

# The role of years of service and the social status of human resources on non-committed employees among individuals: a descriptive and analytical study in the office of the Iraqi Ministry of Planning

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## Abstract:

The study aimed to determine the degree of administrative control applied and the degree of functional slowdown in it From the point of view of human resource management and the relationship between them. It also aimed to identify the effect of the variables (years of service, and marital status) of the Planning Bureau employees at the Ministry of Planning and its impact on the slowdown in employment among individuals. The study population may be from all the offices of the Ministry of Planning in the academic year (2015 -2020 AD) The researcher used the descriptive and analytical approach because it is based on a set of procedures Research that relies on collecting facts and data, classifying them, processing them, analyzing them adequately and accurately, extracting their implications, and arriving at conclusions and recommendations related to the subject of the study. As for the tool that was used to obtain the results of this study: The researcher divided the research into two requirements, where the first requirement represents the theoretical literature and administrative reports related to the topic. As for the second requirement, the study took into account that it contains two main parts, as the first variable for the study is the independent variables represented (service and social status, while the dependent variables represent (function laxity), and the researcher used to do so. WolframAlpha). Keyword: The study problem occupies great importance because it is related to the guest institutions on which the strategic planning of the country depends. Years of service are important and represent the employee's ability to perform his role effectively and show which of the effective ages and which ones lead to neglect in the field of work, while the social status indicator gives us the importance of the social aspect (married, single) in reducing the phenomenon of idleness, and in sum all of these Variations are on the human resource side.



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## **Introduction.**

The crises management policy and human resources in the Ministry of Planning office are important in advancing the real development wheel to pay attention to the practices of human resources management, which can be judged on the years of service, the social status and its effectiveness through it, and it overlaps in one way or another with the concepts of green human resources management in terms of duties and job rights.

## **Theoretical framework :**

### **Research problem:**

The scope of interest in the commitment of employers to employees and individuals has expanded to include the situation and the impact of years of social service, which is represented in human resources, which aims to diagnose the phenomenon of absenteeism for employees of the Ministry of Planning. Negative for employees of the Ministry of Planning, meaning that these two variables have an important impact on the performance of employees and therefore its impact on human resources in particular, and the most prominent of these problems that we will discuss in this research are as follows:

- 1- What is the impact of the years of service factor for employees of the Ministry of Planning to reduce the problem of unemployment.
- 2 - What is the role of the social aspect in human resource management and its impact on job lethargy.
- 3- What are the standards that leaders in administrative human resources must have and their effectiveness with individuals for the Central Bureau of Statistics.
- 4- How effective are years of service and social status on the human resources of the Ministry of Planning?

### **Research hypothesis:**

The hypothesis can be formulated as follows:

- 1- Does the variable years of service have an effect on the phenomenon of job laziness?
- 2- Do social status variables have a role in diagnosing the phenomenon of idleness in relation to years of service?
- 3- The impact of human resources on the effectiveness and performance of Ministry of Planning employees within these variables?

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## **Research Methodology**

This research depends on the descriptive and analytical methodology, which is based on describing the characteristics of the study variables, in addition to studying the correlation between the variables.

### **---research importance:**

The degree of job lethargy in the Ministry of Planning and the indicator in the management of human resources has recently increased, and a problem often arises between the employee's exercise of administrative responsibility and its compatibility with years of service and social status. In daily work, this research derives its importance as:

1. The research links between two variables concerned with identifying the reasons for the phenomenon of employee laxity and the social status of the ministry, which are two important elements in human resource management.
2. The lack of research linking the impact of years of service and the social status of human resource management, success in reducing the phenomenon of idleness, to the knowledge of the researcher, and the research that links the research variables with the aforementioned variables related to human resource management gives the subject of research great importance to find a relationship between them
3. The research represents a cognitive link between Arab studies and foreign ones that cover the variables of research, through the use of a set of scientific sources, discussion and synthesis in this research. The rationale for selecting the sample. The office of the Iraqi Ministry of Planning was chosen to conduct a study on it by obtaining the data of the employee record for the years (2015-2020) from the ministry's electronic files, which were used in this research. The first requirement (Investment strategies in human capital development in the Ministry of Planning bureau) .The modern trend of contemporary institutions has shifted towards the necessity to pay attention to human resources. As confirmed by the management literature And developments in managerial thought change the perception of it to consider it as a strategic asset and a basic partner in strategies. The institution, the human resource in light of an economy governed by knowledge and a world driven by the tremendous developments and driven the accelerating dynamism And guided by the slogan that survival of the strongest and strength lies in excellence, which will not be without human resources with competencies and skills And the knowledge that enables it to efficiently and efficiently manage the rest

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of the institution's resources, has become the real capital of the institution and the source The first is to create value in it.

Accordingly, human resources have moved from being a tool to achieve competitive advantage to being considered in themselves a competitive advantage To the emergence of the term competitive advantage of human resources, which can only be owned and sustained by different institutions by carefully planning their human resource needs, deducting them, selecting them, hiring them, and then working continuously on its development and a good investment in it, through its adoption and diversification of development strategies in line with the achievement of its goals In view of the important and vital role the university plays, whose outcomes are summarized in the development and advancement of societies. As the first organizations entrusted with the task of generating, disseminating, and exploiting the knowledge, they had to value their human resources and raise their skills, competence, and knowledge, through their adoption and application of the idea of investing in their development in an effective investment that maximizes the benefit from it and considers it its real capital, which increases with use and tends to self-generation, considering the accumulation of its experiences and competencies The concept of human resource management and its historical development Human resource management is one of the most important fields of employment that differed in the ideas, there are many concepts and opinions about which they differed, despite the recentness of the comparative interest approach among other scientific fields in business administration, which differed in name in proportion to the historical development that has passed By him, where is the focus of attention in the management of human relations? (Personal management) in recent decades has been called the term managing people in the organization and raising the level of skills that would facilitate the achievement of the objectives of the enterprise; Hence, its endeavor focuses on searching for the appropriate quantity and type of manpower to achieve these goals.

## **Human resources knowing**

"The group of individuals involved in drawing up the goals, policies, activities, and accomplishment of the work carried out by the institutions<sup>1</sup>

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<sup>1</sup> - . Hassan Ibrahim Ballout, Human Resources Management from a Strategic Perspective, Dar Al-Nahda Al-Arabiya, Beirut, 1st Edition 2002, p. 18, 1.

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Those groups of individuals who are capable and willing to perform the work seriously and committed, where appropriate<sup>2</sup>.

The ability to complement and interact with desire in a harmonious framework and increase the opportunity for effective use of these resources when available

(Systems for improving their design and development through education, selection, training, evaluation, development, and maintenance.

- "All the people who work in the institution are heads and subordinates, who have been employed in it to perform all its functions And its work under the umbrella is: its organizational culture that clarifies, controls, and unifies their behavioral patterns and a set of plans (And the objectives of its future strategy. <sup>3</sup>

Accordingly, human resources are formed in the workforce that belongs to the institution, bearing the responsibility of mobilizing and managing the rest of the resources In it efficiently and effectively, through the good performance of its functions and to ensure the achievement of the objectives, policies, and strategies of the institution Oriented a.

The Human Resources Department defines a: (- "A set of programs, functions, and activities designed to maximize both the goals of the individual and the organization." <sup>4</sup>

- "A basic management and function in organizations, working to achieve the optimal use of the human resources in which they operate, from

Through a strategy that includes a set of multiple policies and practices, in a manner consistent with this use.

The institution's strategy and mission, and contributes to achieving them. <sup>5</sup>

- "The activity of planning, organizing, directing and controlling the human element in the institution, through the formulation of relevant policies Selection, training, wages, incentives, performance evaluation, provision of health and social services, leading to referral to.

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<sup>2</sup> - . Medhat Muhammad Abu Al-Nasr, Management, and Development of Human Resources - Contemporary Trends, Arab Nile Group, Cairo, 1st Edition, 2007, p. 31, 2)

<sup>3</sup> - Omar Wasfi Akili, Contemporary Human Resources Management - A Strategic Dimension -, Wael Publishing and Distribution House, Amman, 1 ed. 2005, p. 11, 3.

<sup>4</sup> Ali Gharbi and others, Human Resources Development, Dar Al-Hoda for Printing, Publishing and Distribution, Algeria - Constantine, 2002, p. 17.

<sup>5</sup> - . Omar Wasfi Aqili, previously mentioned reference, p. 14.

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The pension, with the aim of achieving the goals of the institution, workers and society<sup>6</sup>.

- "The set of activities that allow the institution to provide human resources consistent with its needs in terms of quantity and quality." <sup>7</sup>

Accordingly, human resources management in its narrow sense has been provided and maintained by the enterprise's needs of manpower. He urged her desire to work and develop her skills to achieve this, thus forming a motivated, satisfied and productive work hand. The broad spectrum is concerned with the optimal use of human resources at all organizational levels in the institution.<sup>8</sup> Although the interest in human resources management and running their affairs came late, as a result of the great shortage of hands. Worker who was the most important relic of World War I, in addition to the teachings of scientific management that created positions. Serious difficulties increased the level of absenteeism, strikes, and product spoilage as a natural response to dissatisfaction. Employees are dismissed from their status, treatment and consideration of them as mere machines whose productivity has been controlled by movement and time.<sup>9</sup>

**Objectives of human resources management.**

The Human Resources Department is concerned with individuals and their issues within the organization, through a group of functions, endeavoring to do so (Achieving a set of goals that can be deduced from the previous definitions and clarified through the following points)<sup>10</sup>

Job descriptions to ensure a clear identification of the organization's human resource needs; Attracting, selecting, and appointing the right human resource and placing him in the right job (the right man in the place the appropriate);

Create suitable working conditions;

- Paying attention to employee satisfaction and increasing their loyalty to their organization in a way that guarantees better performance and more affiliation;

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<sup>6</sup> - Medhat Muhammad Abu Al-Nasr, Management, and Development of Human Resources - Contemporary Trends, The Arab Nile Group, Cairo, 1st floor. 2007, pp. 31, 2, p.62.

<sup>7</sup> - (4) Loic. Cadin et autres, Gestion des ressources humaines, , Dunod , paris, 3eme é , 2007, p 5.

<sup>8</sup> - . Muhammad Ahmad Abdul Nabi, Human Resources Department, Zamzam Publishers and Distributors, Amman, 1st Edition 2010, p. 22, 1.

<sup>9</sup> - Nader Ahmad Abu Sheikha, Human Resources Management - A theoretical framework and practical cases -, Safaa House for Publishing and Distribution, Amman, 1 ed.2010, p. 27, 3.

<sup>10</sup> - S.L.Dolan, Randall, S.Schuler, La GRH au seuil de l'an 2000 , les éditions Renouveau Pédagogique, Paris , , 2eme é ,1995, p-p ,13-14.



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- Take into account the workers' complaints and work on objectively evaluating them;

- Paying attention to employees' suggestions regardless of their level of position within the organization and applying the appropriate ones;

Paying attention to the worker's professional and personal problems and seeking appropriate solutions to them;

- Developing workers and raising their level of competence;

Building a sound career path for workers;

- Achieving the goals of the institution through its constant search for, preservation, and development of the best skills; No saving

(The enterprise needs the necessary human resources;)<sup>11</sup>

Correspondence between individuals and the tasks required of them in terms of expected effectiveness and required qualifications; <sup>12</sup> (- Achieving the justice between individuals.) <sup>13</sup>.

The concept of strategic human resources management, its tasks, and objectives. The human resource management ensures the performance of its tasks efficiently and effectively in light of the challenges it faces from globalization, competition And advanced technologies, environmental challenges, and others, in line with the contributions of modern management thinking that looks at the human resource. However, as a strategic resource,<sup>14</sup> it was obligatory on it as an administration that seeks to achieve its goals within the objectives of the institution to have it A strategic orientation, reflecting the importance its human resource has assumed; The role played by human resource management today Compared to previous periods; Rather, it is the product of the development that the latter knew within the philosophy of transformation and a reflection of what was stated by it. The new intellectual model for human resources management, the most important of which are the following:<sup>15</sup> Human resource management is an integrated and interconnected system that includes a set of related and interconnected processes; The effectiveness of human resource management stems

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<sup>11</sup> - P.Eray, Précis, Développement des Compétences , éditons Liaisons, Paris, 1999, p21.

<sup>12</sup> - Loïc. Cadin, F. Guérin , La Gestion de ressources humaines, Dunod, Paris, 1999, p51.

<sup>13</sup> -J.P Citean, Gestion des ressources humaines principes généraux et cas pratique, Dalloz, Paris, 3<sup>ème</sup> éd, 1994 , p32.

<sup>14</sup> -. Bashar Yazid Al-Walid, Modern Management of Human Resources, Dar Al-Raya, Amman, 1 ed.2009, p. 16, 3.

<sup>15</sup> -. Bouhnieh Qawi, Human Resources Development in the Light of Globalization and the Information Society, Academic Book Center, Amman, 1 2008, pp. 124, 1

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from the existence of a set of coherent policies that guide operations and practices Administrative issues in human resources, in line with the objectives of the institution on the one hand and in line with the new concepts of management Human resources on the other hand;<sup>16</sup>

- The importance of designing a human resource management strategy aimed at maximizing the return on human investment represented in value Added by the human resource in relation to the cost of that resource;<sup>17</sup> The success of human resources management in reaching the intended outcomes depends on a correct understanding and objective analysis Of performance requirements and conditions inside and outside the organization and a good awareness of the characteristics and features of available human resources;<sup>18</sup> The success of the HRM strategy hinges on the extent of its alignment and consistency with other job strategies.

The other activities of the corporation, including marketing, production, and financing, then become a part of the overall strategic building For the foundation.<sup>19</sup>Reflections of the new management thinking on the role of human resources management the radical and intellectual transformations in contemporary management concepts and techniques have had a clear impact on the role and practices of management

Human resources in a clear degree, the most important of these effects are as follows:

- A change in the perception of human resources management from being a procedural group of work related to the implementation of employee policies and systems, to

Considering it a strategic function that deals with the most important resources of the organization and is intertwined with its general goals and strategies;

- Starting with the idea of human resources management from being confined to the problems of recruitment and recruitment of workers

The needs of the various executive departments, to be preoccupied with a more important and vital issue, which is performance management and investigation

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<sup>16</sup> - . Sameh Abdel-Muttalib Amer, Strategies for Human Resources Management, Dar Al-Fikr Publishers and Distributors, Amman, 12011, p. 44, 1 .

<sup>17</sup> - . Jawad Kazem Lafta, Modern Management of the Higher Education System, Safa House for Publishing and Distribution, Amman, 1st Edition, 2011, pp. 331, 4.

<sup>18</sup> - Abdel-Hamid Abdel-Fattah Al-Maghribi, Strategic Management - to meet the challenges of the twenty-first century -, The Nile Arab Group, Cairo, 2000, p. 41.

<sup>19</sup> - . Zakaria Mutlak Al-Douri, Strategic Management - Concepts and Cases of Study - Dar Al-Yazouri, Amman, 2005, p. 25.



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**Higher productivity, improved efficiency, and effectiveness;**

**- The rise in the level of those in charge of the work of human resources management to the level of senior management, has become a management function Human resources in many organizations are equivalent in their organizational level to the departments of production, marketing, and finance; Integration of diversity management ideas and techniques into the philosophy of human resources management to deal efficiently with different types of workers**

**Institutions with a globalization trend;**

**Spreading the search and recruitment processes to the global labor market and not being confined to the local market, looking for<sup>20</sup>**

**The elements best able and most capable of achieving the goals of the institution regardless of traditional nationality and citizenship considerations;**

**Looking at the functions of human resources management as integrated and interdependent processes and not independent and disconnected procedures**

**Relevance, so the information and experience arising from some operations can be invested in developing and improving the efficiency of operations Other;<sup>21</sup>**

**- Considering the cost of the tasks undertaken by the human resources department (such as development expenditures, systems development expenditures, construction expenditures**

**Human resource strategies) as an investment expenditure that generates a return on investment and not just an administrative expense Without payback;<sup>22</sup>**

**Integration of information and communication technologies into human resource management processes and the shift towards resource management systems and technologies Electronic humanity;**

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<sup>20</sup> - Mathis and Jackson , Human Resource Management, South-Western Thomson Learning, Canada, 2éme éd, 2002, p-p, 6-7.

<sup>21</sup> - Al-Dawi Al-Sheikh, Analysis of the Impact of Training and Motivation on Human Resources Development in Islamic Countries, Al-Baheith Journal, Qasida Merbah, and Ouargla University, Issue (06). 2008, p.9

<sup>22</sup> - Bin Antar Abdul Rahman, Human Resources Management - Concepts and Foundations - Dimensions - Strategy, Al-Yazouri Publishing and Distribution House, Amman, 2010, p. 84.

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- Adopting the concepts and techniques of total quality management in the processes of human resources management, as well as considering the various departments that

The Human Resources Department serves them as the internal customers whom they must work to satisfy;<sup>23</sup>

Accordingly, the changes and transformations that have happened and are happening in the contemporary world have found their way to influence conditions Institutions and management thought as this resulted in a new philosophy and a developed management model that differs from the concepts and ideas of management .The traditionalism that prevailed in the pre-information and technology era, as the influence of the new administration extended to the human resource management Ki It transforms into a new and different philosophy and technologies that place individuals at the top of its attention and integrates its strategies and programs of action in the construction.

The strategic role of the institution, the human resources management rose from its traditional role to the strategic role.<sup>24</sup>

Investing in the development of its human resources is: (1)

Talent acquisition: The organization is effective in the selection and appointment process, as well as 2015 National Concert use.

Enrichment of human capital: overall development that triggers and organizes that development

Management, knowledge sharing, acquisition, and distribution within the enterprise;

Maintaining distinguished employees: This is done through trust-based management systems and methods Creativity and new ideas; Creating an institutional environment and knowledge institutions that their capital lies in the minds of the workers in the educational institution Another place where other institutions could attract them, find foundations for strengthening and consolidating foundations Organizational loyalty.<sup>25</sup>

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<sup>23</sup> - Qadi Abdiad, The Problem of Human Resources Development in the Light of Globalization, International Forum on Human Development and Opportunities for Integration into the Knowledge Economy and Human Competencies, University of Ouargla, Algeria, 2004, pp. 2/03/10.

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<sup>24</sup> - Rabeh Araba, Hanan Bin Awali, What is Intellectual Capital and Investing in Human Capital, Fifth International Forum on Intellectual Capital in Business Organizations) Arabia in the light of modern economics, Chlef University, Algeria, 11 - 2011, p-p. 10/12/14 -.

<sup>25</sup> -Syed Muhammad Gad Al-Rub, Intellectual and Knowledge Resources Management in Modern Business Organizations, Publishing House (G.M.), Cairo, 2006 117, 1.

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-The second requirement: (the effect of human resources data for service and social status variables on the phenomenon of lax of the Ministry of Planning office headquarters employees).

The number of years of service, marital status and job vacancy

The scientific fact has a logic that depends on the quantitative representation through which defect points are diagnosed, so we adopted in this research the use of the regression and correlation technique to prove that hypothesis and diagnose the defect.

**Table-1-**

**The number of years of service, marital status and job vacancy in the Ministry of Planning bureau for the year 2015.**

		Social status				Years of service				Lethargy and dislocation at work			
	%	Married	%	single	%	15-1	%	-16		%	Reti red	%	in service
	57,6	2,168	42,3	1,593	90,8	7,607	9,15	767		37,9	52	62,0	85
T o t a l		3,761				8374					137		

**Source: The researcher's work according to the data of the Ministry of Planning Bureau.**

From the application of the idleness relationship who are in the service, 16-35) the relationship is 0.3-0.6

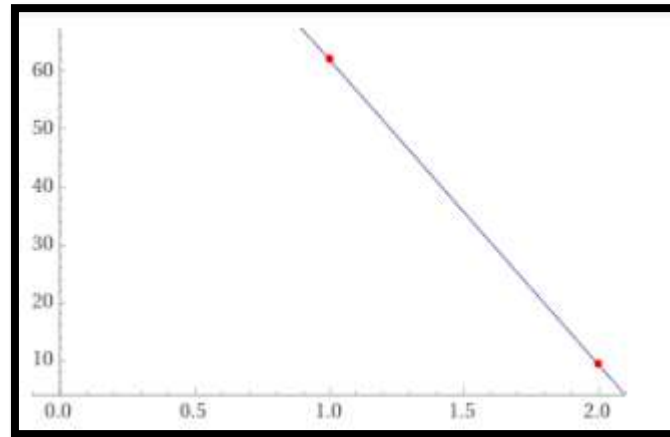
And after applying the simple correlation and regression equation for those whose service ranged from 16-35 and are still in service.

**Correlation value = 1**

**Figure. -1-**

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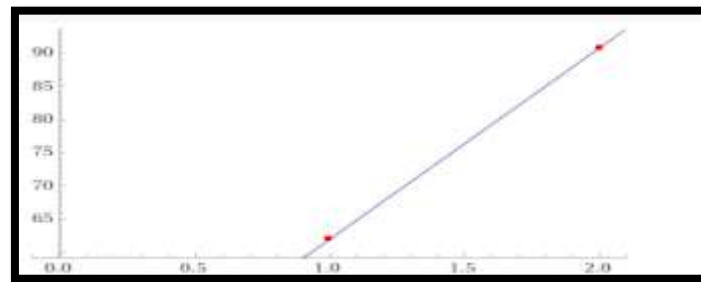
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source is the researcher's work based on Table 1 data

Figure -2-

As for the relationship between those who are still in service and their service, it ranges from 1-15, so swallowed = 1 and was represented by the figure



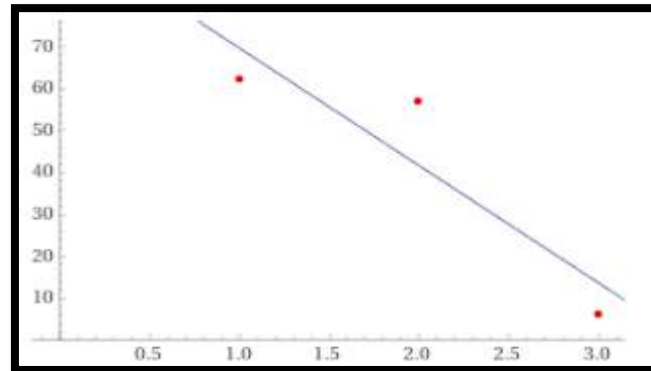
source is the researcher's work based on Table 1 data

As for the relationship between those who are still at work and married people, it amounted to = 0.6

Figure. -3-

# The role of years of service and the social status of human resources on non-committed employees among individuals: a descriptive and analytical study in the office of the Iraqi Ministry of Planning

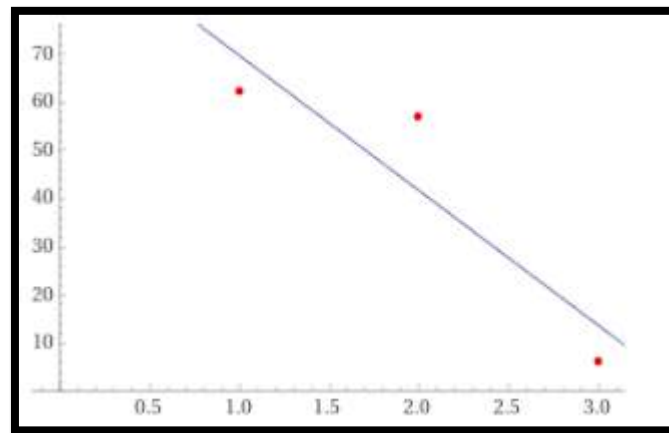
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source is the researcher's work based on Table 1 data

As for the relationship between those who are still at work and those who are not married = 0,8

Figure -4-



source is the researcher's work based on Table 1 data

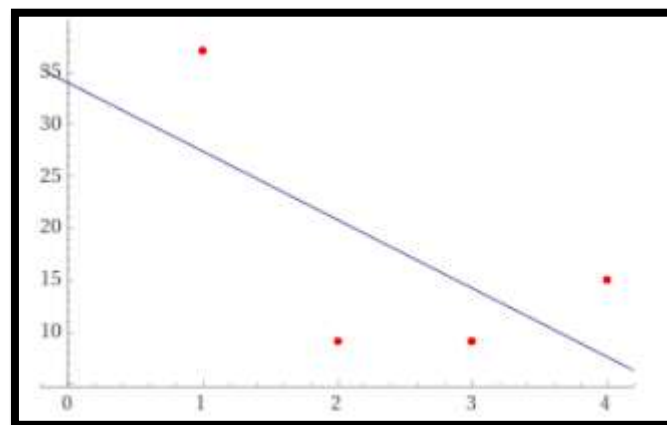
## **The role of years of service and the social status of human resources on non-committed employees among individuals: a descriptive and analytical study in the office of the Iraqi Ministry of Planning**

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And after applying the simple correlation and regression equation for those whose service ranges from 16-35 in service retirement age.

Correlation value = 0.4

Figure -5-



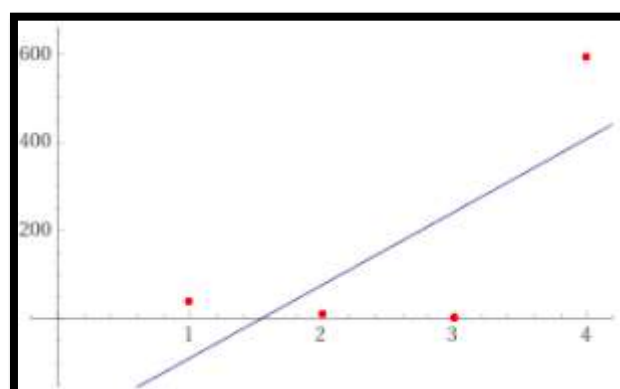
The source is the researcher's work based on Table 1 data

The source is the researcher's work based on Table 1 data

As for the relationship between those who are about to retire, they are still in service, ranging from 1 to 15, and is represented in the form

Correlation value is 0.5

Figure -6 -



source is the researcher's work based on Table 1 data

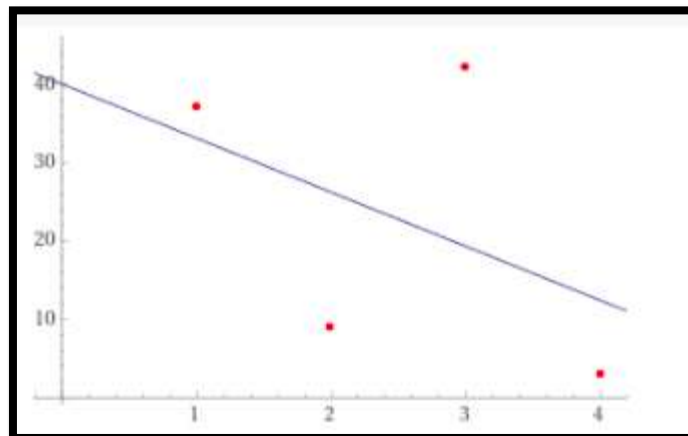


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Figure -7-

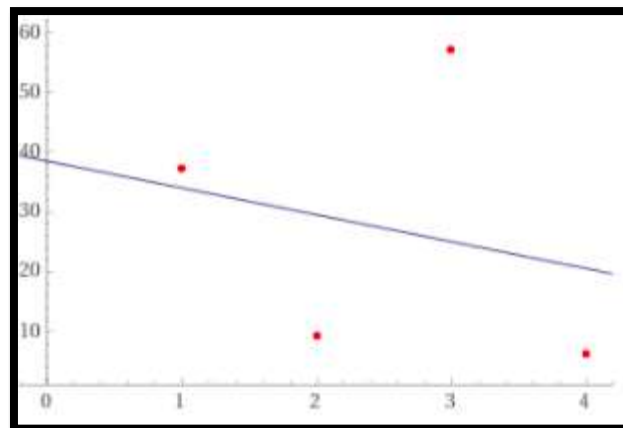
As for the relationship between those who are on the verge of retirement at work and those who are not married = 0.2



source is the researcher's work based on Table 1 data

Figure No. -8-

As for the relationship between those who are on the verge of retirement in the workplace, married = 0.05



source is the researcher's work based on Table 1 data

Table. -2-

# The role of years of service and the social status of human resources on non-committed employees among individuals: a descriptive and analytical study in the office of the Iraqi Ministry of Planning

The number of years of service, marital status and job vacancy in the Ministry of Planning bureau for the year 2020.

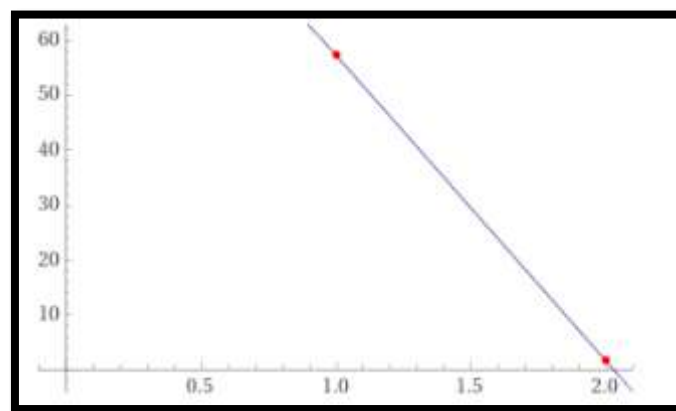
	Social status				Years of service				Lethargy and dislocation at work			
	Married		single			1-15	16-35		Retired		in service	
	94.2	3,717	5.7	2,25	98.5	8,9108	1.45	1315	37.9	89.16	57.2	145.75
Total	3,942				90,423				234.86			

Source: The researcher's work according to the data of the Ministry of Planning Bureau.

Figure -9-

The relationship between those at work and those in services (16-35)

$R=1$



source is the researcher's work based on Table 2 data

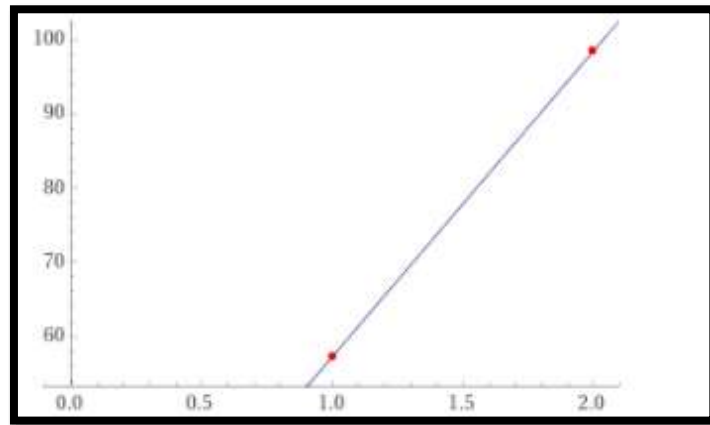
Figure. -10-

The relationship between those who are still in service to those whose service ranges from (1-15)

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R=1

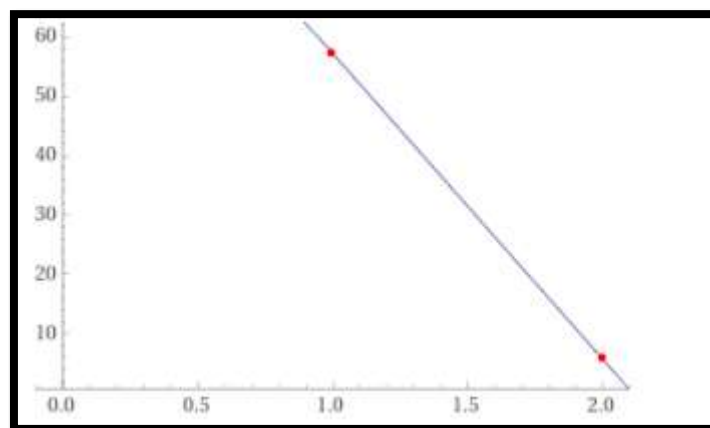


The source is the researcher's work based on Table 2 data

Figure No. -11-

As for the strength of the relationship between those who are still in service and those who are not married, it has been exaggerated

R=1



The source is the researcher's work based on Table 2 data

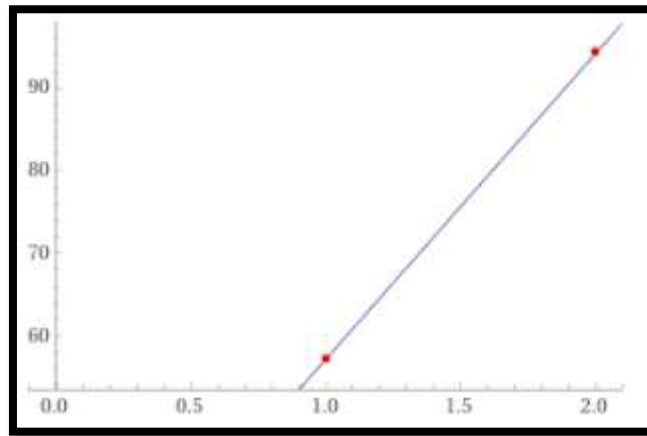
Figure No. -12-

As for the strength of the relationship between those who are still in service and married couples, it has been exaggerated

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$R=1$

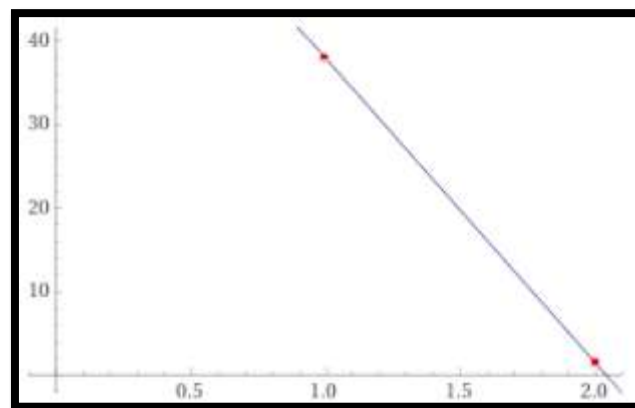


The source is the researcher's work based on Table 2 data

Figure No. -13-

The relationship between those eligible for retirement who have passed out of service (16-35)

$R= 1$



source is the researcher's work based on Table 2 data

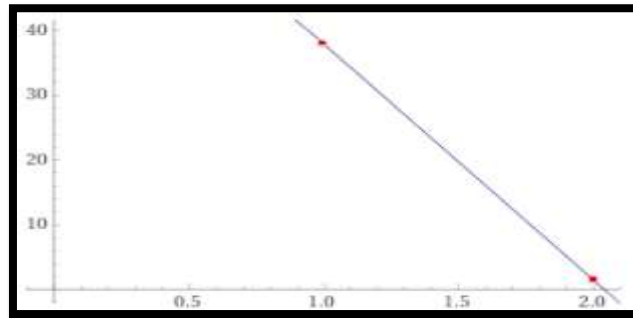
Figure. -14-

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The relationship between those eligible for retirement who have finished service from (1-15)

$R=1$

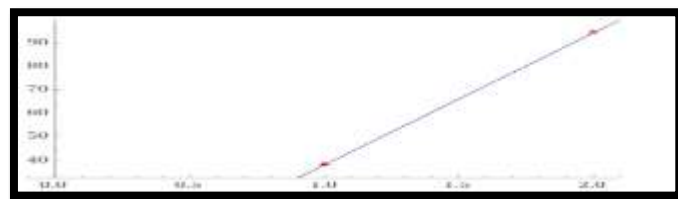


The source is the researcher's work based on Table 2 data

Figure No. -15-

The relationship between those eligible for retirement who have died married

$R=1$

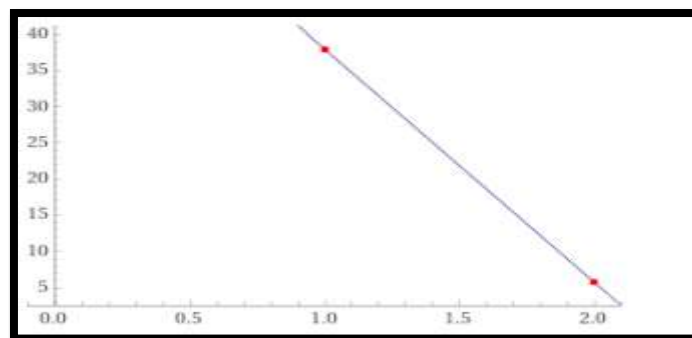


The source is the researcher's work based on Table 2 data

Figure No. -16-

The relationship between those eligible for retirement and those who died unmarried

$R=1$



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The source is the researcher's work based on Table 2 data

**Description of the correlation coefficient and simple regression for the year 2015.**

It appears from Figure -1- that the strength of the correlation  $R = 1$ , which is a complete correlation with an inverse character, that is, the greater the number of those in the service, specifically those whose service ranges from (16-35) years, the less job slackening, while we find that the relationship between the variable Workers whose service ranges from (1 to 15) years of perfect relationship  $R = 1$  in a direct manner, i.e. word, the number of workers within this category of service increases as the job slackening increases, see Figure -2-.

We find the relationship of the correlation for the employees within the service and the marital status (for married couples). The relationship is inversely related to the average correlation  $R=0.6$ , that is, as the number of married employees increases, the guest slackening decreases. See Figure -3-.

Whereas we find workers who are (unmarried), the relationship is of good correlation  $R = 0.8$  and has an inverse characteristic, that is, whenever the number of unmarried employees increases, the percentage of guest slipping decreases. See Figure -4-.

As for the relationship between those who are within retirement age with those whose service reaches (16-35), the correlation coefficient is weak,  $R = 0.4$ , and has an inverse character, that is, whenever the number of employees who are of retirement age increases, the guest slackening decreases. The correlation relationship for the group that is within the retirement age and whose service ranges from (1-15) years, the relationship is weak, as it ranged from  $R = 0.5$  and positively, i.e. the more the number of the aforementioned group increases, the more sluggishness increases by 50%, as shown in Figure -6.

Whereas, we find the correlation coefficient of correlation for the group close to retirement age and marital status (unmarried)  $R = 0.2$ , of direct significance where the finding is a little value for this variable, see Figure -7-.

We also find the coefficient of the strength of the correlation for the same group (who are within the retirement age) (married), the average relationship  $R = 0.5$  has an inverse significance, and this indication



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confirms that the more the number of married people increases, the higher the relative sluggishness rates, and vice versa, see Figure -8-.

Description of the correlation coefficient and simple regression for the year 2020.

A visual comparison of Table No. -1 shows the correlation relationship for those who are at work whose service ranges from (16-35) years, the correlation coefficient  $R = 1$ , i.e., a perfect correlation with an inverse characteristic, as the more employees within the same service period, the sluggishness rate decreases. See Figure - 9-.

While we find the relationship between those who are at work and those whose service ranges from (1-15) years, the strength of the correlation  $R = 1$ , meaning a strong relationship with a direct characteristic, that is, whenever the number of workers increases within the same service period, the employee slipping rates increase.

While the strength of affinity appears among those who are at work and their marital status (unmarried)  $R = 1$  is a complete inverse correlation, that is, whenever the number of workers within the same category for this service increases, the lesser the rates of guest idleness, and misfortune is absolutely correct, see Figure -11-.

While we find the strength of the link for the same class (within work) with the marital status (married) a positive relationship  $R = 1$ , that is, the greater the number of those who are at work, the greater the guest slackening. See Figure -12-.

Whereas, we find the relationship of those of retirement age whose service is extreme (16-35) years,  $R = 1$ , i.e., a complete correlation with an inverse significance, i.e., the greater the number of this group for the same service, the less the guest sluggishness rate. See Figure -13-.

We also find the relationship between those of retirement age and whose service reached (1-15) years  $R = 1$ , i.e., a complete correlation with an opposite significance, i.e., the greater the number of this category for the same period of service, the less the sluggishness of the guest, and the misfortune is correct. See Figure -14-.

While we find the relationship between the same group (retirement age) and marital status (married) a complete correlation  $R = 1$  of direct significance, that is, the greater the number of married people within this social group, the more the guest sluggishness increases and the misfortune is correct, see Figure -15-.

We also find the relationship between the same category (retirement age) and marital status (unmarried) a complete correlation  $R = 1$  with an

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inverse significance, that is, the greater the number of unmarried people within this social group, the less the guest sluggishness rate..

### **Conclusions.**

The visual comparison for the period of 2015 reveals to us that there is a complete correlation between the first variable, a complete correlation between the number of years of service and the proportion of the correlation and its direction, where those whose service ranged from (16-35) years have a full direct relationship, while we find the same category, but for the period 2020 and the same years of service (1) -15) years, the relationship was completely inverse, while the relationship for the same variable for the same first period of time was a complete inverse relationship. Weak and negative significance, while the relationship between the second time period of the same variable was a strong, complete, and direct relationship, while we find that the relationship between the guest sluggishness and the social variable (unmarried) for the first time period is a very weak relationship that does not have any effect, while we find the same category For the second time period its relationship is perfectly strong and of opposite value.

We also find the relationship between those who are in retirement age for the first time period 2015 for those who have (16-35) years service, the relationship is weak and not important to him and in a reverse direction, while we find the relationship between the same variables for the second period of time a perfect relationship, a strong and opposite relationship. 1-15) years for the first time period, it reached a very weak and direct relationship, while the relationship for the second time period for the same variables was completely inverse, but for the same category (at retirement age) for the first year, the relationship between married couples was a medium and reverse relationship, while it was The relationship to the second time period of the same variable is a strong perfect relationship with an inverse character.

While we find that the relationship between the variable (those at the age of the base) and the unmarried, where the first group and the first time period were a weak relationship with a direct direction, while within the second time period the relationship was complete and of an opposite character.

This fundamental change in the development to control the phenomenon of sluggishness was caused by the increase in the number of new

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employees in addition to the development of administrative laws related to human resources.

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دور تأثير سنوات الخدمة والحالة الاجتماعية للموارد البشرية في التسبب الوظيفي لدى الافراد بحث وصفي تحليلي في ديوان وزارة التخطيط

الكلمة الرئيسية: تحتل مشكلة الدراسة أهمية كبيرة لأنها تتعلق بالمؤسسات الضيفة التي يعتمد عليها التخطيط الاستراتيجي للدولة.

**المستخلص:**

# The role of years of service and the social status of human resources on non-committed employees among individuals: a descriptive and analytical study in the office of the Iraqi Ministry of Planning

هدفت الدراسة إلى تحديد درجة الرقابة الإدارية المطبقة ودرجة التباطؤ الوظيفي فيها من وجهة نظر إدارة الموارد البشرية والعلاقة بينهما. كما هدفت إلى التعرف على أثر متغيرات (سنوات الخدمة، والحالة الاجتماعية) لموظفي مكتب التخطيط بوزارة التخطيط وأثرها على تباطؤ التوظيف بين الأفراد.

قد يكون مجتمع الدراسة من جميع مكاتب وزارة التخطيط في العام الدراسي (2015-2020 م) واستخدم الباحث المنهج الوصفي والتحليلي لأنه يقوم على مجموعة من الإجراءات والتي تبين البحث الذي يعتمد على جمع الحقائق والبيانات، وتصنيفها، ومعالجتها، وتحليلها بشكل ملائم ودقيق، واستخراج دلالاتها، والوصول إلى الاستنتاجات والتوصيات المتعلقة بموضوع الدراسة، أما الأداة التي تم استخدامها للحصول على نتائج هذه الدراسة:

قسم الباحث البحث إلى مطلبين، حيث يمثل المطلب الأول الأدبيات النظرية والتقارير الإدارية المتعلقة بالموضوع. أما المطلب الثاني فقد راعت الدراسة أنه يحتوي على جزئين رئيسيين، حيث أن المتغير الأول للدراسة هو المتغيرات المستقلة الممثلة (سنوات الخدمة والحالة الاجتماعية) بينما المتغيرات التابعة تمثل (التسبب الوظيفي)، واستخدم الباحث للقيام بذلك، فسنوات الخدمة مهمة تمثل قدرة الموظف على أداء دوره بشكل فاعل وتظهر أي من الأعمار الفعالة وأي منها يحصل بها تسبب في مجال العمل، في حين يعطينا مؤشر الحالة الاجتماعية عن أهمية الجانب الاجتماعي (متزوج، أعزب) في الحد من ظاهرة التسبب، وفي المحصل جميع هذه المتغيرات تصب في جانب الموارد البشرية.

أهمية الدراسة:

لقد أدى الإهمال إلى زيادة درجة عدم النشاط الوظيفي في وزارة التخطيط ومؤشر إدارة الموارد البشرية، وغالباً ما تنشأ مشكلة بين ممارسة الموظف للمسؤولية الإدارية وتوافقها مع سنوات الخدمة والوضع الاجتماعي في العمل اليومي، يستمد هذا البحث أهميته من:

1. يربط البحث متغيرين معنيين بتحديد أسباب ظاهرة تراخي الموظفين والمكانة الاجتماعية للوزارة، وهما عنصران مهمان في إدارة الموارد البشرية.
- 2- عدم وجود بحث يربط بين أثر سنوات الخدمة والحالة الاجتماعية لإدارة الموارد البشرية، والنجاح في الحد من ظاهرة الكسل، بمعرفة الباحث، والبحث الذي يربط متغيرات البحث بالمتغيرات ذات الصلة المذكورة أعلاه تعطي إدارة الموارد البشرية موضوع البحث أهمية كبيرة لإيجاد علاقة بينهما.
- 3 -يمثل البحث حلقة وصل معرفية بين الدراسات العربية والدراسات الأجنبية التي تغطي متغيرات البحث، من خلال استخدام مجموعة من المصادر العلمية ومناقشتها وتجميعها.