Hawasi, M. H. and Al-Barzanji, H, Shaker (2014) *Technology and Information Systems in Contemporary Organizations: An Administrative - Technological Perspective*.
7. Amori, H, K, and Al-Taei, K, D, and Al-Shukry, A, K. (2013) *Applied Statistics, an analytical method using SPSS*. Wael Publishing House, 1st edition, Amman - Jordan.
8. Atallah, B, S, M. (2017) *The Role of Intellectual Capital in Achieving the Competitive Advantage of the Islamic Financial Industry in the Gaza Strip*, Master's Thesis, Islamic University of Gaza, Faculty of Commerce.
9. Bakro, K. (2020) *Characteristics and Advantages of Smart Systems*. Faculty of Engineering - International University for Renewal - Turkey. Article published in Mena Tech.
10. Shnafi, N. (2014) *The role of skills management in improving human performance in the industrial institutions*. PhD thesis: Mohamed

Khedir University - Biskra - Department of Management Sciences, Algeria.

11. Vaisman, o. (2003) La gestion des connaissances au service de l'organisation.
(<http://ovaisman.online.fr/Dossiers/Dossiers-km-internet.pdf>). consult le(12/02/2012).
12. Wasswus, D. (2014) The significance of Educational Supervision - Its Types - Its Evolution. Dar Al-Manhal for Publishing and Distribution.
13. Yassin, S, G. (2020) Electronic Administration. Al-Yazuri Scientific House for Publishing and Distribution.