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ДОПУСТИТЬ К ЗАЩИТЕ ПЕРЕД ГЭК

Зав. кафедрой _____
(подпись)

Ю.А. Токарева

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ВЫПУСКНАЯ КВАЛИФИКАЦИОННАЯ РАБОТА

Влияние стратегий управления человеческими ресурсами на эффективность работы сотрудников кувейтских коммерческих банков с точки зрения менеджеров / The impact of human resource management strategies on the performance of employees in Kuwaiti commercial banks from the point of view of managers

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ABSTRACT

For the final qualifying work: «The impact of human resource management strategies on the performance of employees in Kuwaiti commercial banks from the point of view of managers».

This master thesis is made on 84 sheets (A4 format, Times New Roman font, size 14, interlining 1.5) excluding applications. The number of tables is 29 (excluding applications). The number of drawings is 17 (excluding applications). The number of formulas is 0 (excluding applications).

Key terms: HR management strategies, Employee performance, digital technologies, Kuwaiti banks, Training and development, Recruitment and selection

The final qualifying work consists of an introduction, three parts, a conclusion, a bibliographic list, and appendixes.

The theoretical part presents Human resource management strategies (Recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitization of workplaces) And Employee performance (quality of work performed, amount of work done, commitment). In addition to a review of the literature related to the current study, which included 22 studies arranged from the most recent to the oldest from 2021 to 2013.

The practical part which contains the methodology used in the research, which is the descriptive analytical method, and the study tool is the questionnaire, In addition to analyzing and discussing the results of the study and testing hypotheses

Based on the data obtained, proposals were developed. In the third chapter, the most important recommendations reached by the researcher were presented.

In conclusion, the results are summed up in accordance with the tasks set.

FIGURE INDEX

TABLE INDEX

INTRODUCTION

The human component is one of the most important elements of production affecting the quality of organizational performance, making attention to individual management, raising the level of human resources management and directing modern resources and technology to serve them a priority for organizations. (Abujuladaydah, 2018)

Human resources management is undoubtedly one of the most important departments in institutions and organizations, which are essential to the establishment of any system, and they are actively involved in the management of the resources of organizations, and have become increasingly important in the world of business and finance, because they have an important role in various institutions, bodies and organizations, whether service or commercial.

The Department of Human Resources works to achieve as much efficiency as possible for the staff of the organization, through its strategies to raise productivity and commitment among employees, and the Department of Human Resources works to attract competencies and recruit the best, in addition to motivating employees to perform through rewards, which contributes to raising productivity and improving performance.

The efficiency of human resources management strategies plays a key role in how the organization deals with problems

Human resources and the development of appropriate solutions to these problems, where organizations cannot achieve good job performance without resorting to appropriate strategies to manage their human resources , as well as the fact that updates to the formulation of these strategies require creating a future vision , which has a positive impact on staff performance. (Alsadi, 2018)

The banking sector is an important sector and needs constant change to keep pace with global and domestic competition.

Given the importance of human resources management strategies for their effective role in influencing the organization as a whole, it was necessary to

determine the role of human resources management strategies in influencing staff in the organization as a whole.

There was therefore a need to identify the nature of human resources management strategies and identify their strengths and weaknesses, and what the impact of these strategies on the performance of workers in this sector is.

The hypothesis of the study is:

H1: There is a statistically significant impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the quality of work performed in Kuwaiti commercial banks.

H2: There is a statistically significant impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the amount of work performed in Kuwaiti commercial banks.

H3: There is a statistically significant effect of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies, and digitization of workplaces) on commitment in Kuwaiti commercial banks.

OBJECT. Human resource management strategies (recruitment, selection, training, development, motivation, performance evaluation, digital technologies and workplace digitization) in Kuwaiti commercial banks.

Subject. Its impact on the performance of employees in terms of: 1) Amount of work done, 2) Quality of work done, 3) Commitment

The purpose of the study is to know the impact of human resource management strategies (recruitment and selection, training and development, motives, performance evaluation, digital technologies and digitizing workplaces) on the performance of employees (quantity of work performed, quality of work performed, and commitment) in Kuwaiti commercial banks.

The tasks of the research:

1. Identifying the level of knowledge of managers in Kuwaiti commercial banks with the strategies of human resource management.
2. Identifying the level of application of human resources management strategies in Kuwaiti commercial banks.
3. Identifying the impact of human resources management strategies on the volume of work performed in Kuwaiti commercial banks.
4. Identifying the impact of human resources management strategies on the quality of work performed in Kuwaiti commercial banks.
5. Identifying the impact of human resources management strategies on compliance in Kuwaiti commercial banks.
6. Obtaining recommendations for the problems and obstacles facing the human resources department in Kuwaiti commercial banks.

1. THEORETICAL FRAMWORKS AND LITERATURE REVIEW

This chapter consists of two main sections:

The first section: presents the dimensions of the study and its importance and defines the variables for each dimension represented in (Strategies for Human Resources Management and Employee Performance) in the theoretical frameworks.

The second section: presents and discusses Literature review related to the subject of the study and finds out what distinguishes the current study from previous studies.

1.1 THEORETICAL FRAMWORKS

The theoretical framework includes two main themes:

The first topic: human resource management strategies, which represent the independent variable in its dimensions (recruitment, selection, training, development, motivation, performance evaluation, digital technologies and digitization of workplaces).

The second topic: the performance of the workers, and it represents the dependent variable with its dimensions (quality of work performed, quantity of work performed, and commitment).

1.2 HUMAN RESOURS MANAGEMENT STRATEGIES

Strategy is defined as a long-term plan to reach a goal, and it is a necessary skill to achieve success in war, politics, business, industry, sports, etc. It is also known as the intelligent use of resources through a specific business system to achieve the goal. (cambridge, 2022) (Horwath, 2020)

The word “strategy” is derived from the Greek word “stratçgos”; stratus (meaning army) and “ago” (meaning leading/moving).

The strategy is also a roadmap for institutions; It defines its vision, mission, and objectives, and therefore aims to increase and support the organization's

strengths and weaken the strengths of competitors (Juneja, Strategy - Definition and Features, 2022)

The concept of strategy has developed through the ages with the growth of human societies, as it moved to many fields, including the military and social sciences such as political and economic sciences. Etc. and more development in administrative sciences.

Many researchers link the thinking of developing a human resource management strategy to the concept of long-term manpower planning, which was considered the main function of people management functions in the past and is called modern human resource management.

Where this concept has developed as a result of the development taking place in management theories, in particular strategic management, from which the so-called (human resource management strategy) emerges.

One of the most important characteristics of the strategy is that it must be characterized by:

- Ability to deal with uncertain events that make up the work environment.
- The ability to deal with long-term developments rather than routine processes and thus deal with the possibility of innovation, new products, new production methods or markets that will develop in the future.
- Ability to deal with potential behavior of customers, competitors and employees. (Juneja, Strategy - Definition and Features , 2022)
- Comprehensiveness and ability to cover a wide range of organizational activities.
- The ability to integrate guidance and control activities for the near-term and long-range future.
- The ability to frame management decisions that must be aligned with the strategy's objectives. (4 Levels of Strategy: Types of Strategic Alternatives , 2022)

Accordingly, the term human resource management strategy appeared at the beginning of the current century, and this came as a result of the efforts of schools that dealt with the subject of human resource management, as these schools benefited from previous experiences and added new experiences, which increased the improvement of human resource management activities as well as the management of organizations strategy.

HR strategy is a roadmap for solving an organization’s biggest challenges with people-centric solutions. This approach requires HR input during policy creation and elevates the importance of recruitment, talent management, compensation, succession planning and corporate culture. (HR strategy , 2022)

The strategic approach to human resource management is based on an analysis of opportunities and threats in the organization’s internal and external environment, as successful organizations in light of globalization and continuous change are constantly adjusting their current strategies and adopting new strategies in order to maintain their competitive advantage and this change affects the functional strategies of each A job or activity, including those related to human resources. (Cascio, 2018)

The strategic approach to human resource management focuses on the individual as he is an investment component of human resource management and the organization and an important partner in strategic planning.

In addition, there must be a clear strategy in the organization for human resource management so that there is a clear definition of the long-term goals of the organization in the field of human resource management

In other words, the human resource management strategy includes:

1 - The human factor constitutes the main focus of the strategy.

2 - The human resource management strategy is a branch within a comprehensive framework of the organization's strategy.

3 - The strategy of human resource management follows the approach of future forecasting during its preparation.

4 - The human resource management strategy adopts the principle of developing the individual to transform it to serve the interests of the organization's strategy.

Importance of Strategic Human Resource Management:

The need to pay attention to the strategic management of human resources in organizations is increasing, due to the increasing awareness of the importance of human resources as an asset of the organization.

Organizations need human skills and capabilities that provide them with the ability to challenge changes, and this is what human competencies possess and do, In light of globalization, organizations do not suffer from a lack of technology, but rather from the difficulty of operating and analyzing them. Therefore, human assets must be viewed as strategic assets that must be managed with great care and be an essential and complementary part of the organization's strategies. (Noureddine, 2011)

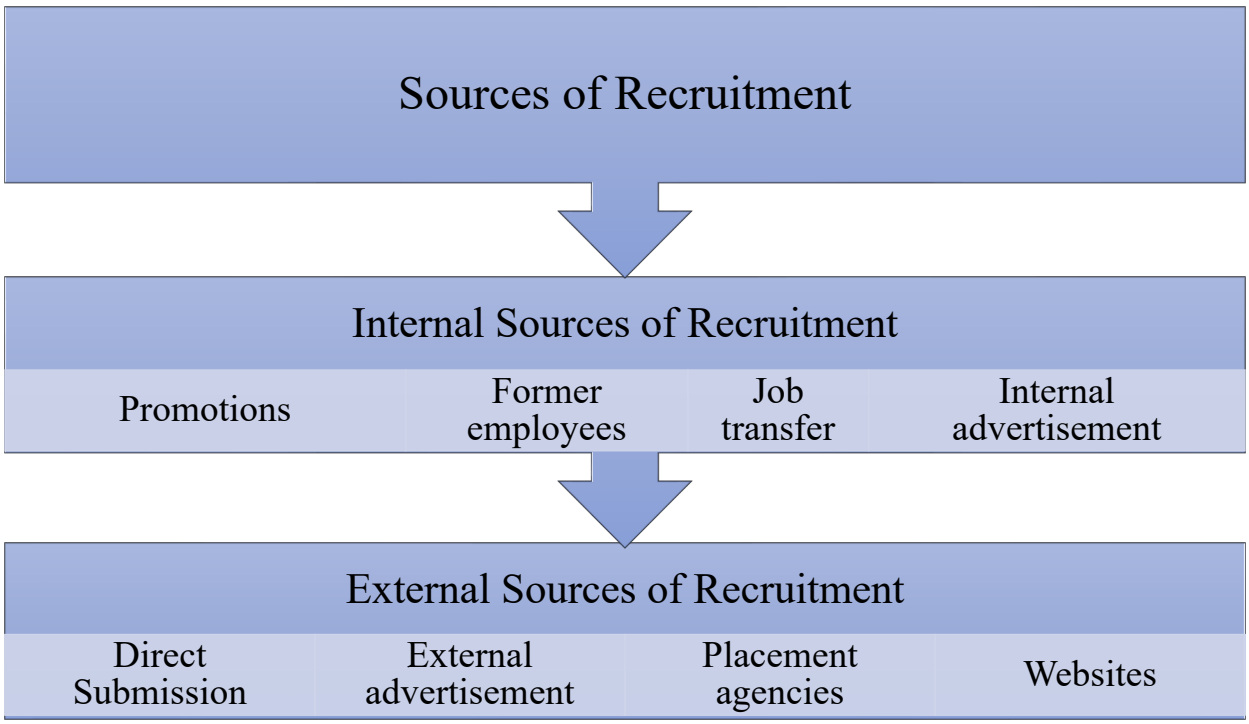
1. Recruitment and selection

The recruitment process is considered one of the most important activities of human resource management because it aims to provide the best personnel with excellent qualifications and qualifications. The importance of the recruitment process for HRM is to prevent or reduce the hiring of the wrong (inappropriate) person, which will cost the organization a lot. In addition to its cost to the organization in terms of salary and allowances, there is a cost that may be many times that, which results from losses resulting from wrong decisions taken by the particular person, and may amount to the organization losing some of its market share in addition to other losses that the organization may suffer.

Recruitment and Selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. It is a process of sourcing, screening, shortlisting and selecting the right candidates for the required vacant positions. (Recruitment and Selection , 2022)

Sources of Recruitment**:**

Recruitment sources can be divided into two parts: internal and external, as in Figure (1). (Chand, 2022)



Source: (Chand, 2022)

Figure 1 Sources of Recruitment

Internal Sources of Recruitment**:**

1. Promotions **:**

It is usually done by promoting the organization's employees in the event that some jobs are filled. This method is characterized by raising the morale of employees and a sense of job security and motivating them to raise their capabilities

2. Former employees**:**

Former employees can be called up for a new vacancy

3. Job transfer

Employees may be transferred from one position to another whenever the position becomes vacant

4. Internal advertisement

The organization announces its need to fill a new position, and this is done through the internal notice board, and employees are entitled to apply for this job.

External Sources of Recruitment

1. Direct submission

The organization can obtain its human resources through individuals who apply directly to it, by personally attending to the organization's offices and submitting applications manually, or by sending them through the official website or employment email. Usually, the organization keeps these applications, and they are summoned and hired whenever the need arises.

2. External advertisement

This is done through the organization's publication of external advertisements for its need for employees. This is done, for example, by publishing in the daily newspapers.

3. Placement agencies

There are three types of recruitment agencies and writers:

- Public offices: They are government offices managed and supervised by the state, and their main objective is to create job opportunities for the unemployed.
- Private offices: These are recruitment companies specialized in the field of attracting human resources and recruitment
- Websites for recruitment agencies

4.Websites

Various websites such as jobs.com, linkedin.com and monster.com

Candidates upload their CV and search for jobs on it.

2. Training and Development

Training is one of the most important functions of human resource management in the organization and aims to develop employees and increase their knowledge and experience in learning new skills.

It is a strategic choice for the institution to prepare human cadres capable of meeting the needs of work and the changes that occur in the labor market.

Training provides the human competencies that the organization needs to achieve its goals, as it works to qualify employees in proportion to the requirements of modern work, as the presence of a well-trained group ensures the continued development of work as required.

The following is the definition of development and training as defined by it (Lussier and Maclagan): (Training and Development , 2022)

Lussier: “Training is the process of acquiring the skills necessary to perform a job, and development is the ability to perform current and future jobs.” skills,

Maclagan: “Training and development focuses on identifying, ascertaining and assisting in their development, the key competencies that enable individuals to perform their current or future jobs, through planned learning.”

The importance of training and development for the organization

Training and development has become at the present time necessary for the organization as one of the most important modern practices of human resource management related to the performance of employees.

- as its importance for the organization includes the following:

⇒ Increased productivity: so that workers with high skills and knowledge do their job efficiently and reduce wasted time and material resources used in production.

⇒ Training contributes to creating positive trends and helps speed up the integration of employees into the organization

⇒ It helps in clarifying the general policies of the organization, by knowing the employees what the goals of the organization are and what it wants.

- The importance of training for employees: One of the most important benefits of training for employees is that it develops their skills and gives them new experiences in line with the development in the labor market.

And it helps in their understanding of the duties and tasks assigned to them and the best ways to carry out their tasks.

3. Motivation

Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. (Cherry, 2022)

Motivations in human resource management are external factors that indicate the rewards that an individual expects from doing a job.

Motivation is one of the important factors affecting human behavior & performance in the organization. It is one of the essential functions of a manager at the workplace. (MBA TUTS TEAM, 2018)

- There are two types of incentives, as in Figure (2)

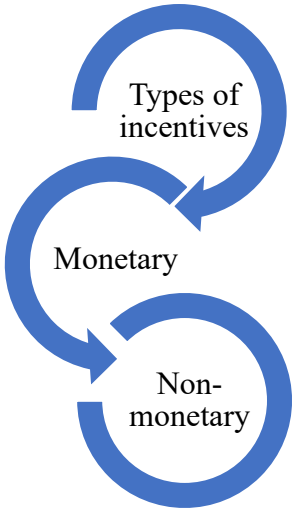


Figure 2 Types of incentives

<u>Material incentives:</u>

Material incentives are considered one of the oldest types of incentives used because they contribute to maintaining the efficiency of the current performance and looking for appropriate ways to work on developing them later. This type of incentive is of good quality, effective and robust returns to employees.

An example of these incentives:

An increase in the salary, or a cash amount separate from the basic salary, or paid leave...etc.

Non-monetary incentives:

This type of incentives targets the psychological factor of employees to raise their morale in the work environment, and the return of those incentives is good for both employees and the organization.

Among the forms of these incentives are: thanks and appreciation, giving the worker more powers, awarding a certificate of appreciation...etc. (Saad Abu Hamid, 2020)

4. Performance evaluation.

Performance management is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately, the organization. It is a major player in accomplishing organizational strategy in that it involves measuring and improving the value of the workforce. (R. Wayne Dean Mondy & Joseph J. Martocchio, 2016)

Organizations today seek to raise productivity and raise the level of performance of employees to the highest degree to ensure their survival and continuity in competition in the labor market and to achieve the objectives of the organization.

One of the main concerns of organizations today: performance and how to improve and maintain it.

Performance appraisal has three basic functions:

- Provide appropriate feedback to each person on his performance.
- To serve as a basis for modifying or changing behavior towards more effective work habits.
- To provide data to managers by which they can judge future work assignments and compensation. (Levinson, 1976)

Objectives of the performance appraisal process

1-Human Resource Planning:

Data must be provided to identify people who have the potential to be promoted or for any other aspect of internal employee relations when evaluating a company's HR.

To complement this effort, a well-designed appraisal system gives a profile of the organization's human resource strengths and weaknesses.

2-Training and Development

According to performance appraisal reports, the organization identifies employees who need training and development

3-Career Planning and Development

Data from performance appraisals is critical for understanding an employee's skills and flaws as well as their potential. Managers can utilize this information to consult and support subordinates in formulating and implementing career objectives (R. Wayne Dean Mondy & Joseph J. Martocchio, 2016).

4- Incentive Program

According to performance appraisal reports, the institution pays incentives, raises wages, and makes job promotions to encourage employees to raise performance and honor the good among them.

Performance improvement steps. Performance can be improved by answering the questions as shown in

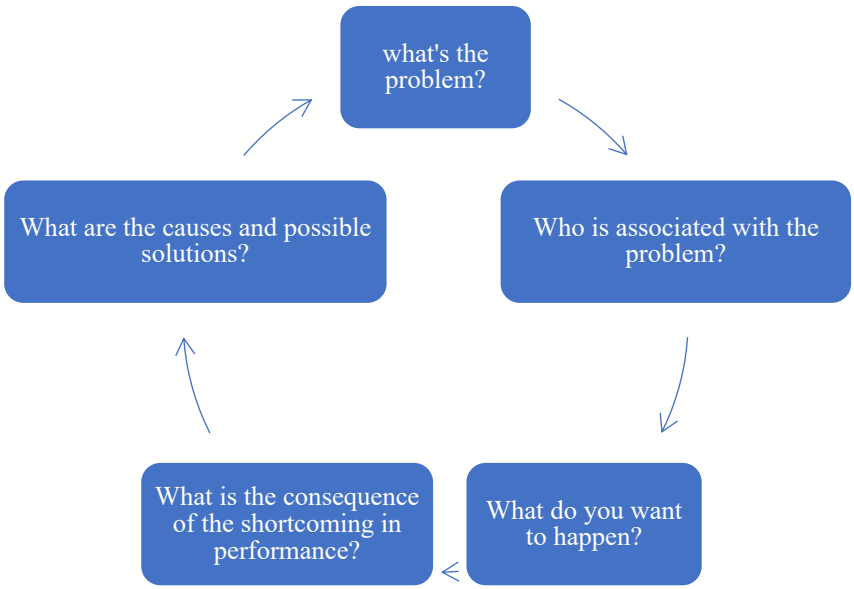


Figure 3 Performance improvement steps

5. Digital technologies and the digitization of workplaces

The Corona pandemic (Covid-19) and the complete closure that the world witnessed demonstrated the importance of digital technologies, remote work, and reliance on technology in conducting business.

Hence the importance of the digital transformation strategy and the digitization of workplaces as an important strategy of human resource management.

Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. It's also a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure. (BTOES Insights, 2022)

The digital workplace is the "virtual, digital equivalent of the physical workplace." — Paul Miller (The digital workplace for 2022 and beyond , 2022)

The importance of creating a digital workplace

1. It promotes a culture of cooperation among employees.
2. Giving employees more space to think and create new ideas.

By making the working life of employees easier, it will lead to increased production and creativity

3. The ability to work remotely from anywhere and at any time.
4. The possibility of providing new services to customers and working on creating new mechanisms to reach them.
5. Increase employee experience.
6. Cost saving

1.3 EMPLOYEE PERFORMANCE

Employee performance is how a member of staff fulfils the duties of their role, completes required tasks, and behaves in the workplace.

Employee performance can generally be viewed as the level of relevant output produced by the employee. (Pawar, 2019)

The importance of employee performance

Organizations need employees who can perform their tasks because employee performance is important to achieving the goals of the organization

The importance of employee performance is due to the following reasons: (Leonard, 2019)

1. Successful employees achieve goals
2. Create a Positive Work Environment
3. Measure Employee Growth
4. Establish Team Trends

Employee performance measures include the quality and quantity of work performed and commitment

1. Quality of work performed

Means the level of accuracy and proficiency in completing work in accordance with the specifications set by the organization.

The quality of the work performed is linked to all the activities of the organization and it reflects the level of work performance by the employees.

You can improve the quality of your work with the following steps: (Indeed Editorial Team, 2021)

1. Define what quality work is with each project
2. Plan each individual task
3. Assign goals or deliverables
4. Delegate tasks
5. Create a quality work environment
6. Create a list of resources
7. Make editing a part of the timeline
8. Measure the quality of the work

2. Amount of work done

It means the amount of work that the working individual can accomplish under normal conditions of work during a specific unit of time through the individual's physical and mental energy exerted while performing that work, and expressing the speed of performance or the quantitative dimension of the energy expended and thus the amount of work performed. (Abu Jleidah, 2018)

There must be agreement on the amount of work done between management and employees to achieve an acceptable level of growth in performance.

3. Commitment

Definition of commitment according to a dictionary LONGMAN:

"The hard work and loyalty that someone gives to an organization, activity etc." (Longman , 2022)

The concept of commitment is related to the ability of workers to integrate into the organization and work to continue in it to achieve its goals.

There are three levels of employee commitment as shown in

(Cavet, 2021).

Source :(Cavet, 2021)

levels of employee commitment**4** Figure

The importance of commitment to work

Commitment is of great importance to the organization and brings great benefits, including:

1. Increase productivity:

Commitment to work means increasing productivity, because the committed worker knows his duties without the need for continuous guidance, thus saving effort on the enterprise and accelerating the production process

2. achieve goals:

That commitment to work contributes to achieving goals; A committed team is not only satisfied with doing what is required of it, but also sets goals for itself at work that go beyond what is required of it.

3. Teamwork:

One of the misconceptions is that a committed employee is isolated and withdrawn from everyone, as committed employees are interested in cooperation and communication with others.

1.4 LITERATURE REVIEW

1. (Al-Qarda & Al-Jana'i, 2021) A study entitled:

The Human Resource Management Strategy and its Relationship to Organizational Performance: A Field Study at Yemeni Banks.

This study aimed at identifying the relationship between the human resource management strategy with its dimensions (employment strategy, compensation strategy, training and development strategy) and the level of organizational performance according to the balanced scorecard model with its four dimensions (financial, customer, internal process and learning and growth) at the Yemeni banks.

The study followed the descriptive analytical method and used the questionnaire as a tool for data collection.

the study sample consists of 310 individuals randomly selected from the study population of 1525 male and female employees holding supervisory

positions at the Yemeni banks. After distributing 403 questionnaires, 326 questionnaires were returned, of which 322 were valid for analysis.

The study revealed that there is a positive correlation between human resource management strategy and organizational performance level.

The study concluded that banks should pay more attention to the human resource management strategy with all its studied dimensions.

2. (MATLAKALA, 2021) A study entitled:

The relationship between human resource management practices and organisational commitment in Small Medium Enterprises.

The purpose of this study was to investigate the relationship between Human Resource Management (HRM) practices and organizational commitment of employees in the Small and Medium Enterprises (SMEs) in Capricorn District in Limpopo Province.

A quantitative research design was used in which self-administered questionnaires were utilized to collect data from a convenience sample of 149 participants. The sample size constituted of 149 employees from 18 SMEs. The data was collected using three structured questionnaires (Demographic section), Human Resource Management Practices Questionnaire and Organizational Commitment Questionnaire, with closed questions. Descriptive and inferential statistics, including correlation and regression analyses, were used to conduct analysis.

The findings indicated that there is a positive relationship between HRM practices and Organizational Commitment.

The results revealed that employees were not satisfied with the HRM practices in the workplace and had low organizational commitment.

It was recommended that SMEs managers implement proper HRM practices for their employees to be committed to the organization.

The study recommends further research on other HRM practices that may have influence on employees' organizational commitment.

3. (Lisa & Talla Simo , 2021) A study entitled:

An in-depth study on the stages of AI in recruitment process of HRM and attitudes of recruiters and recruitees towards AI in Sweden

the main aims of this research are:

(1) to analyze in which stages till date organizations are using AI in recruitment practices in Sweden and (2) to ascertain the attitudes of recruiters and recruitees towards the use of AI in the recruitment process in Sweden organizational context.

This research adopted a qualitative approach with semi-structured approach interviews conducted with three recruiters and five recruitees in Sweden.

The empirical findings of the study reveal that organizations have not fully implemented AI in the recruitment process.Factors such as timeframe, recruitment cost, work efficiency, and human biases were considered the top challenges of the traditional recruitment process.AI in the recruitment process can help reduce the lengthy time while increasing work efficiency with faster-recruiting methods. Organizations can share recruitment costs. Human biases can significantly be reduced with the use of AI at the pre-screening and selection stages. It was also discovered that the attitudes of recruiters and recruiters were seemingly positive towards the acceptance of AI in the recruitment process. Furthermore, AI was not seen as a threat to human jobs instead as a complementary role. This leads to the conclusion that AI can complement the recruitment process and AI cannot take human jobs since humans will still be needed for software development.This research provides contributions towards theoretical, practical, and social. This research offers an extent of the existing knowledge on the subject matter. It will help recruiters understand the importance of AI in the recruitment process.

4. (Al-Hawamdeh, 2021) A study entitled:

Perceptions of Human Resource Management Strategies by Employees at Private Universities in Jordan

This study was to examine the perceptions from employees in the 19 Jordanian private universities on recruitment strategies; training, empowerment, and development (TED) strategies; incentives and recognition strategies.

A total of 635 individuals participated in the study. Descriptive statistics and statistical tests such as Cronbach's Alpha, T-tests, and ANOVA were applied to analyze the data by using SPSS and Microsoft Excel. Most of the participants "agreed" or "strongly agreed" that their adopted HRM strategies were implemented effectively. Among the three job categories, faculty members were least satisfied and HR participants were most satisfied than administrative non-HR staff members. Furthermore, employees participated were less satisfied with incentives and recognition than they were with recruitment and TED strategies.

The data also showed that employees aged below 50 were less satisfied with the strategies than those aged 50 or above.

These findings suggested that Jordanian private universities should focus on improving their strategies for those who are in the younger age groups to enhance these individuals' perceptions of applied HRM strategies. It is also recommended to check employees' perceptions, review and update these strategies periodically in order to increase productivity, lower the turnover rate, and gain competitive advantage.

5. (BUOYE, 2021)A study entitled:

Human Resource Management Practices and Employee's Performance in Kwara State Public Service

This study examines the effect of human resource practices on performance of employees in Kwara State Public services.

The specific objectives were to: determine the impact of performance related pay on job satisfaction in Kwara State Public service; examine the effect of job enhancement on employee commitment in Kwara State Public service.

ascertain the effect of promotion on employee's productivity in Kwara State Public service.

and evaluate the extent of the relationship between recognition and employee involvement in Kwara State Public service.

The population of the study consists of employees of Kwara State Agencies operating under the New Public Service; Kwara State Internal Revenue Service, Kwara State Hospital Management Bureau, Bureau of Land and Kwara State Social and Community Development Agency.

The study was exploratory with the view to clarify and define the nature of a problem. It also adopted a cross sectional analysis that allows data from the population using survey methods in analyzing data and was considered appropriate as for the study.

The instrument employed during the collection of data for this study was structured closed ended questionnaire and interview.

The study adopted a convenience sampling technique, and the data was analyses using standard multiple regression.

The regression coefficients revealed adjusted R2 of 0.570, 0.263, 0.146 and a correlation 0.167 for job satisfaction, employee commitment, productivity, and employee involvement respectively.

The study finds out that Human resource management practices is integral parts of business strategy which focus on improve strategy to achieving organizational objectives, maintain its productivity through increase employee commitment, accommodate employees needs and placing reward on their effort. Reward systems have different parts and structures depending on the need of the organization exploiting the reward system for organization profitability and growth. There is a great need for organization to consider the most common part of every reward system which are paramount and of great concern to their employee performances.

The study recommends that organization (State Public Service) needs to fully maintain and sustain the human resource management system, as it is proven to have several benefits for the organizational growth. The study also

recommends that the organization should take proactive steps in training its employees.

It is also recommended that organization should recognize employees to enhance performance and capability by compensating and appreciating appropriately.

6. (Rodjam, Thanasrisuebwong, Suphuan, & Charoenboon, 2020) A study entitled: Effect of human resource management practices on employee performance mediating by employee job satisfaction

The study investigates the relationship among variables such as human resource management practices i.e., training and development (T&D), performance appraisal (PA), reward and compensation (R&C), employee empowerment (EE) and employee performance. Further, this study also examines that job satisfaction mediates the relationship among variables such as human resource management practices, and employee performance.

The data were collected by using convince sampling technique.

Self-administered questionnaires were used for data collection.

For analyzing the data smart PLS were used. The findings of the study show that all the human resource management practices have significant and positive relationship with employee performance and job satisfaction mediates the relationship among variables. According to the results all the hypotheses are accepted, provide significant and positive relationship among variables expect reward and compensation on employee performance. Although, T&D and PA are more related employee performance and job satisfaction also increases more as compared to the other developing countries. Moreover, practical implication and future direction are provided at the end of the study under the discussion heading.

7. (Muhammad, 2020)A study entitled:

The impact of human resourse management on the performance of workers, by applying it to the Bank of Khartoum, (in the period from 2016-2019)

The purpose of the study was to know the impact of human resources on the performance of employees, by applying to the Bank of Khartoum, (in the period from 2016-2019).

The aim of the research was to study the impact of human resources on the performance of employees and to identify the procedures and policies that affect the improvement of the performance of employees in the company.

The study used the descriptive analytical method.

The study tool was a questionnaire

The study reached the following results:

The incentive system followed in the bank has achieved job satisfaction and is fair.

Incentives contributed to increasing the spirit of competition among employees. Training programs approved by the bank are based on the bank's work strategy. Training helped reduce job turnover in the bank. Training worked to address shortcomings and imbalances in overall performance. There is a clear vision for the bank's management to improve the quality and continuous development.

The most important recommendations: Striving to develop incentive systems in a way that satisfies all employees, the need to allocate training courses to increase the efficiency of employees, the need to ensure the involvement of all managers at the functional level in the process of designing and implementing human resources strategies directly.

8. (Jansson & Persson, 2020)A study entitled:

Management of cross-functional teams: The impact of motivation and Human Resources on efficiency in Swedish organizations

This study examined the management of motivations of cross-functional teams in Swedish organizations. Specifically, the impact of HR practices on cross-functional teams to increase performance through motivation.

METHODS: By performing a triangulation of methods, survey data from cross-functional team members were collected, cross-referenced, and compared

with interviews with managers with experience in human resources, and based on contemporary literature.

Data collection methods: a combination of interview and survey, sample size 48 employees.

Results: The study showed that team member motivation is strongly influenced by human resource strategies. Through strategies, managers in organizations can effectively influence the performance of individuals and teams so that they can perform effectively. The study showed that many HR practices, such as training and human capital development, communication, and empowerment, are required, as they influence the motivating factors of a cross-functional team. An important aspect is that the factors and strategies that influence cross-functional team motivation are interconnected with team efficiency. Motivation alone is not sufficient, but it has positive implications for the performance of cross-functional teams. Therefore, since these aspects work in tandem and have different influencing objectives, they must be considered holistically when developing and implementing practices that deal with motivating factors.

Conclusively, implementing HR practices that influence motivational factors is fundamental to maintaining and developing effective cross-functional teams and thus increasing the performance efficiency of organizations.

9. (Etukudo, 2019)A study entitled:

Strategies for Using Analytics to Improve Human Resource Management

The purpose of this qualitative, multiple-case study was to explore how HR managers use analytics to improve company performance using the contextually based human resource theory as the conceptual framework.

The target population comprised a purposeful sample of 5 HR managers in Washington DC; the United States; and Lagos, Nigeria, who had experience using analytics for HR management. Data were collected through semi structured interviews using face-to-face, telephone, and Internet communications and a

review of company documents and websites. Data analysis included content and thematic analysis.

Four themes emerged from data analysis: the need for HR analytics to align with organizational strategy, the need for understanding HR metrics and how insights derived from HR analytics improve company performance, influencers of HR analytics adoption, and the barriers to HR analytics adoption.

The findings and recommendations of this study can assist HR managers in implementing HR analytics successfully. The implications for positive social change include the potential for increased employee satisfaction, improved productivity, and enhanced prosperity in local communities, leading to positive socioeconomic indicators.

10. (Johnson, 2019)A study entitled:

Human Resource Management in Small-Staff Museums: A Case Study Approach

The purpose of this case study was to discover the Human Resource Management strategies employed by small museums without a designated Human Resource manager on staff.

The two primary research questions guiding this study were “Were small museum’s utilizing best practices laid out by experts in the field, or were they crafting their own policy?” and “What efforts did small museums make to promote Quality of Working Life and good staff ecology?”

Data was collected through three methodologies at the Issaquah History Museums in Issaquah, WA: participant observation, semi-structured interviews, and document analysis.

Four major conclusions resulted from this case study: employees at small institutions worked outside their job position responsibilities to fulfill the needs of the organization; employees limited their working hours per week and/or telecommuted from home to ensure a healthy work-life balance; employees needed the economic support of a second income earner in their family to permit them working in a small museum; and strategies employed by employees

indicated weaknesses in the museum's human resource practices, which could perpetuate burnout. The primary limitation of this study was that case study research findings were not generalizable to the field at large.

11. (ALseeraj, 2019) A study titled:

The Impact of Human Resource Management Practices on the Employees Job Satisfaction (Case Study of MTN Telecom company)

The purpose of this study is to identify the levels of employees' job satisfaction in MTN telecom company in Syria, the practices of human resource management and the impact of this practices on the employees' job satisfaction.

To achieve these goals, qualitative research methods were used to identify the human resources management practices in the company by conducting in depth interviews with 5 employees working in this section and analyzing their data using the methods of objective qualitative analysis. Quantitative research methods were used to identify the level of employee satisfaction in the company and their evaluation of human resource management practices specifically: salaries and wages, incentives and rewards, training and development and labor relations. The questionnaire distributed to all employees in the company and 55 valid questionnaires were obtained. Descriptive analysis methods were used to find the level of satisfaction and inferential analysis methods to test the hypotheses of the impact of human resource management practices on job satisfaction. The study found that the level of employee satisfaction in the company is good and the highest level of satisfaction with work relations is followed by satisfaction with development and training, and rewards and salaries got the lowest level of satisfaction, the qualitative study clarified the practices related to training and development, wages and incentives carried out by the company's human resources management. A positive statistical effect of these practices was found on the job satisfaction of the workers. The most influential was training, development, and wages, while rewards had an average effect, while labor relations had a weak impact. The study concluded with a set of recommendations, the most important of which is to update salaries and rewards

to achieve greater satisfaction for workers and to link the process of determining salaries and rewards to performance appraisal process.

12. (Taghelabet, 2019) A study entitled:

Analytical study of the impact of human resources management on the performance of workers in the service organization (a field study of a sample of Algerian service institutions).

The study aimed to measure the impact of human resources management on the performance of workers in the service sector in Algeria. After analyzing the responses of 470 employees working in the sector at the national level, a number of results were reached, the most important of which is the direct impact of the dimensions of human resources management on the employees' performance (employee performance = 4,254 - 0.082 rewards + 0.102 leadership and the nature of supervision + ε1) with explanatory capacity of. 5.4%, it exists also an indirect effect of these dimensions on the employee performance by the intermediate variable "staff attitudes" (employee performance = 4,21 + 0.036 work environment + 0.015 leadership and the nature of supervision + 0.001 rewards +ε2) with an explanatory capacity of 1%, This means that the total explanatory capacity of both models is estimated at 6.4%. It should also be noted that there is an impact of staff attitudes on the performance of employees with a high explanatory capacity of 49.40%, while there is no effect for other intermediate variables (knowledge, skills and abilities of staff, and their behavior)

13. (Abujuladaydah, 2018) A study entitled:

The Impact of Human Resource Management Strategies on the Performance of Employees in the Libyan Telecommunication Companies

The aim of this study is to know the impact of human resource management strategies on the performance of employees in Libyan telecommunications companies. The study population included all employees of top and middle management of the Libyan telecommunications companies (Almadar Aljadid and Libyana Company), which is number of (860) individuals.

The questionnaire was used as the main tool for collecting data and information. The questionnaires were distributed to a random sample of 346 individuals. A total of 330 questionnaires were retrieved. The numbers of valid questionnaires were 293. then, it has been analyzed by statistically methods (The arithmetic means and standard deviations, the linear regression method, the Cronbach alpha constant); the AMOS program version (22) was used to verify the reliability of the empirical data analysis.

This present study has come up with the following results: the Libyan telecom companies seek to obtain the best available in the Libyan labor market from human cadres through the strategy of Placement and Recruitment. It also shows its high interest in the strategy of Training and Development, in line with the continuous technological development in the field of telecommunications. In addition to the high interest in the performance of periodic evaluation of the employees' performance to identify the positive and negative points in their performance, and work to motivate them on an ongoing basis, that reflected on improving their performance at work and reach to their personal ambition.

The study also showed the high interest of the employees in the Libyan telecom companies in the requirements of commitment to work, and keen to apply the correct values and keep away from the negative phenomena resulting from delays in work and evasion of performance, and keenness on the outputs of the work accomplished (quality and quantity) to perform the work as required.

Based on the previous results, the study suggests several recommendations such as: Attracting specialized labor in the field of telecommunications and work on developing it and maintain its continuity of work. Taking into consideration the latest technological developments and technologies in the world in the field of communications and their uses when determining training strategies. In addition to, the need for an integrated and equal incentive system, it includes material and moral incentives.

14. (AL-Rubaye) A study entitled:

The Effect of Human Resource Management Strategies on Employees Achievement Motivation A Field Study on Private Hospitals at Amman Capital

This study aims to investigate the effect of Human Resource Management Strategies on employees Achievement Motivation at Private Hospitals at Amman, Jordan.

The study population covers all Private Hospitals at Amman Capital totaling 22 hospitals. The questionnaire distributed to 290 managers, and only 255 questionnaires used. The study results showed that there is a significant effect of Human Resource Management Strategies (Recruitment and selection strategy; Training & Development strategy, employees' relation strategy and compensation strategy) on employees Achievement Motivation in Private Hospitals at Amman Capital at level ($\alpha \leq 0.05$). There is a significant effect of Human Resource Management Strategies (Recruitment and selection strategy; Training & Development strategy, employees' relation strategy and compensation strategy) on employees Aspiration in Private Hospitals at Amman Capital at level ($\alpha \leq 0.05$). There is a significant effect of Human Resource Management Strategies (Recruitment and selection strategy; Training & Development strategy, employees' relation strategy) on employees Mastery in Private Hospitals at Amman Capital at level ($\alpha \leq 0.05$).

the study recommends that there is a need to develop competitive wages to attract the best competencies in the labor market, as well as hospitals should encourage the use of the teamwork to increase and improve hospital effectiveness. Finally, hospitals must develop a flexible and long-term employment strategy, considering the availability of different expertise, skills and abilities among individuals who are employed for jobs and should be in line with the strategy of private hospitals in at Amman Capital.

15. (Yee, 2018) A study titled:

" An Analysis on the Relationship between Job Satisfaction and Work Performance among Academic Staff in Malaysian Private Universities "

The study aimed to investigate the relationship between factors of job satisfaction and job performance among faculty members in Malaysian private universities.

The questionnaire was used as a study tool to measure the views of individual perspectives, the randomly selected sample from the faculty members, and the results were analyzed using a parameter. Pearson correlation and multiple regression.

The study concluded that job satisfaction has a great relationship with the job performance of faculty members, and the results of this study found that among the six factors of job satisfaction (working conditions, job security, rewards, relationship with colleagues, appreciation, progress) rewards had no relationship to job performance, while Recognition is the main job satisfaction factor affecting job performance among faculty members.

16. (Ghadban, 2018) A study entitled:

The role of knowledge management in improving the performance of human resources in the economic institution –

a field study in Saidal Complex

The aim of this study is to know the role of knowledge management in improving the performance of human resources in the economic institution.

for this, a field study was conducted at the pharmaceutical industry, as the leader in the medicines market and the only government presence in this industry.

To achieve the objectives of the study, the inductive method was used.

To obtain the necessary data, a questionnaire was constructed consisting of 5 axes (Knowledge Management, Organizational Learning, Acceptance of Organizational Change, Job Satisfaction, Human Resources Performance) Included 51 items, and the sample size used in this study was equal to 305 working persons, the questionnaire was distributed to 350 randomly selected samples. A total of 317 samples were retrieved and 317 were excluded. At the response rate of 96.2% of the retrieved responses, the data were analyzed, and the hypotheses were tested using SPSS v.20 and Amos v.20.

The results of the study showed the direct influence relationship between knowledge management and (organizational learning, acceptance of organizational change and job satisfaction) The latter hand and the performance of human resources again, there is also a weak direct effect of knowledge management on improving the performance of human resources, as has been verified and there is the direct impact of knowledge management to improve the performance of human resources through intermediate variables (organizational learning, acceptance of organizational change, job satisfaction).

the study presented a few proposals that support the adoption of economic institutions to manage knowledge and benefit from the positive impact on human resources and improve their performance.

17. (AlShaikhly, 2017) A study titled:

The Impact of Human Resource Management Practices on Employees' Satisfaction: A Field Study in Jordanian Telecommunication Companie

This field study aimed to investigate the impact of human resource management practices on employees' satisfaction in Jordanian telecommunication companies.

The study domain consisted of the three existing Jordanian telecommunications companies (Orange, Umniah and Zain).

The population consisted of 1400 mid-level and low-level employees.

The stratified randomized study sample consisted of 302 employees.

To reach the purpose of this study, data were collected from 202 out of 302 employees by using the questionnaire.

Statistical techniques such as descriptive statistics, Skewness and Kurtosis test, Cronbachs' alpha and simple regressions were used to test the study hypotheses.

And after testing and analyzing the study hypotheses, the results showed There is a significant impact of human resource management practices (Planning & recruitment, training programs, compensation, and performance appraisal) on employees' satisfaction in Jordanian telecommunication companies at level

(α≤0.05). The results also showed that the compensation variable has the most impact on employees' satisfaction.

The study recommended to the top management in telecommunication companies the need to improve their support for the use of human resource management, and to enhance the consultation of experiences to build a strong HRM system. And the need to be more transparent with their recruitment process to the current and potential employees, and to work on the quality of training that the telecommunication companies provide to their employees and include them in the building process of these program in order to implement programs that increase their thinking and analysis skills, and recommended the top management to implement a more fair incentives system that provides the employees with the benefits they need other than the basic ones, like health care and other non-cash benefits. And to be more aware of their employee opinions by having an "open door" policy to their lower-level employees, and to provide constant feedback thus implementing a more fair and honest evaluation system that demands realistic expectation from employees and to empower their employees by giving employees the chance to tryout their learned skills on the giving jobs, and to help them set realistic goals for performing their work because of their training.

18. (Almutairi, 2016) a study entitled:

The impact of the human resource management strategies and their impact on job performance in government circles in Tabuk

The study aimed to determine the impact of the strategies followed by human resources management on the job performance of workers in government departments in the Tabuk region.

the study concluded When testing the dimensions of human resource management strategies in achieving job performance, that selection and appointment ranked first in the level of human resource strategies application, while the quality of work came first in the level of job performance application. As a result, it has concluded that there is an impact of the application of human resources management strategies in achieving job performance at a high level

from the point of view of Senior and middle management of workers in government departments in Tabuk.

19. (Al-Bataineh, 2016)A study entitled:

The Effect of Human Resources Management's Strategies on Functional Performance: a Field Study from the Perspective of Managers of Commercial Banking Jordan/ Irbid Distric

The aim of the study was to demonstrate the effect of HR management s strategies on functional performance, as a field study shows commercial banks of Jordan s management perspective they present the society of the study, they were (87) random sample, questionnaire was distributed for all of them, (74) answered once been reclaimed which present 87% valid for the statistical analysis.

The study reached to conclusion of:

Existence of positive significant correlation between each of the recruitment strategy and development strategy as well as with strategies training and functional performance. Lack of positive correlation between the compensation strategy and functional strategy.

the researcher recommended:

Pay a great attention and focus on the strategy of compensation. Provide rich information about the organization for the applicants who are interested to work out. Development of standard for promotion based on experience and qualification.

20. (Kepha, 2014) A Study entitled:

"Influence of Human Resource Management Practices on the Performance of Employees in Research Institutes in Kenya"

The study aimed to demonstrate the impact of human resource management practices represented in the issues (resource planning Human Resources, Recruitment and Recruitment, Training and Development) on staff performance of government research institutes in Kenya.

A questionnaire was designed as a tool to collect data from a single sample consisting of 986 employees in all the institutes under study, where 761

questionnaires were distributed to a stratified random sample, and 255 valid questionnaires were retrieved, and then the statistical analysis program (SPSS) was applied to analyze the quantitative data and specificity, as well as linear regression to determine the relationship between the independent variable and the dependent variable.

The study concluded that there is a need to adopt sound practices for human resources in the areas of manpower planning, employment, and training. There is a strong, positive, statistically significant relationship between those

Practices and performance of research center employees.

21. (alhalaybeh, 2013) A study entitled:

The impact of Incentives on improving the performance of the Employees in the Public Sector institutions In Jordan"

This study aimed to investigate the impact of incentives on improving the performance of the employees of Greater Amman Municipality.

A Stratified random sample, which was chosen, consisted of 150

employees of managers, heads of departments and administrators in Greater Amman Municipality representing 33% of the population of the study which consisted of 449 employees. To achieve the objectives of the study, the analytical descriptive approach and SPSS were used.

The results of the study were as follows:

1. The level of the financial and moral incentives was low.

2. The level of the social incentives and the performance was medium.

3. There was a strong linear correlation between using incentives and improving the performance of the Greater Amman Municipality's employees.

4. There were significant differences due to the sex variable in favor of males and to the job title variable in favor of head of department and to years of experience variable in favor of those who have little experience.

And there were no significant differences attributed to the scientific qualification.

The researcher recommended the following:

1. The necessity to support, enhance and guide the positive work relation between the employees (official and non-official) an away that is consistent with the objectives of the Amman Municipality.

2. Strengthen the theme of “teamwork” as a moral motivation to get to the planned levels of performance.

22. (Zatari, 2013) A study entlited:

Practices of Human Resource Strategies and Their Role in Strategic Flexibility in the Palestinian Islamic Banks

This study aimed to measure and analyze the impact of human resource strategies practices (recruitment, selection, training and development, and human resource sustainability) on strategic flexibility (market flexibility, expansion flexibility and new product flexibility) from the perspective of managers working in Islamic banks in Palestine.

They were tools for studying the questionnaire

The questionnaires were delivered to 130 managers out of 150

Managers working in these banks, i.e.86.6% of the total managers, the researcher received 90 questionnaires, i.e.69.23%. Only 80 (88.88%) of the questionnaires were suitable for further analysis. Means, standard deviations and multiple gradient regression analysis were used to find the variable significance and cause relationship between the independent variables and the dependent variables.

The study concluded the following:

The level of importance of human resource strategies practices in Islamic banks in Palestine was high, and there was little difference between the participants regarding the dimensions of human resource management strategies practices.

The study concluded that all components of human resource strategies practices are of great importance, and that the sustainability of human resources has the greatest impact, followed by training and development, and finally recruitment and selection. Finally, the study concluded that all components of

strategic flexibility are of medium importance, market flexibility has the greatest impact, followed by expansion flexibility and finally new product flexibility.

Study recommendations:1- Palestinian Islamic banks continue to work on developing mechanisms to enhance their strategic flexibility to reflect their needs. Palestinian market requirements in these banks.

2- Palestinian Islamic banks focus on supporting and promoting market-oriented strategies through the promotion of. Market and flexibility requirements to achieve this flexibility

3- Continuing to enhance the resilience of expansion, whether at the level of operations, markets, or even new products to serve and strengthen customer relationships.

1.5 Points of agreement and disagreement between the current study and previous studies

- The study agreed on the objective, which is to know the impact of human resource management strategies on the performance of employees, with the study of:

(Al-Qarda', Yahya Ahmed, and Al-Jana'i, Nuri Abdel-Wadud. (2021), Muhammad (2020), Johnson. (2019), Buoye. (2021), Al-Mutairi (2016), Rodjam, C., Thanasrisuebwong, A., Suphuan, T., &Charoenboon, P. (2020), Al-Bataineh, M. T. (2016), Taghelabet, A.(2019)., and Kepha (2015)

- The current study agrees with each of: Al-Qarda', Yahya Ahmed, and Al-Jana'i, Nuri Abdel-Wadud. (2021) ، Muhammad (2020) ، Al-Bataineh, M. T. (2016) and Zatari, A. H. (2013)]

in the target study community, which is banks.

- Previous studies used a tool (the questionnaire for data collection) except for: Lisa, A. K., & Talla Simo, V. R. (2021) ، Etukudo, Rosaline Uduak, (2019) ، Johnson. (2019) Where the interview was used, and the study AL seeraJ, Noor (2019) The interview was used in addition to the questionnaire.
- Previous studies employed the descriptive analytical method

- Most studies agreed on the most important results, the most important of which is that human resource management strategies have an impact on the performance of employees.

1.6 What I learned from previous studies:

The researcher has benefited from previous studies through diversity in the field of guiding these studies from the theory and reference point of view, how to prepare the study tool, the method of sample selection, and the use of statistical methods to measure the study variables.

1.7 What distinguishes the current study from previous studies?

The current study clarified the impact of the digital technologies strategy and the digitization of workplaces on the performance of employees.

The current study focused on the main characteristics of workers' performance (quality of work performed, quantity of work performed, and commitment).

The current study focuses on the managers of commercial banks in Kuwait and the impact of human resources management strategies on the performance of their employees.

This study is also considered a new beginning in the Kuwaiti commercial banking sector, especially towards the main resource of its resources, which is human resources.

And it formed a starting point for adopting solutions and mechanisms that guide organizations operating in Kuwait and help them recognize the importance of human resource management strategies and their positive impact on employee performance.

2. METHODOLOGY AND RESULTS

This chapter deals with a detailed description of the procedures followed by the researcher in achieving the objectives of the study, including the approach followed, the study population and its sample, a description of the study tool and the procedures used to verify its validity and reliability, and how they are applied to the sample members, as well as the statistical methods used to process data.

2.1 Study Methodology:

In order to achieve the objectives of the study, the researcher used the descriptive-analytical approach, as it is more appropriate to achieve the goal of the study.

1- Relying on the descriptive approach in describing the dimensions and variables of the independent study represented in human resource management strategies and the dependent variable on employee performance.

2- Relying on the analytical approach to analyze and evaluate human resources strategies in Kuwaiti commercial banks from the managers' point of view.

2.2 The Research community:

The Research community includes branch managers and department heads in Kuwaiti commercial banks, which are (5) banks. Table (1) shows the banks to which the study was applied.

Table 1 Research community

Number	Bank name	Year Founded	Website
1	National Bank of Kuwait (NBK)	1952	Nbk.com
2	Commercial Bank of Kuwait (CBK)	1960	Cbk.com
3	Gulf Bank (GBK)	1960	e-gulfbank.com
4	Al Ahli Bank of Kuwait (ABK)	1967	abk.eahli.com
5	Burgan Bank (BURG)	1977	burgan.com

2.3 Study sample:

The study sample was chosen by stratified random method, which amounted to (40) individuals representing branch managers and heads of departments of Kuwaiti commercial banks.

2.4 Data Sources:

To implement this study, two sources of data were relied upon:

1- Secondary sources:

The available and available sources from English and Arabic references that dealt with the subject of the study were used, including books, research, scientific journals, previous studies, and the Internet, through which the researcher was able to build a theoretical framework for the study and treat it to serve the practical framework in it.

2-The primary sources:

A questionnaire was designed, which is an important cognitive measurement method for obtaining the initial data. Clarity and homogeneity were taken into account in the formulation of its paragraphs to give the respondent a greater ability to understand the study variables and their objective.

2.5 Research instruments:

The questionnaire directed to the managers of Kuwaiti commercial banks was adopted to get their views on the problem, and the questionnaire was built after reviewing previous studies related to the subject of the current study. such as: (Abujuladaydah, 2018), (Zatari, 2013). (AL-Rubaye), (Muhammad, 2020).

The questionnaire consists of two main parts:

The first part (the demographic dimensions of the sample):

It is the part of the personal and functional variables of the study sample members, and it consists of (5) questions, namely:

Gender, age, education, years of experience, and job position.

The second part: represents the paragraphs of measures that measure each element of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies

and digitizing workplaces, quality of work performed, quantity of work performed, and commitment) and it consists of (38) paragraph, which is as follows:

- Recruitment and selection (5) items to be measured from Paragraph No. (1) to Paragraph No. (5).
- Training and development (5) items to be measured from Paragraph No. (6) to Paragraph No. (10).
- Motivation (5) paragraphs to be measured from paragraph No. (11) to paragraph No. (15).
- Performance evaluation (5) paragraphs to be measured from paragraph (16) to paragraph (20).
- Digital technologies and the digitization of workplaces (5) paragraphs to measure from paragraph No. (21) to paragraph No. (25).
- The quality of the work performed (5) paragraphs to be measured from paragraph No. (26) to paragraph No. (30).
- Quantity of work done (4) paragraphs to measure from paragraph No. (31) to paragraph No. (34).
- Commitment (4) paragraphs to be measured from paragraph No. (35) to paragraph No. (38).

A five-point Likert scale was used to measure all variables to benefit from the respondents' perceptions, which consists of five points ranging from 5 (strongly agree) to 1 (strongly disagree).

2.6 Stability of the Study Tool:

The stability of the scale was calculated using the Cronbach Alpha method: the researcher calculated the alpha coefficient for each scale used in the study in order to test the stability of the scales. High and the closer it is to zero, it indicates that there is no stability, as shown in Table No. (2).

The results shown in Table No. (2) indicate that the alpha coefficient values of the scales used in the study were all greater than (0.6), which is the minimum acceptable coefficient of alpha, and therefore it can be said that the scales that were used have internal stability.

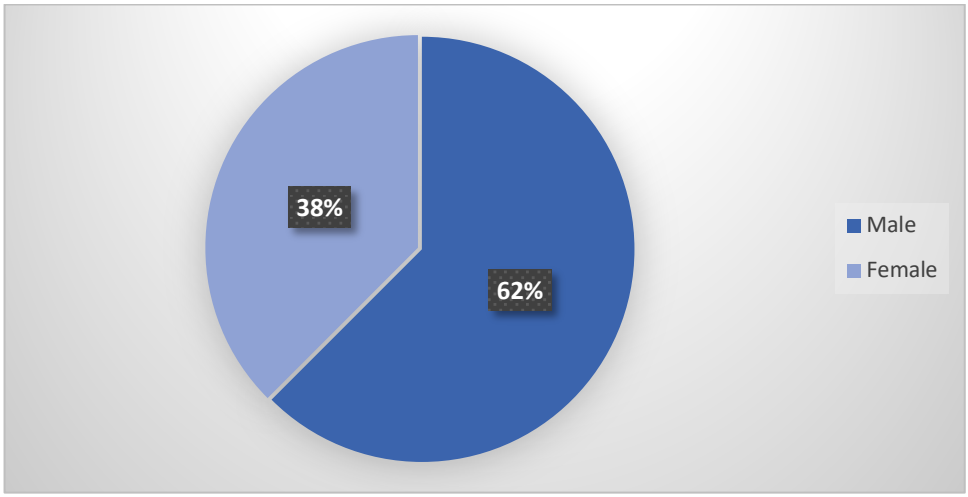
Table 2 Cronbach's alpha scale to measure the stability of the study items

Variables	Number of Items	Cronbach's Alpha
Recruitment and selection	5	0,98
Training and Development	5	0,97
Motivation	5	0,97
Performance evaluation	5	0,95
Digital technologies and the digitization of workplaces	5	0,96
Quality of work performed	5	0,94
Amount of work done	4	0,95
Commitment	4	0,96
Total	38	0,99

2.7 The demographic analysis of the study sample:

Table 3 of the study sample by Gender

variable	Category	The number	Percentage
Gender	Male	25	62.5
	Female	15	37.5
	Total	40	100



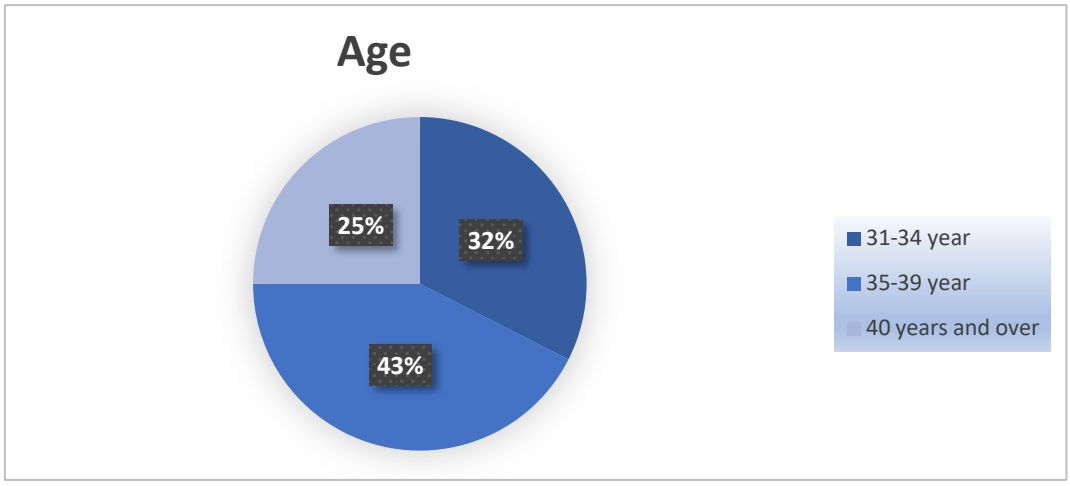
Source: Own research, 2022

Figure 5 Study sample by Gender

Table No. (3) shows that the percentage of males participating in the questionnaire is higher than the percentage of females, as the number of females (15) was 37.5%, while the number of males (25) was 62.5%, which indicates that the majority of managers in Kuwaiti commercial banks are males. .

Table 4 of the study sample in terms of age

variable	Category	The number	Percentage
Age	31-34 years	13	32.5
	35-39 years	17	42.5
	40 years and over	10	25
	Total	40	100



**Source: Own research, 2022*

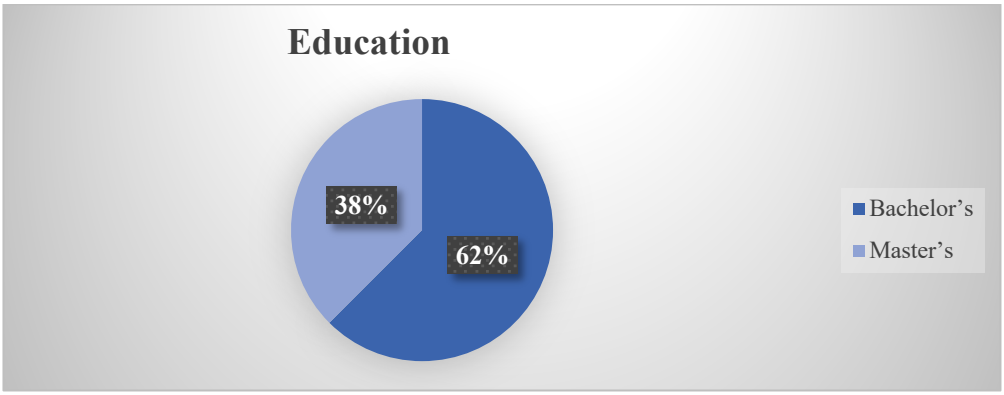
Figure 6 Of The study sample in terms of age

It is clear from Table (4) that most of the participants in the study are from the age of (35-39) years and their number (17) at a rate of (42.5%) and comes in second place between (31-34) years, where their number reached (13) and at a rate of (32.5%), while those over the age of (40) make up (25%)) and their number (10), which indicates that most of the managers of Kuwaiti commercial banks are young people.

Table 5 describes the study sample individuals in terms of education

variable	Category	The number	Percentage
Education	Bachelor's	25	62.5
	Master's	15	37.5
	Total	40	100

Figure 7 describes the study sample individuals in terms of education



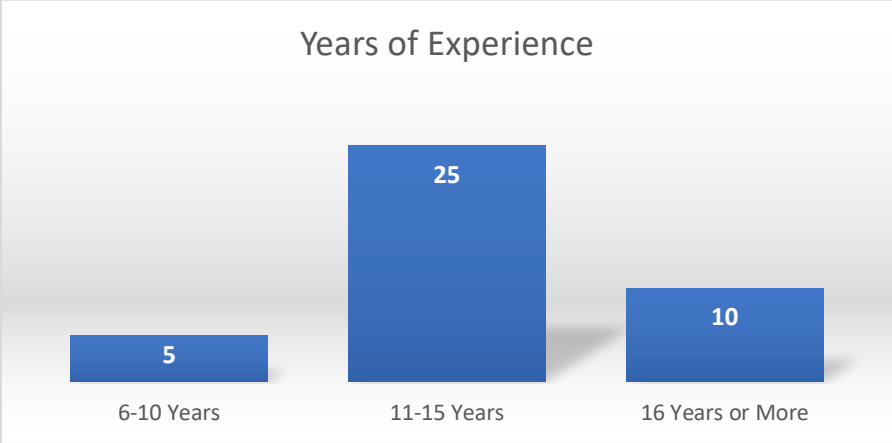
Source: Own research, 2022

It is clear from Table No. (5) that most of the workers in Kuwaiti commercial banks are university degree holders, as their number reached (25) people, or (62.5%) of the participants in the study, followed by master's degree holders. A score of (15) people, or (37.5%) of the participants in the study.

Table 6 describes the study sample members in terms of years of experience

variable	Category	The number	Percentage
Years of Experience	6-10 years	5	12.5
	11-15 years	25	62.5
	16 years or more	10	25
	Total	40	100

Figure 8 describes the study sample members in terms of years of experience



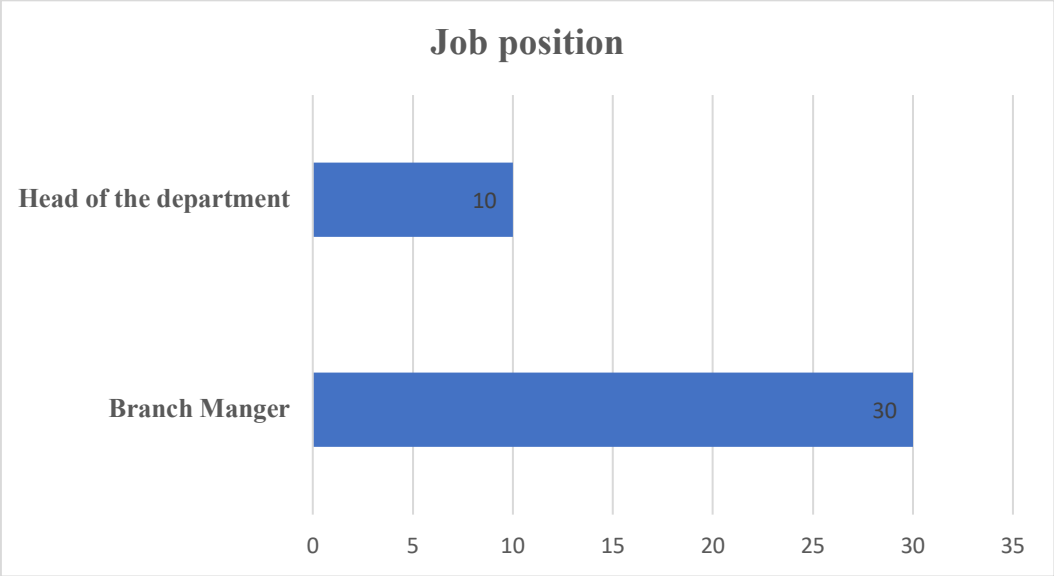
Source: Own research, 2022

We notice in Table (6) that most of the employees in banks have good experience ranging from (11-15) years, and their number is (25), and a percentage of (62.5%) of the participants in the study and then those with experience. From (16) years and over, and their number (10) by (25%) of the participants in the study, while people with experience ranging between (6-10) years are the least number (5) by (12.5%) of the participants, which indicates the adoption of Commercial banks on the medium and high experienced.

Table 7 of the study sample members in terms of job position

variable	Category	The number	Percentage
Job position	Branch Manger	30	75
	Head of the department	10	25
	Total	40	100

Figure 9 of the study sample members in terms of job position



Source: Own research, 2022

We note in Table (7) that most of the participants in the study are branch managers with a number of (30) and a percentage of (75%), and that the number of department heads is (10) at a rate of (25%) of the number of participants, meaning that the questionnaire mostly targeted branch managers In order to know their opinions on the subject of the study.

2.8 Mathematical statistical data processing methods:

After completing the data analysis using descriptive statistics and compiling the study questionnaires, the SPSS and Microsoft Excel statistical program was used to analyze and process the data.

2.9 THE RESULTS OF STATISTICAL ANALYSIS OF THE STUDY

1. Results of the descriptive analysis of the study:

Descriptive analysis includes describing the data in terms of mean, standard deviation, order of importance of the paragraph, and level of application.

The arrangement was based on the following equation:

$$\text{Level/Practice} = \frac{\text{Alternative High} - \text{Alternative Low}}{\text{Number of practice levels (high, medium, low)}}$$

$$\frac{\text{Level}}{\text{Practice}} = \frac{1-5}{5} = 1.33$$

Accordingly it will be:

-Practice/Low Level 1 to less than 2.33

-Practice/Intermediate Level 2.33 to 3.66

-Practice/High Level 3.67 and above

1: The answer to the main question

Is there an impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on employee performance (quality of work, quantity of work, commitment) in Kuwait commercial banks?

In order to answer this question and identify the level of application of human resource management strategies in Kuwait commercial banks, arithmetic averages and standard deviations were used, as follows:

Table 8 arithmetic averages and standard deviations of the domains of human resource management strategies in Kuwaiti commercial banks, arranged in descending order.

Number	variable	Mean	St. Deviation	ranking	The level
4	Performance evaluation	4.340	0.789	1	High
5	Digital technologies and the digitization of workplaces	4.185	0.863	2	High
2	Training and Development	4.095	1.026	3	High
1	Recruitment and selection	4.060	0.957	4	High
3	Motivation	3.965	1.017	5	High
	Human resource management strategies	4.129	0.930		High

Table (8) shows that the average dimensions of human resources strategies are high in Kuwaiti commercial banks, as they lie between (4.340) and (3.965), and a standard deviation between (1.026) and (0.789).

Where the performance evaluation came in the first rank with an arithmetic average (4.340), and in the last rank was motivation with an arithmetic average (3.965), and the general average indicates that human resources strategies are highly applied, as the general arithmetic mean (4.129) with a standard deviation is (0.930).

The strategies of human resources management in Kuwaiti commercial banks have been analyzed according to the paragraphs, as follows:

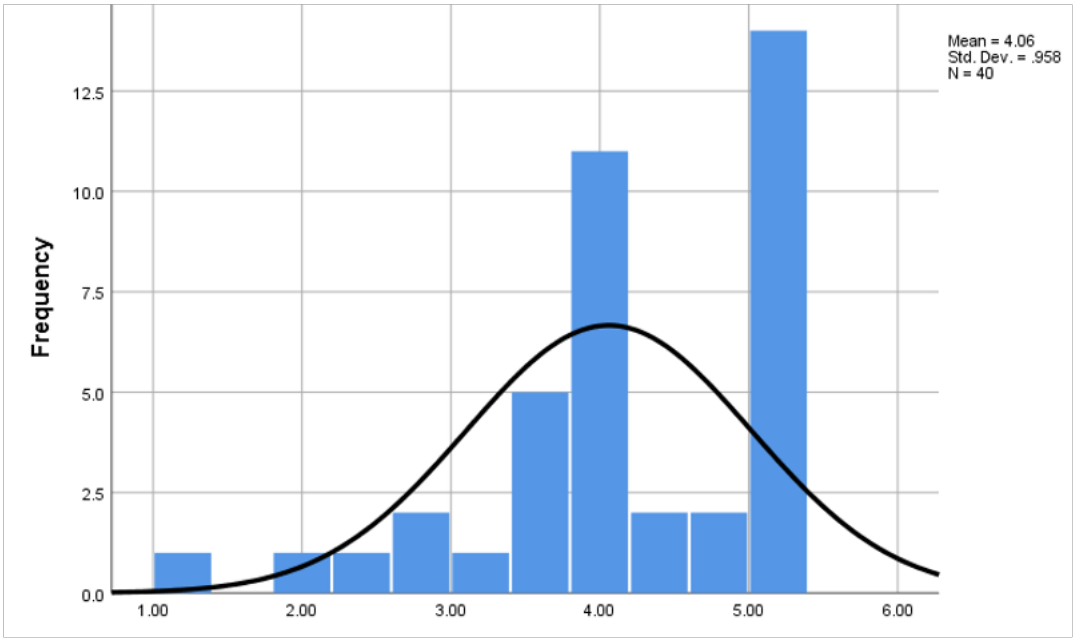
1: Recruitment and selection Strategy

The arithmetic means and standard deviations were calculated for the items in the field of employment and selection as shown in Table (2.4).

Table 9 Arithmetic averages, standard deviations, and the level of application of recruitment and selection strategies in Kuwait commercial banks

Number	variable	Mean	St. Deviation	ranking	The level
4	The employee in the bank is selected through several committees	4.25	0.87	1	High
3	The bank relies on studying the labor market and various resources to attract workers	4.10	0.92	2	High
5	Bank employees are appointed according to per-established criteria	4.10	0.92	3	High
1	The Bank shall adopt unbiased interviews and Tests upon appointment.	4.03	1.07	4	High
2	Employees are selected based on criteria commensurate with the work	3.83	1.15	5	High
	Recruitment and selection Strategy	4.06	0.95		High

Figure 10 Arithmetic averages, standard deviations, and the level of application of recruitment and selection strategies in Kuwait commercial banks



Source: Own research, 2022

We note in Table (9) that the level of application of the recruitment and selection strategy in Kuwaiti commercial banks from the point of view of the study sample members was high with a general arithmetic mean (4.06) and the average of paragraphs. And it was high, as the arithmetic averages ranged between (4.25 - 3.83), and paragraph No. (4) came in the first place, namely:

"*The employee in the bank is selected through several committees*" with an average of (4.25), the last of which is paragraph No. (2), which is:

"Employees are selected on the basis of criteria commensurate with the work" with a mean of (3.83).

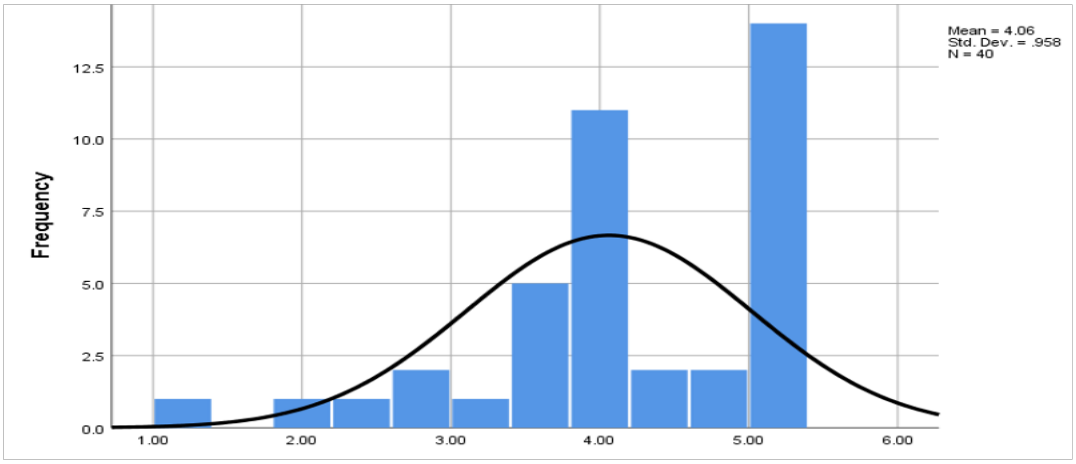
2. Training and development Strategy

The arithmetic averages and standard deviations of the training and development items were calculated as shown in Table (10).

Table 10 Arithmetic averages and standard deviations of the items in the field of training and development arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
8	The training program is selected according to the needs of the bank	4.33	0.82	1	High
6	The Bank designs special training programs	4.25	0.87	2	High
9	There is a plan to train the employees at different job levels	4.05	1.10	3	High
7	The Bank uses centers and institutes dedicated to developing the performance of its employees	3.98	1.20	4	High
10	The Bank follows up on the performance of the employees after completing the training phase to ensure its effectiveness	3.88	1.28	5	High
	Training and Development strategy	4.09	1.02		High

Figure 11 Arithmetic averages and standard deviations of the items in the field of training and development



Source: Own research, 2022

We note in Table (10) that the level of application of the training and development strategy was high, as the general arithmetic mean was (4.09), as the arithmetic averages ranged between (3.88-4.33), as it was found that paragraph No. (8) which states:

"The training program is selected according to the needs of the bank"

I got the highest arithmetic mean and its value (4.33) compared to the total arithmetic mean of (4.09) and standard deviation (0.82), and this indicates the actual importance of training for better performance and work development events,

As for paragraph No. (10), which says:

'The Bank follows up on the performance of the employees after the training phase to ensure its effectiveness "

On the lowest arithmetic mean of (3.88) compared to the total arithmetic mean of (4.09) and standard deviation of (1.28), and this indicates the dissatisfaction of the study sample members with the performance of the administration in following up the performance of employees after completing the training process.

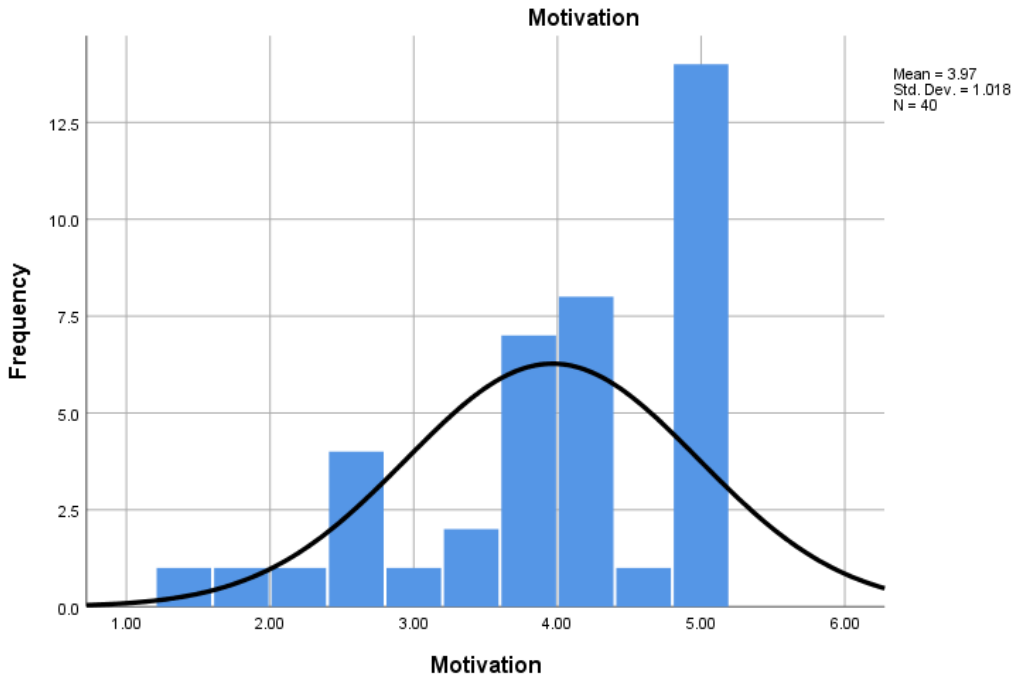
3: Motivation Strategy

The arithmetic means and standard deviations of the motivation domain items were calculated as shown in Table (11).

Table 11 Arithmetic averages and standard deviations of motivation domain items arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
15	The Bank relies on performance evaluation reports to determine the incentives that employees deserve.	4.30	0.96	1	High
12	The incentive system is reviewed periodically to suit the competitive environment	4.03	0.94	2	High
11	The bank has an integrated system of incentives that fulfills the desire of employees	3.90	0.90	3	High
14	The Bank gives high incentives to employees who are distinguished by their high capabilities	3.90	1.19	4	High
13	Material and moral incentives constitute a strong motive for performance excellence	3.70	1.26	5	High
	Motivation strategy	3.966	1.01		High

Figure 12 Arithmetic averages and standard deviations of motivation



*Source: Own research, 2022

We note in Table (11) that the level of application of the motivation strategy in Kuwaiti commercial banks is high, as the general arithmetic average reached (3.96), where the arithmetic averages ranged between (4.30-3.70).

And we see that paragraph No. (15) which says:

" *The Bank relies on performance evaluation reports to determine the incentives that employees deserve* " I got the highest arithmetic mean (4.30) compared to the general arithmetic mean (3.96), with a standard deviation of (0.96).

And paragraph No. (13) which is:" *Material and moral incentives constitute a strong motive for performance excellence* " This question got the lowest arithmetic mean (3.70) compared to the general arithmetic mean (3.96).

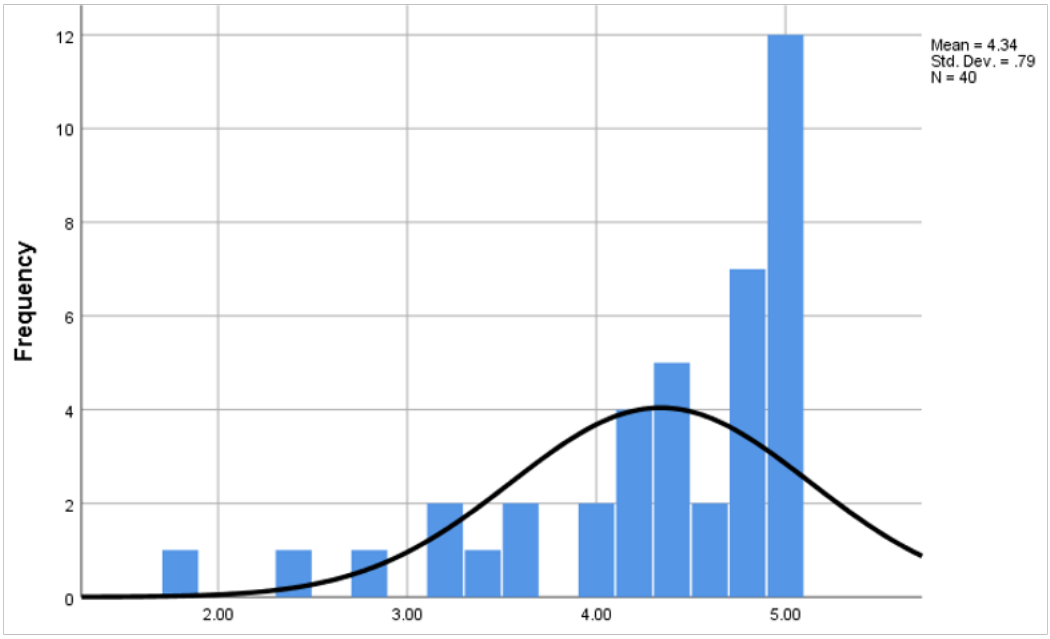
4: performance evaluation Strategy

The arithmetic averages and standard deviations of the paragraphs of the performance evaluation field were calculated as shown in Table No. (12).

Table 12 Arithmetic averages and standard deviations of the paragraphs of the performance evaluation field, arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
16	The Bank has clear, objective, and clear criteria for evaluating the performance of its employees	4.75	0.54	1	High
19	All employees of the bank are subject to the performance appraisal process at different job levels	4.50	0.78	2	High
17	The criteria for evaluating the performance of the bank are based on the pre-determined job description process	4.18	1.05	3	High
20	The performance of the bank's employees is continuously evaluated	4.18	1.01	4	High
18	The performance of the bank's employees is evaluated in the light of their actual performance compared to the duties and responsibilities assigned to them	4.10	0.77	5	High
	performance evaluation strategy	4.34	0.78		High

Figure 13 Arithmetic averages and standard deviations of the paragraphs of the performance evaluation field



Source: Own research, 2022

The results of table (12) showed that the level of application of the performance evaluation strategy in Kuwaiti commercial banks from the point of view of the study sample members was high with a general arithmetic mean of (4.34), where the arithmetic averages of the performance evaluation strategy paragraph ranged between (4.75-4.10),It turns out that the paragraph which states that:

"*The Bank has clear, objective, and clear criteria for evaluating the performance of its employees* "

I got the highest arithmetic mean (4.75) compared to the total arithmetic mean (4.34) and a standard deviation of (0.54).The paragraph which states: " *The performance of the bank's employees is evaluated in the light of their actual performance compared to the duties and responsibilities assigned to them"*

On the lowest arithmetic mean of (4.10) compared to the total arithmetic mean (4.34) and standard deviation (0.77).

5: Digital technologies and the digitization of workplaces Strategy

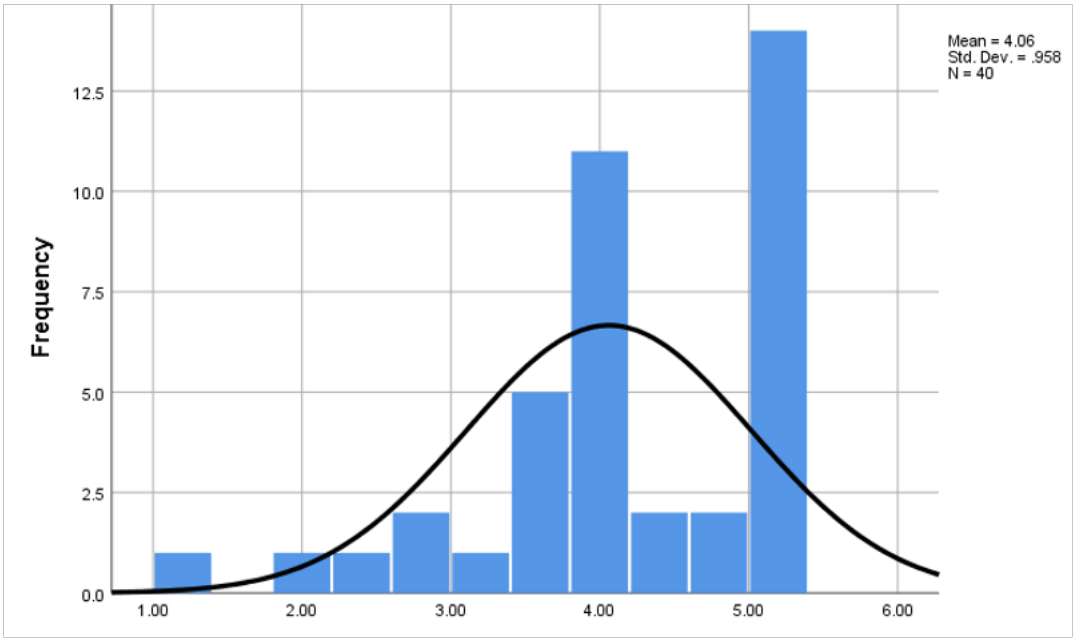
The arithmetic averages and standard deviations of the items in the field of digital technologies and the digitization of workplaces were calculated as shown in Table (13)

Table 13 Arithmetic averages and standard deviations of the items in the field of digital technologies and the digitization of workplaces, arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
23	The digital applications used in the bank help to shorten the time and reduce the amount of work	4.50	0.75	1	High
24	Digital technologies and the digitization of workplaces have helped mitigate the repercussions of the Corona crisis (Covid-19) on the Bank's workflow	4.28	0.96	2	High
21	The Bank is working on a clear strategy for developing digital technologies to help raise	4.08	1.09	3	High

	work efficiency				
22	The Bank has the environment and internal resources to develop digital transformation and digitize the workplace to face any potential crisis.	4.08	0.94	4	High
25	The digitalization strategies and workplace digitization of the Bank are satisfactory	4.0	0.78	5	High
	Digital technologies and the digitization of workplaces strategy	4.18	0.86		High

Figure 14 Arithmetic averages and standard deviations of the items in the field of digital technologies and the digitization of workplaces



**Source: Own research, 2022*

Table (13) shows that the level of application of the digital technologies strategy and the digitization of workplaces was high with a general mean of (4.18), where we note that the arithmetic averages range between (4.50-4.0).

Paragraph No. (23) came in which says:

"*The digital applications used in the bank help to shorten the time and reduce the amount of work*"

In the first rank, where the arithmetic mean was (4.50) compared to the total arithmetic mean (4.18) and a standard deviation of (0.75).

And in the last rank, paragraph No. (25), which says:

"*The digitalization strategies and workplace digitization of the Bank are satisfactory*"

With an arithmetic mean (4.0) compared to the total mean (4.18) and a standard deviation (0.78).

2. To answer the question "The impact of human resource management strategies (quality of work performed, quantity of work performed, and commitment) on the performance of employees".

Arithmetic averages, standard deviations, and item significance were used as shown in Table (14).

Table 14 The arithmetic averages and standard deviations of the performance domains of employees in Kuwaiti commercial banks, arranged in descending order.

Number	variable	Mean	St. Deviation	ranking	The level
1	Quality of work performed	4.145	0.858	1	High
3	Commitment	3.993	1.111	2	High
2	Amount of work done	3.981	0.961	3	High
	performance of employees	4.039	0.976		

It is noted in Table (14) that the average dimensions of the performance dimensions of employees in Kuwaiti commercial banks were high, falling between (4.145-3.981) and a standard deviation between (1.111-0.961).

The general average also indicates that the workers' performance is high, as the total mean (4.039) and the standard deviation (0.976).

The "quality of the work performed" came in the first rank with an average of (4.145) compared to the total arithmetic average (4.039), and in the last rank

was the "quantity of work performed" with an average of (3.981) compared to the total arithmetic average (4.039).

The performance areas of employees in Kuwaiti commercial banks were analyzed according to the paragraphs, as follows:

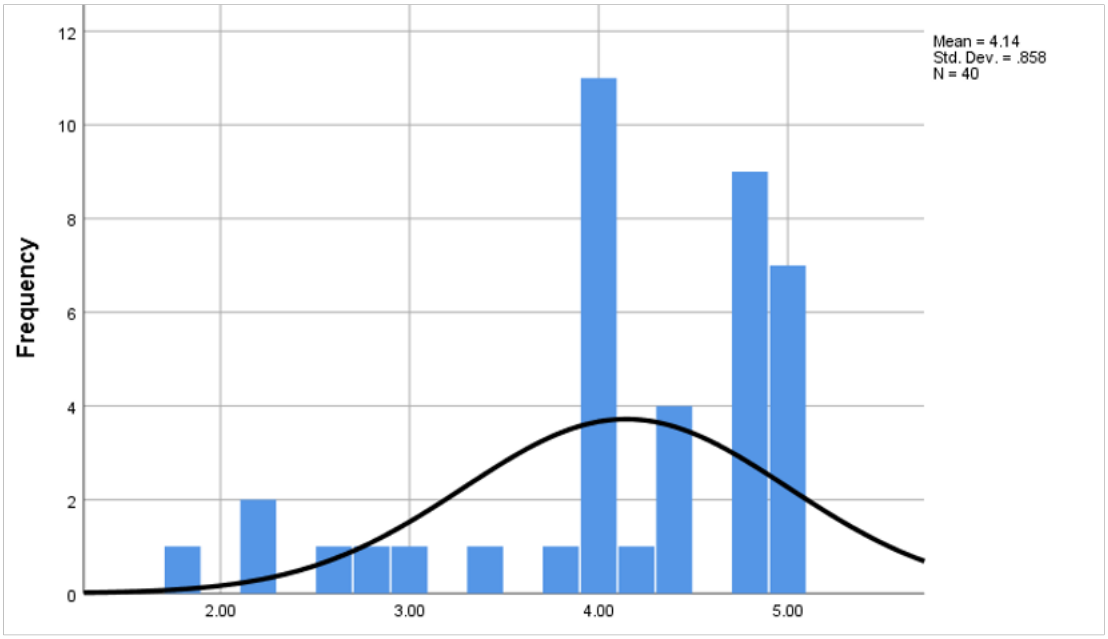
1. Quality of work performed Strategy

The arithmetic averages and standard deviations were calculated for the quality of work performed items as shown in Table (15)

Table 15 Arithmetic averages and standard deviations of the paragraphs of the quality field of the work performed, arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
27	The Bank keeps pace with the renewed changes in the quality of its services provided to customers	4.40	0.74	1	High
26	The Bank focuses on the quality of the operational process outputs to measure the quality of work performed by employees	4.33	0.61	2	High
30	The Bank could cope with changes in the typ quality of work in the competitive environment	4.30	0.88	3	High
29	The bank provides the material and moral capabilities necessary for the workers to complete the work	4.0	1.13	4	High
28	The bank makes comparisons between the level of performance and the capabilities available to its employees	3.70	1.22	5	High
	the quality of work performed strategy	4.14	0.85		High

Figure 15 Arithmetic averages and standard deviations of the paragraphs of the quality field of the work performed



Source: Own research, 2022

The results of table (15) show that the level of the quality of work performed in Kuwaiti commercial banks is high, as the total arithmetic mean reached (4.14), where the arithmetic averages range between (4.40-3.70).

We note that paragraph No. (27), which says:

"*The Bank keeps pace with the renewed changes in the quality of its services provided to customers*"

It ranked first, with an arithmetic mean of (4.40) compared to a total arithmetic mean of (4.14) and a standard deviation of (0.74).

This indicates the banks' interest in keeping pace with changes to achieve better customer service in light of local and global competition.

As for paragraph No. (28), which says:

"*The bank makes comparisons between the level of performance and the capabilities available to its employees*"

It ranked last with an arithmetic mean (3.70) compared to the total arithmetic mean (4.14) and a standard deviation (1.22).

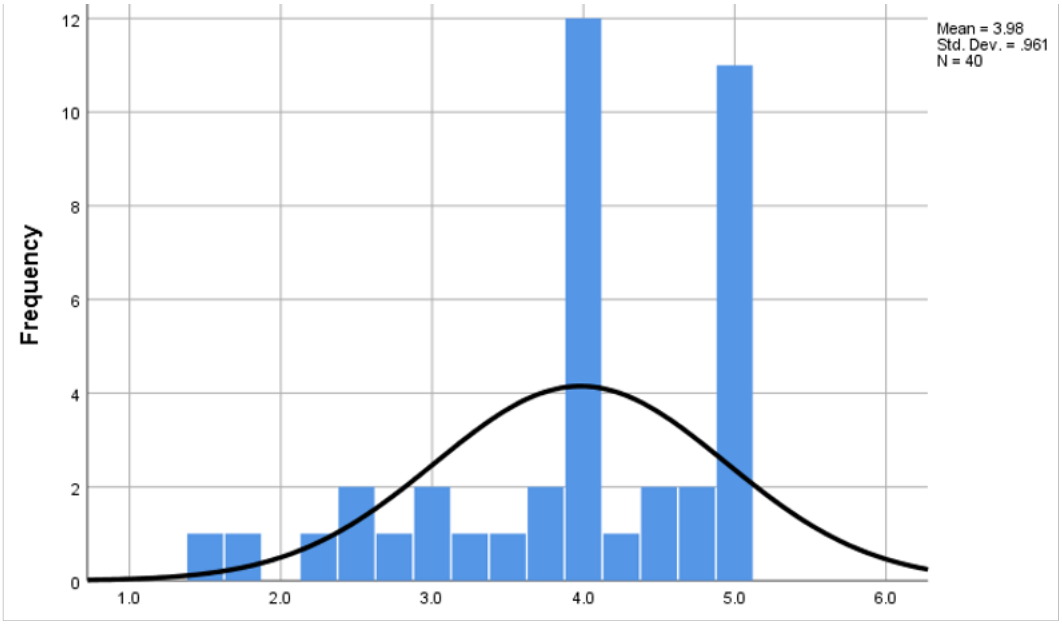
2. Amount of work done Strategy

The arithmetic averages and standard deviations were calculated for the items of the Amount of work done as shown in Table (16)

Table 16 Arithmetic averages and standard deviations of the paragraphs of the field of the Amount of work done, arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
32	The Bank has specific timetables and dates for the completion of the tasks of the employees	4.22	0.80	1	High
33	The bank's senior management is concerned with reviewing the quantity of the executed works on an ongoing basis	3.95	0.95	2	High
34	The bank provides an internal environment that enables employees to reach the required amount of performance of their work.	3.95	1.01	3	High
31	The Bank determines the operational capacity as per market conditions and competition environment	3.80	1.26	4	High
	Amount of work done strategy	3.88	0.96		High

Figure 16 Arithmetic averages and standard deviations of the paragraphs of the field of the Amount of work done



*Source: Own research, 2022

We note in Table (16) that the level of the scope of the amount of work performed was high, as the total arithmetic mean was (3.88) and the standard deviation was (0.96), and the level of the paragraphs was high, as the arithmetic averages ranged between (4.22-3.88),

In the first place came Paragraph No. 32, which says:

"*The Bank has specific timetables and dates for the completion of the tasks of the employees*" With an arithmetic mean (4.22) and a standard deviation (0.80) compared to the total arithmetic mean (3.88),

In the last rank came Paragraph No. 31, which is:

"*The Bank determines the operational capacity as per market conditions and competition environment*"

With an arithmetic mean (3.80) and a standard deviation (1.26) compared to the total arithmetic mean.

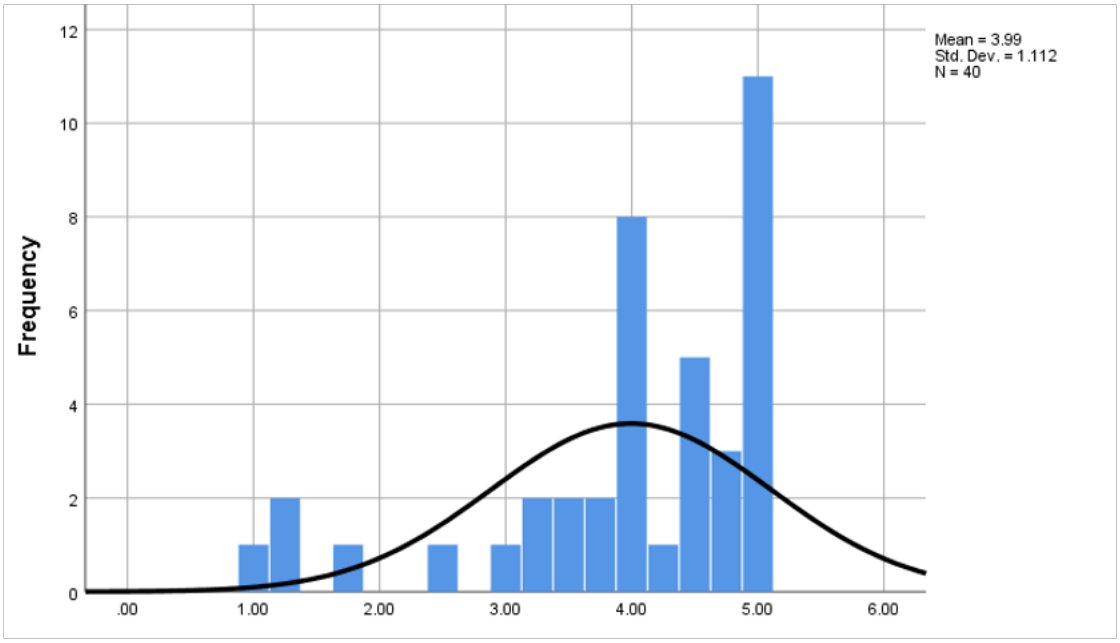
3. Commitment Strategy

The arithmetic averages and standard deviations of the commitment domain items were calculated as shown in Table (17).

Table 17 Arithmetic averages and standard deviations of the commitment field items arranged in descending order

Number	variable	Mean	St. Deviation	ranking	The level
38	The Bank seeks to provide an atmosphere of high confidence in its employees, which will reflect positively on their commitment to work	4.15	1.18	1	High
35	The Bank is keen on knowing the employees and informing them of the work regulations	4.05	1.15	2	High
37	The bank provides an appropriate internal environment that enables employees to participate in the decision-making process	3.93	1.04	3	High
36	The bank establishes positive behavioral values among employees that affect the level of their commitment works	3.85	1.25	4	High
	Commitment Strategy	3.99	1.11		High

Figure 17 Arithmetic averages and standard deviations of the commitment field



Source: Own research, 2022

The results of Table (17) also indicated that the level of commitment field in Kuwaiti commercial banks and the viewpoint of the study sample members was high with a general arithmetic average of (3.99) compared with the arithmetic averages of the commitment paragraphs that range between (4.15-3.85), and it was found that paragraph No. (38) which Says:

"*The Bank seeks to provide an atmosphere of high confidence in its employees, which will reflect positively on their commitment to work*"

got the highest arithmetic mean (4.15) compared to the overall arithmetic mean (3.99) and standard deviation (1.18),

As for paragraph No. (36) , which states:

"The bank establishes positive behavioral values among employees that affect the level of their commitment works"

The lowest arithmetic mean was (3.85) compared to the total arithmetic mean (3.99) and standard deviation (1.25).

2.10 Hypothesis Test

1. First Hypothesis

There is a statistically significant impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the quality of work performed in Kuwaiti commercial banks.

Table 18 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981[a]	.963	.962	.16698

a. Predictors: (Constant), Human resource management strategies

b. Dependent Variable: Quality of work performed

We note in Table (18) that the coefficient of interpretation (R Square) is equal to (96.3%), meaning that the human resource management strategies explain (96.3%) of the quality of the work performed, in other words, 96.3% of the quality of the work performed is due to the human resource management strategies.

Table 19 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.660	1	27.660	992.067	.000[b]
	Residual	1.059	38	.028		
	Total	28.719	39			

a. Dependent Variable: Quality of work performed

b. Predictors: (Constant), Human resource management strategies

Table 20 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.378	.122		3.084	.004
	Human resource management strategies	.912	.029	.981	31.497	.000

a. Dependent Variable: Quality of work performed

We note in Table (19) that the value of (Sig) is equal to 0.00, which is less than 0.05, which indicates that there is an impact of human resource management strategies on the quality of the work performed.

Table 21 Correlations

		Quality of work performed	Human resource management strategies
Pearson Correlation	Quality of work performed	1.000	.981
	Human resource management strategies	.981	1.000
Sig. (1-tailed)	Quality of work performed	.	.000
	Human resource management strategies	.000	.
N	Quality of work performed	40	40

We note in Table (21) that the value of Pearson Correlation is equal to (0.981), which is positive, meaning that every increase in the variable of human resource management strategies is offset by an improvement in the quality of the work performed.

2. The second hypothesis

There is a statistically significant impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the amount of work performed in Kuwaiti commercial banks.

Table 22 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980[a]	.960	.959	.1938

a. Predictors: (Constant), Human resource management strategies

b. Dependent Variable: Amount of work done

We note in Table (22) that the coefficient of interpretation (R Square) is equal to (96%), that is, the human resource management strategies explain (96%) of the amount of work performed. In other words, 96% of the amount of work performed is due to the human resource management strategies.

Table 23 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.621	1	34.621	921.416	.000[b]
	Residual	1.428	38	.038		
	Total	36.048	39			

a. Dependent Variable: Amount of work done

b. Predictors: (Constant), Human resource management strategies

Table 24 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.233	.142		-1.642	.109

	Human resource management strategies	1.021	.034	.980	30.355	.000

a. Dependent Variable: Amount of work done

We note in Table (23) that the value of (Sig) is equal to 0.00, which is less than 0.05, which indicates that there is an effect of human resource management strategies on the amount of work performed.

Table 25 Correlations

		Amount of work done	Human resource management strategies
Pearson Correlation	Amount of work done	1.000	.980
	Human resource management strategies	.980	1.000
Sig. (1-tailed)	Amount of work done	.	.000
	Human resource management strategies	.000	.
N	Amount of work done	40	40
	Human resource management strategies	40	40

We note in Table (25) that the value of Pearson Correlation is equal to (0.980), which is positive, meaning that every increase in the human resource management strategies variable is offset by an improvement in the amount of work performed.

3. The third hypothesis

There is a statistically significant effect of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies, and digitization of workplaces) on commitment in Kuwaiti commercial banks.

Table 26 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984[a]	.968	.967	.20234

a. Predictors: (Constant), Human resource management strategies

b. Dependent Variable: Commitment

We note in Table (26) that the coefficient of interpretation (R Square) is equal to (96.8%), meaning that the human resources management strategies explain (96.8%) of the commitment, in other words, 96.8% of the commitment belongs to the human resources management strategies.

Table 27 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.630	1	46.630	1138.922	.000[b]
	Residual	1.556	38	.041		
	Total	48.186	39			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Human resource management strategies

Table 28 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.898	.148		-6.048	.000
	Human resource management strategies	1.185	.035	.984	33.748	.000

a. Dependent Variable: Commitment

We note in Table (27) that the value of (Sig) is equal to 0.00 and it is less than 0.05, which indicates that there is an effect of human resource management strategies on commitment.

Table 29 Correlations

		Commitment	Human resource management strategies
Pearson Correlation	Commitment	1.000	.984
	Human resource management strategies	.984	1.000
Sig. (1-tailed)	Commitment	.	.000
	Human resource management strategies	.000	.
N	Commitment	40	40
	Human resource management strategies	40	40

We note in Table (29) that the value of Pearson Correlation is equal to (0.984), which is positive, meaning that every increase in the human resource management strategies variable corresponds to an improvement in commitment.

RECOMMENDATIONS

1- The study recommends continuing to follow modern strategies for human resources management and working to develop and update them continuously in line with the requirements of the labor market.

2- The study recommends the development of a long-term employment plan that takes into account the availability of knowledge and experience, and work to attract high calibers by contracting with universities and training centers to recruit and hire highly qualified people.

3- The study recommends paying attention to training and development through the establishment of special training centers in the bank or contracting with private academies and companies to train employees periodically to keep the employees in a state of continuous development and increase their experience in line with the continuous developments and follow up the training process periodically and continuously.

4- The study recommends the development of the system of material and moral incentives and its continuous development to ensure and develop the spirit of competition within the bank in proportion to the performance of employees and linking the incentive system to periodic reports to evaluate performance.

5- The study recommends working on developing a performance evaluation strategy in the bank and publishing reports periodically to keep employees and management aware of performance rates, as well as to motivate employees and work to raise the spirit of competition among them and link the incentive system to performance rates.

6- The study recommends relying on digital technology and developing it by updating the bank's software and providing possible services to customers without the need to review the bank, which shortens time and effort for customers and the bank at the same time, in addition to preparing and training employees to work remotely in time of need.

CONCLUSIONS

1. Discuss the descriptive results of the study variables

The study concluded that the level of application of recruitment and selection strategies in Kuwaiti commercial banks from the managers' point of view was high.

2- The study concluded that the level of application of training and development strategies in Kuwaiti commercial banks from the managers' point of view was high.

3- The study concluded that the level of application of the motivation strategy in Kuwaiti commercial banks from the managers' point of view was high.

4- The study concluded that the level of application of the performance evaluation strategy in Kuwaiti commercial banks from the managers' point of view was high.

5- The study concluded that the level of application of the strategy of digital technologies and digitization of workplaces in Kuwaiti commercial banks from the managers' point of view was high.

6- The study found that the level of the amount of work done was high in Kuwaiti commercial banks.

7- The study found that the level of quality of work performed was high in Kuwaiti commercial banks

8- The study found that the level of commitment was high in Kuwaiti commercial banks.

2. Discussing the results of testing the hypothesis of the study

First Hypothesis: There is a statistically significant impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the quality of work performed in Kuwaiti commercial banks.

- The results showed a statistically significant effect of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the quality of work performed in Kuwaiti commercial banks.

The second hypothesis: There is a statistically significant impact of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the amount of work performed in Kuwaiti commercial banks.

- The results showed a statistically significant effect of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the amount of work performed in Kuwaiti commercial banks.

The third hypothesis: There is a statistically significant effect of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on the commitment of Kuwaiti commercial banks.

- The results showed a statistically significant effect of human resource management strategies (recruitment and selection, training and development, motivation, performance evaluation, digital technologies and digitizing workplaces) on commitment in Kuwaiti commercial banks.

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APPENDIX A. The questionnaire used in the research

Dear ladies and gentlemen:

The researcher is conducting a study entitled: "The impact of human resource management strategies on the performance of employees in Kuwaiti commercial banks from the point of view of managers.".

It is part of the requirements for obtaining a master's degree in Human Resource Management from Ural Federal University (Russian Federation), and since the subject is related to the bank in which you work, the success of this study depends on your contribution to it.

So please read it carefully and answer by putting a tick

(√) in the box that corresponds to your opinion.

I would like to inform you that the information contained in this questionnaire will be used exclusively for scientific research purposes and will be treated in the strictest confidence.

Please accept the utmost respect and appreciation...

General information

1-Gender:

☐ Male ☐ Female

2-Age:

☐ 30 years or less. ☐ From 31-34 years old.

☐ 35-39 years old. ☐ 40 years and over.

3- Education:

☐ Diploma. ☐ Bachelor's.

☐ Master's ☐ PhD

4-Years of Experience:

☐ 5 years or less ☐ 6-10 years' experience

☐ 11-15 years' experience. ☐ 16 years or more experience.

5- Job position:

☐ Top manger ☐ Branch manger

☐ Head of the department. ☐ Human Resource Management.

☐ Employee.

	Strongly agree	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
1-Recruitment and selection					
1. The Bank shall adopt unbiased interviews and Tests upon appointment.					
2. Employees are selected based on criteria commensurate with the work.					
3. The bank relies on studying the labor market and various resources to attract workers.					
4. The employee in the bank is selected through several committees.					
5. Bank employees are appointed according to pre-established criteria.					
2-Training and Development:					
6- The Bank designs special training programs.					
7- The Bank uses centers and institutes dedicated to developing the performance of its employees.					
8- The training program is selected according to the needs of the bank.					
9- There is a plan to train the employees at different job levels.					
10- The Bank follows up on the performance of the employees after completing the training phase to ensure its effectiveness					

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
3-Motivation:					
11- The bank has an integrated system of incentives that fulfills the desire of employees.					
12- The incentive system is reviewed periodically to suit the competitive environment.					
13- Material and moral incentives constitute a strong motive for performance excellence.					
14- The Bank gives high incentives to employees who are distinguished by their high capabilities.					
15- The Bank relies on performance evaluation reports to determine the incentives that employees deserve.					
4-Performance evaluation:					
16- The Bank has clear, objective, and clear criteria for evaluating the performance of its employees.					
17- The criteria for evaluating the performance of the bank are based on the pre-determined job description process.					
	Strongly agree	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
18- The performance of the bank's employees is evaluated in the light of their actual performance compared to the duties and responsibilities assigned to them.					
19- All employees of the bank are subject to the performance appraisal process at different job levels.					
20- The performance of the bank's employees is continuously evaluated.					
5-Digital technologies and the digitization of workplaces:					
21-The Bank is working on a clear strategy for developing digital technologies to help raise work					

efficiency.					
22-he bank has the internal environment and resources to develop digital transformation and digitize the workplace to face any potential crisis.					
23-The digital applications used in the bank help to shorten the time and reduce the amount of work.					
24-Digital technologies and the digitization of workplaces have helped mitigate the repercussions of the Corona crisis (Covid-19) on the Bank's workflow.					
	Strongly agree	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
25- The digitalization strategies and workplace digitization of the Bank are satisfactory.					
Employee performance					
1-Quality of work performed:					
26-The Bank focuses on the quality of the operational process outputs to measure the quality of work performed by employees.					
27-The Bank keeps pace with the renewed changes in the quality of its services provided to customers.					
28-The bank makes comparisons between the level of performance and the capabilities available to its employees.					
29- The bank provides the material and moral capabilities necessary for the workers to complete the work.					
30- The Bank could cope with changes in the type and quality of work in the competitive environment.					
2-Amount of work done:					
31-The Bank determines the operational capacity as per market conditions and competition environment.					

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
32-The Bank has specific timetables and dates for the completion of the tasks of the employees.					
33-The bank's senior management is concerned with reviewing the quantity of the executed works on an ongoing basis.					
34-The bank provides an internal environment that enables employees to reach the required amount of performance of their work.					
3-Commitment:					
35-The Bank is keen on knowing the employees and informing them of the work regulations.					
36- The bank establishes positive behavioral values among employees that affect the level of their commitment works.					
37-The bank provides an appropriate internal environment that enables employees to participate in the decision-making process.					
38-The Bank seeks to provide an atmosphere of high confidence in its employees, which will reflect positively on their commitment to work.					