Developing the employment relationship for human resources and selection through the requirements of integration between them and organizational citizenship behaviors.

(AIrasheed bank model)

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Summary:

Our brief addresses the issue of effective human resource management in the context of developing countries. This work aims to determine the factors most likely to influence the effectiveness of human resource management departments. Today, human resources management is a concept that refers to a set of activities allowing an organization to have human resources corresponding to its needs, in terms of quantity and quality. In other words, it is a question of having sufficient and permanent staff, competent and motivated people to do the necessary work by
putting them in a position to develop their talents with a high level of performance. In developed countries, the human resources function has changed a lot within the company. Organizations have gone from personnel management to true strategic human resource management. The skills of THE MANAGEMENT OF AL-RASHID BANK professionals have evolved simultaneously due to the increased professionalism of THE MANAGEMENT OF AL-RASHID BANK services. However, the skills of THE MANAGEMENT OF AL-RASHID BANK teams in developing countries remain very modest. Consequently, human resources management is limited to administratively managing staff. Our results revealed (among other things) that the role of mediator, if properly assumed by the human resources department, has a significant influence on the latter's effectiveness.

1. The foundations of human resources management, history and challenges in developing:

countries (2013), AL-RASHEED BANK is a management function, just like production, marketing and finance. (2002) mention that AL-RASHEED BANK is "the set of activities that aim to manage the talents and energies of individuals in order to contribute to the achievement of the mission, Research carried out on the evolution of the Human Resource (THE MANAGEMENT OF AL-RASHID BANK) function in developed countries has identified The management of Al-Rashid Bankkee periods in the evolution of the latter (Fombonne, 2001; Delattre, 2011)."The existence of personnel services is not very old in the company. However, to grasp the origin of the function, it must go back to the end of the 1914-1918 war, it does not exist except for very rare exceptions "(p.33)
First of all, the first corresponds to that of the Taylorian organization of work: Taylor's work on the scientific organization of work has enabled the transition from personnel administration to personnel management by the development of statistical management tools to manage absenteeism, wages, positions, etc. Because the organizations' concerns are purely economic, the personnel administration was managed by the boss himself (Attias-Delattre, 2001). The appearance of personal function was linked to the management of human resources issues in organizations and the creation of legal frameworks (Pigeyre, 2006). Management teams were responsible for recruiting, compensating and resolving employee legal issues. In a second period, the author distinguishes the arrival of leaders and THE MANAGEMENT OF AL-RASHID BANK professionals and the emergence of the school of human relations. As a result, the THE MANAGEMENT OF AL-RASHID BANK function began to take an important place in the organization. It is from this date that the "personal" function is defined by its main activities: recruitment, training, compensation, etc. Subsequently, this function adapted and evolved towards the professionalization of the THE MANAGEMENT OF AL-RASHID BANK function. From the 1980s, the transition from the concept of personal function and that of THE MANAGEMENT OF AL-RASHID BANK function was based on issues directly related to the organization of work and the impact of elements such as training, qualifications, remuneration on the productivity of the organization. The third period saw the consideration of personnel management as a strategic function in the same way as the other functions (financial, commercial, etc.). The AL-RASHEED BANK function is professionalized, since it is anchored in the practices of THE MANAGEMENT OF AL-RASHID BANK actors and that the human resources management department is now installed in the organizational charts of organizations, thus
contributing like any other actor to the performance of the organization and finding themselves at the heart of permanent interactions with the other departments (Fombonne, 2001). This section highlights the evolution of AL-RASHEED BANK based on Western studies. Clearly, this development has not happened in the same way in developing countries due to several factors linked to their political, social, economic, cultural and legal environment. We can situate the emergence of AL-RASHEED BANK in developing countries at the beginning of the last century with colonization.

3. Human resource management practices in developing countries

3.1 Human resources management policies and practices in developing countries

In view of the great disparities in human resource practices in developing countries, we will present this section by distinguishing organizations according to their size and their sector (public versus)

3.1.1 Large companies

Large companies in developing countries use management methods which are overwhelmingly imported from the West, these so-called universal methods, some emerging, others obsolete, implemented either interventions by European or North American consultants (Faye, 2013) or by executives recruited from these companies and who have been trained in Western universities (Shamba and Livian, 2014). Management tools are formalized (strategic planning, company regulations, different THE MANAGEMENT OF AL-RASHID BANK policies, dashboard, etc.). Several companies use information systems (ERP, SAP) developed by Western developers (Worou, 2011). Many leaders are convinced of the need to implement these "modern" methods, but find it difficult to implement them due to several obstacles such as the
great diversity in it is therefore not easy, in such a country, to manage all the particularities due to this diversity of ethnicities, and religions, which the colonial heritage included in the Some leaders use locally sourced methods that are suited to the country’s environment and culture. The latter are wedged between the modern rational model imposed by the West and the relational model which traditional methods that he is forced to integrate into his AL-RASHEED BANK practices to achieve his objectives (Faye, 2013). Several authors have criticized the fact that African companies use ready-to-wear methods imported from the West, as Tidjani (2000) notes: “Indeed, even if the structures of Western economies have strongly influenced those of African countries (for example, France in the case of Senegal, Côte d’Ivoire, etc., there are particularities in the latter which make such resemblance practically impossible.

- The theory of convergence: According to this theory, the push of the globalization of the economy had the consequence of generating a standardization of managerial values.

In the context of management in developing countries, for the proponents of this perspective, the non-application of Western management theories in developing countries is the result of economic and technical difficulties and not linked to cultural constraints.

- The universalist perspective also called the best practices approach: For the proponents of this thought, management practices are similar across the world, hence the name universalist, and culture is not a barrier which can slow down the applicability of these practices in companies.
• The contingency perspective: opposite to the universalist perspective, this theory considers that situational factors such as the situation of the company, the context, the personality of the manager, hierarchy and other factors shape the application of management theories in organizations.

Compared to the universal approach, the contingency approach is more strategic since THE MANAGEMENT OF AL-RASHID BANK professionals adapt THE MANAGEMENT OF AL-RASHID BANK practices to the organization's business strategy (Youndt et al., 1996).

Other authors like Nizet and Pichault (2007) have identified 3 theories that explain management in developing countries:

Neo-institutionalist theses: The authors have broadened the factors influencing the management context beyond the cultural factor, such as institutional factors, namely government, society, family, individual, etc.

Jean-Marc Ela (2006) invokes the importance of community traditions and the perversion of custom which take into account the importance of social relations at the territorial, ethnic and religious levels.

The relationship with authority is very strong and the chief’s position remains dominant.

In the same context, Faye (2011) confirms that the director's power is exercised without sharing: he rarely delegates his powers and he is consulted for the smallest detail.

Another characteristic of the PVD management culture is that the notion of time is almost inexistent.

People live in the present moment because the future does not belong to them.
This characteristic is contradictory to Western logic where the company integrates time management into all of its strategies, and considers the hours lost in delays and absences as counterproductive.

To conclude, our study focuses on the impact of the level of skills of THE MANAGEMENT OF AL-RASHID BANK professionals on the efficiency of THE MANAGEMENT OF AL-RASHID BANK departments.

We considered that culture is an element that shapes and influences the management of human resources, it is a difficult variable to measure and it can influence the results.

Management literature in developing countries remains largely dominated by the external environment paradigm.

In other words, if organizations fail to be effective, it is because management practices are influenced by the cultural context to the logic of economic efficiency of the organization.

In this environment, the entrepreneur plunges into a culture where he is taken hostage; he is stuck between, on the one hand, this modern rationality which continues to impose itself and, on the other hand, a set of traditional values which are specific to him and which he is obliged to integrate into his AL-RASHEED BANK practices to achieve its

Chapter 4: The concept of skills and the roles of the human resources department

Organizational sustainability, growth, value creation and quality have become issues that require better management of human resources.
Moreover, the increasingly studied relationship between AL-RASHEED BANK and organizational performance explains the growing interest in the nature of the roles and skills that professionals must master in order to

The field of expertise of human resources managers has greatly evolved (Schoonover, 1998; Ulrich et al. 2007) and their new responsibilities require new skills which are necessary so that they can directly contribute to organizational success.

It seems reasonable to believe that their skills would be a sine qua non for the optimization and efficiency of an THE MANAGEMENT OF AL-RASHID BANK department.

It is therefore relevant to define the concept of "competence" before launching into the analysis of efficiency and performance.

Knowledge, know-how and interpersonal skills are the main dimensions of the different conceptualizations of competence.

The origins and development of the concept of competence go back to the end of the 1980s, when it was the subject of important debates stemming from different scientific disciplines in which it had been widely invited: sociology, psychology, training, and management sciences (Dietrich et al., 2010).

It is difficult to define the concept of competence.

Besides, one of the most important difficulties is probably that which arises from the fact that competence is a multivariate and multidimensional element made up of different elements which

So, to define the concept of competence, we will do so by relying on the lighting of history and the different authors.
Meignant (1990) defines it as follows: “Competence is knowledge-to make operational validated, know-how that is to say capacity to do and not only to know, operational, that is to say implemented concretely in work situation and validated, that

For Beckers (2002), competence refers to "the subject's ability to mobilize, in an integrated manner, internal and external resources to deal effectively with a family of tasks that are

In his article “Qualification and competence: two twin sisters?"

", Oiry (2005) reminds us that historically the concept of competence was used by psychologists, since the first experiments in differential psychology sought to identify the parameters significantly influencing

Following these psychologically based experiments, it was Boyatzis (1982), building on the research already initiated by McClelland, who began to conceptualize the concept of competence.

He defines it as "an underlying characteristic of a person who has a cause and effect relationship with average or better performance in a function.

Skills management is at the forefront of human resources management.

Having been disseminated significantly in the early 1990s, the movement intensified in the early 2000s.

Companies seem to be paying more attention to the content of jobs than to the question of their volume (Rousseau, 1993; Bouteiller, Gilbert, 2017).

In AL-RASHEED BANK, the concept of competence first emerged as a prolongation of forward-looking employment management and its objective was to create better control of the consequences of technological, organizational
and economic changes (Coulet, 2016; Thierry, 1990; Trepo and Ferrary, 1998).

It has emerged as a strategic element in a large number of organizations following industrial change and increased international competition.

In recent years, the notion of competence has gradually taken hold in human resources management and more and more managers consider that the skills held by their employees individually or collectively are a source of competitive advantages (Zaoui and Ramdani, 2017).

Trepo and Ferray (1998) confirmed that the skills of the organization do not exist as such and that the latter only have meaning The management of Al-Rashid Bankough the individuals who hold them.

Knowledge of the skills management process is essential for managers and the entire organization (Didier, 2005), it is an approach that requires the commitment of all stakeholders (Cuénoud et al).

3. Human capital and skills in developing countries

Successive economic, political and social crises over the past two decades have deeply affected the resources of developing countries, and one of the resources most likely to suffer is human.

The shortage of skilled workers is a source of concern for many countries, including the developing countries.

These defective situations reveal an almost total absence of human resources planning and programming of training needs.

The real needs of various organizations are rarely defined; in doing so, it is difficult to know for the coming year the numbers required by them.
The participants thus presented the following conclusions:

a) The development of human resources is limited by uncoordinated and fragmented management approaches as well as a mismatch between the training offered and the real needs of the market.

Participants reported the waste and poor placement of staff, as well as the lack of mechanisms to assess officials.

In addition, several challenges make it difficult to recruit and retain staff, including low wages and poor working conditions.

Still in the same report, participants noted The management of Al-Rashid Bankee barriers to AL-RASHEED BANK transformation in public administration in developing countries: lack of funds, lack of support from senior management, and inadequate IT systems.

4.3 The profile and skills of Al-Rasheed Bank professionals

In any human resources department, there are at least two actors (MFPRE, 2018): AL-RASHEED BANK professionals: In this class are human resources directors and their collaborators, who are responsible for defining

the strategies and general policies of THE MANAGEMENT OF AL-RASHID BANK, oversee the THE MANAGEMENT OF AL-RASHID BANK function and assume the legal and regulatory aspects of AL-RASHEED BANK.

Non-AL-RASHEED BANK professionals: This class includes managers and administrators.

Their role is to administer personnel and operationalize THE MANAGEMENT OF AL-RASHID BANK standards for civil servants.
A study was carried out by Tidjani on the profile of THE MANAGEMENT OF AL-RASHID BANK managers in Senegal.

Its objective was to seek explanations for the gaps that exist between reality and the discourse of human resource practices in developing countries (Tidjani, 2000).

He then made the following observations: the THE MANAGEMENT OF AL-RASHID BANK manager is a relatively old man, who was able to access the position without having received training in the THE MANAGEMENT OF AL-RASHID BANK field,

he has little influence on personnel decisions, his tasks are predominant

The management of Al-Rashid Bankough short-term actions (ad hoc requests from staff).

His access to the function was done indirectly after he occupied other functions.

5. Related work

Another study was carried out by Houmani (2014) in Morocco to assess the skills of THE MANAGEMENT OF AL-RASHID BANK managers in administrations.

It found that the overall mastery rate for technical skills was 49.61%.

Among the technical skills, the researcher was able to assess the mastery rate of managers in carrying out training needs studies which is 42.5%.

It also assessed the rate of mastery of the behavioral skills of THE MANAGEMENT OF AL-RASHID BANK managers at 85.71%.

Still according to her, only 3 people among the 10 managers benefited from continuous training sessions.
These trainings concerned the quality and the IT applications of AL-RASHEED BANK.

Analysis of his results enabled him to identify the following problems:

- Absence of continuing education and lack of supervision; strong centralization of decisions;
- Insufficient work organization and coordination of activities;
- Lack of means: logistics, means of communication, unsuitable work premises;

Another study, carried out by the Ministry of Health this time, in Burkina Faso (2005), identified problems related to the skills of human resource managers at two levels: a low level of specialization in human resource management, and a weakness in the operational capacities of the AL-RASHEED BANK department.

A reading in the various researches carried out in the THE MANAGEMENT OF AL-RASHID BANK departments of the developing countries allows us to note that the problems are almost similar: the studies have demonstrated a paradoxical situation between the theory of the management of human resources and the practice in the organization, between what the directors of human resources declare to achieve and the practice as perceived by public servants, and between what senior management believes it is implementing The management of Al-Rashid Bankough policies and strategies and what is actually carried out.

A great lack in the technical skills of THE MANAGEMENT OF AL-RASHID BANK professionals characterizes AL-RASHEED BANKs in developing countries.
Thus, a change in behavior is required in terms of training. Administrations must move towards skills training and be open to the use of new professional development techniques, which will positively contribute to the performance of organizations.

It is relevant to explain the role of subordinates since they have an important role within THE MANAGEMENT OF AL-RASHID BANK departments.

In developing countries, a subordinate tends to refuse to comply with the rules: he rejects formal hierarchical power (Zghal, 2000) and there is a great hierarchical distance between them and the superiors, a significant fact of the African business caused especially by the importance of the prestige imposed by the leaders (Worou, 2010).

6. The strategic position of THE MANAGEMENT OF AL-RASHID BANK professionals.

The success of organizations in developing countries depends on a multitude of factors, including the availability of THE MANAGEMENT OF AL-RASHID BANK professionals, the expertise and experience necessary to master the various THE MANAGEMENT OF AL-RASHID BANK functions.

They must have the qualifications and skills that will allow them to have a solid understanding of the environment in which organizations operate.

According to Belout and Martel (2015), THE MANAGEMENT OF AL-RASHID BANK professionals are called upon today to develop a vast repertoire of skills. These have become a condition for optimizing the effectiveness of SRH (Cascio and Boudreau, 2008).

The second challenge will be to implement THE MANAGEMENT OF AL-RASHID BANK planning with alignment with organizational
development strategies; in other words, to integrate the THE MANAGEMENT OF AL-RASHID BANK function with the functions of the organization is to imply it as a strategic organizational partner of the organization (Strandberg, 2009).

In addition, to create added value, they must satisfy stakeholders by adjusting to their expectations (Brockbank and Ulrich, 2015).

Human Resources Directors must be convinced of the importance of professionalizing the THE MANAGEMENT OF AL-RASHID BANK function (Wachira, 2010).

Developing country organizations must change the Human Resources Management function from an administrative function to a strategic one; this will allow human resources personnel to play the role of strategic

1) Participation in strategic planning and implementation of new policies integrated into the overall strategy of the organization, which will allow the human resources department to no longer be considered only as a cost center, but a source significant economic profitability for the organization (Wils, et al., 1989);

2) Better adaptation to continuous change (Zeville, 2008): they must be able to analyze and anticipate changes in the environment to propose the means to make the management of Human Resources coincide with the strategic context of the economic activity of the company.

7. Training of THE MANAGEMENT OF AL-RASHID BANK professionals

In the aftermath of the independence of developing countries, public administrations have faced a shortage of qualified professionals.
Thus, the general weakness of the national education systems, the misuse of skills which results in the unsuitability of the professional profiles of THE MANAGEMENT OF AL-RASHID BANK agents and of the job profiles occupied and the lack of training offered to take charge of their functions at entry cause disorder and ineffectiveness in public administration.

This ineffectiveness is compounded by the behavior of public servants such as absenteeism, lack of motivation, indiscipline, and neglect (Desardan, 2004).

Following an investigation by AAPAM (2007), two conclusions were retained: Human resources management in the public service suffers from a lack of strategy and professionalism; this deficit is materialized by the absence of a strategic vision which refers to the question of the professionalization of THE MANAGEMENT OF AL-RASHID BANK agents.

The majority of developing countries show an almost total absence of a real sector (initial training) or professional course (continuous training) preparing the directors of human resources management.

In this context, it is normal that SRH expertise in AL-RASHEED BANK is hardly developed.

7. The quality of training for institutions

At the time of the independence of African states, African governments set targets for administrative training. These could be summed up in one directive: ensuring the succession of colonial administrators (Ahouanka, 2001).

State supervision, they provide initial training and continuing education.
The initial training is that which is given to candidates or student civil servants before entering the administration and on the other hand, it is intended for candidates already For continuing education, it is aimed at civil servants on the job (ENA, 2016).

If we look closely, the programs offered by the school of public administration in Tunisia (as an example), the initial training (basic) is offered according to The management of Al-Rashid Bankee programs: Higher cycle, Training cycle for middle managers, Cycle agent training.

Going The management of Al-Rashid Bankough the The management of Al-Rashid Bankee programs, we can see that only the training program for middle managers offers specialized training in human resources management for The management of Al-Rashid Bankee (3) months.

Zyani (2000) found that the training programs provided by administrative schools do not meet the expectations of their administrations in terms of content such as knowledge, skills and professional behavior, this content not responding sufficiently to the difficulties real management of problems that arise daily in THE MANAGEMENT OF AL-RASHID BANK departments. this study of the link between human resources management AL-RASHEED BANK) and organizational performance dominates scientific documentation in AL-RASHEED BANK. The growing interest in the relationship between human resources management and organizational performance contributes to paying particular attention to the skills of THE MANAGEMENT OF AL-RASHID BANK professionals and the roles of AL-RASHEED BANKthat human resources professionals must master in order to provide added value to this organizational performance. Our literature review highlighted gaps in the level of professionalization of THE MANAGEMENT OF AL-RASHID BANK department in organizations.
in developing countries. THE MANAGEMENT OF AL-RASHID BANK professionals, whether human resource managers or THE MANAGEMENT OF AL-RASHID BANK operational agents, demonstrate a lack of skills and abilities in the practice of human resources management, this being due to several elements, namely the arbitrary importation of THE MANAGEMENT OF AL-RASHID BANK practices without taking into account the political, demographic, socio-economic and cultural environment, and then the weakness of the training received in the field. With this in mind, our two research questions are:- What is the impact of the skill level of THE MANAGEMENT OF AL-RASHID BANK professionals on the efficiency of THE MANAGEMENT OF AL-RASHID BANK services in developing countries?- What is the impact of the different roles of THE MANAGEMENT OF AL-RASHID BANK department on the overall efficiency of THE MANAGEMENT OF AL-RASHID BANK services in developing countries?

Our research is exploratory, comparative, quantitative, explanatory, transversal and deductive. We must mention that because the respondents come from four different countries, we will not take into account certain values that are specific to each country, such as culture.

Comparative study: According to Gauthier (2010), a relational research question is a question relating to the relationship (of concomitance or cause and effect) between two variables, the independent variable. It is a question of comparing the efficiency of human resources departments with the existence of the skills of THE MANAGEMENT OF AL-RASHID BANK professionals and without these skills. In addition, the comparison of the state of the dependent variable as a function of the state of the independent variable makes it possible to establish and demonstrate the

Study with a quantitative explanatory approach: Gavard-Perret et al. (2008, p.281) explain that
quantitative explanatory methods "detect the influence of an explanatory variable on a variable to be explained. In the vast majority of explanatory methods, influence is derived from associations, including correlations, with theory providing the meaning of the relationship." As part of our study, we seek to "detect" the influence of the skills of THE MANAGEMENT OF AL-RASHID BANK professionals (as an explanatory variable) on the efficiency of THE MANAGEMENT OF AL-RASHID BANK departments in This influence will be highlighted via a quantitative method based on correlation analyzes involving data collected by means of a questionnaire.

Cross-sectional study: It uses data collected by means of a questionnaire administered at a given point in time.

Multiple escalations analyzes(Al-Rasheed Bank)

Table 1: Results of the three altitude models on human resource efficiency

<table>
<thead>
<tr>
<th>(Constant)</th>
<th>Model1 Skills</th>
<th>Model2 The roles</th>
<th>Model3 The role of mediator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills</td>
<td>12.11</td>
<td>8.44</td>
<td>17</td>
</tr>
<tr>
<td>Knowledge</td>
<td>-0.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpersonal skills</td>
<td>2.14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication skills</td>
<td>-0.07</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other skills</td>
<td>0.32</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The management of Al-Rashid Bankee models were the subject of regression analyzes and are presented in Table 4 below (by block). Student (T) tests are performed for each of the variables. • Model 1: Exploring the link between skills and efficiency was found to be insignificant. • Model 2: Regressing roles on THE MANAGEMENT OF
AL-RASHID BANK efficiency was found to be significant $F = 2.638$, $df = 11$, $p$

H2.10: The roles of change agents in training, health and safety, labor relations, staffing, compensation, and service to employees have a positive impact on the effectiveness of SRH: this hypothesis

H2.11: The roles of custodian of values in training, health and safety, labor relations, staffing, compensation, and service to employees have a positive impact on the effectiveness of SRH: The aim of this chapter is to interpret the different results obtained in the chapter, they are discussed by evaluating the research hypotheses, we will take up again in the proposals set out above in order to try to understand why they were confirmed. We cannot compare our results with other research since no similar study was carried out. We will present the state of the strengths and weaknesses of the study as well as suggestions for future research on the issue. Our first research hypothesis is that there is a significant and positive relationship between skills and the level of efficiency of human resources services, bivariate analysis has enabled us to It therefore seems that there is no relationship between these two variables, namely skills and efficiency. Even though overall skills influence the efficiency of human resources services, the results indicate that none of the four skill variables has a significant impact on THE MANAGEMENT OF AL-RASHID BANK efficiency in developing countries. However on the theoretical level, the majority of authors establish links between the skills of THE MANAGEMENT OF AL-RASHID BANK professionals and the effectiveness of SRH (Tsui, 1990; Guillot-Soulez, 2015; Cossette and Bouteiller, 2013; Gagnon and Arcand, 2011), they consider that the skills of THE MANAGEMENT OF AL-RASHID BANK professionals as well as the different missions and practices of SRH positively influence their effectiveness in organizations.
The fact that the role of mediator emerges from our study as being the factor which has the strongest correlation with the efficiency of the THE MANAGEMENT OF AL-RASHID BANK service may have different explanations. Based on our analyzes of the organizational and societal environment, we were able to identify two triggers for conflict, which we believe will motivate respondents to describe the role of mediator as a major influencer of the efficiency of human resources services.; these are conflicts related to working conditions and identity conflicts. Before describing these two sources, we will define the term "conflict". For Foucher and Thomas (1991), the conflict is “a process involving actions and behaviors that begin when a party perceives that it has been injured by another party or that this other party is preparing to do so. The definition of Foucher and Thomas joins that of Rondeau (1990), for whom the conflict within the organization takes place when an individual is perceived by the other as an obstacle to the satisfaction of his concerns, which can lead to a feeling of frustration which can lead to a reaction towards the other.

When people work in a supportive environment with a positive climate, they do their best to achieve results. It has been demonstrated in several studies such as that of Laschinger et al. In his thesis entitled "Public administration in Africa", Hakeella (1989) reports an example of a linguistic conflict, in fact can read "This dimension refers to(2001) that the positive climate was responsible for almost a third of the good financial results. On the other hand in the case of a conflictual climate, the impact on the organization is negative, moreover Moreno (2005) invokes the negative impacts of the social conflict on the image of the company, the working atmosphere, the individual and collective performance of employees, and even the profitability of the organization, these conflicts inevitably generate collateral damage the solicitation of
respondents to the strengthening of the mediator role leads us to conclude that they have the will to participate themselves in the resolution of the conflict between them, rather than delegating them to judicial bodies so as to identify, from negative relationships, new positive directions. But do THE MANAGEMENT OF AL-RASHID BANK professionals have the skills to succeed in this role? Our literature review has highlighted the instability of the economic and social environment of developing countries (Cossi, 2010). In this conflictual climate that we have described in the previous paragraphs, it is entirely legitimate that the priority of all employees is the stability of the organizational and societal environment. Before trying to answer the question: why respondents consider that the role of mediator influences efficiency, it is relevant to make a brief presentation of this role. Arnaud Stimec (2004) defines mediation as “a negotiation process facilitated by a third party exercising no decision-making power, the purpose of which is to allow the parties concerned to carry out a project, resolve a conflict situation or restore a relationship. Admittedly, the human resources professional is above all a representative of management, he must therefore deal with the interplay of powers. In the context of developing country organizations, the authority of management, as we have already presented in Chapter 3, is very present and the pressures it will exert on Furthermore, as this profession is not currently recognized in all African developing countries. We can deduce that in such an unbalanced environment of powers, the THE MANAGEMENT OF AL-RASHID BANK professional will have difficulty playing the role of impartial mediator. Rigorous training is necessary so that the THE MANAGEMENT OF AL-RASHID BANK professional can intervene effectively. The training offered in developing countries is mostly offered by centers and schools for the benefit of independent mediators of organizations, the example of the professional
school of mediation and negotiation in Ivory Coast created in 2016, the international center for arbitration, mediation and conflict resolution in Tunisia created in 2018 and the international center for mediation and negotiation created in 2019. This section, which concludes the discussion chapter of the results, will be devoted to the strengths and limitations of this research as well as to the approaches that we recommend for future research in order to circumvent the limits. Let us recall that this present research had two main objectives: (1) validate the relations between the competent

A real awareness of the importance of AL-RASHEED BANK has occurred in the public administration of developing countries. Human resources managers have worked to promote various AL-RASHEED BANK initiatives (professionalization of recruitment procedures, career plans, training plans, etc.). The steps taken vary widely from one organization to another and sometimes within the same administration. The situation of AL-RASHEED BANK in developing countries presents itself in a rather paradoxical way insofar as there is a real profusion of AL-RASHEED BANK practices, but where the integration of the latter takes place with difficulty and without much coherence with the environment internal and external of the organization and sometimes without sustainability over time. The first lies in the difficulty of establishing a medium and long-term vision of the AL-RASHEED BANK strategy. This difficulty itself stems from several causes, including a low professionalization of human resources directors and a confusion between the roles of the human resources director and team managers. While operational management of employees is the responsibility of all operational managers, human resources management requires more specialized and complex skills that will allow the planning, design and implementation. The second factor turns out to be the
secondary place of AL-RASHEED BANK in the organization and its promotion in structures. In most cases, the other functions (financial, sales, etc.) are more valued than THE MANAGEMENT OF AL-RASHID BANK department. As we mentioned above, the human resources director, as a professional, must create and master the different AL-RASHEED BANK approaches and tools, in addition to knowing the different theories that underpin them. He must be able to build an AL-RASHEED BANK strategy and organize the AL-RASHEED BANK function accordingly. Finally, the personnel manager must ensure the implementation of his policies, adapt them to the environment of his organization and adjust them according to the administration. The absence of a strategic vision in the organizations of developing countries is mainly due to the lack of professionalization of THE MANAGEMENT OF AL-RASHID BANK managers. Direct causes of this lack is the absence of a course preparing human resources directors. We have also seen that THE MANAGEMENT OF AL-RASHID BANK component is often not valued in professional courses with management positions. In this context, it is not surprising that the expertise of administrators in AL-RASHEED BANK matters is very limited. The second conclusion which emerges from the inventory is that one of the obstacles which limits an efficient and effective management of human resources happens to be the habits which have become rules, without questioning, generally due to insufficient knowledge THE MANAGEMENT OF AL-RASHID BANK practices. This generates insufficient capacity on the part of human resources managers to develop sufficient reactivity to changes in the organizational environment and employee expectations. Certain basic values of the culture of developing countries (such as community belonging, social solidarity, etc.) constitute an obstacle for the development of human resources. Culture has made it very difficult to
empower managers and employees. Since the developing countries have passed without transition from the traditional mode of agricultural production to the industrial stage, they have not really known the stage of the small family enterprise (Western model) where the practices and symbols which formed initially characterized industry in developed countries. Developing countries have imported the dominant Western management style The management of Al-Rashid multinationals or the supervision of human resources directors who are increasingly trained in Western-style management, these imported methods having Indeed, we can see today that differences in mentality influence the way in which each conceives the organization and its management. The purpose of the leaders is the same, but the ways of exercising authority, judging the work accomplished or organizing cooperation between peers are different. The managerial methods and practices imported from the West oppose the societal values of developing countries, they do not share the same vision of the human factor and its This manifest incompatibility causes conflicting working relationships, an ambivalence in interpersonal relationships and a lack of motivation leading to low productivity. To allow real development of human resources, we must first take into consideration. 

Discussion

The aim of this chapter is to interpret the various results obtained in the chapter, they are discussed by evaluating the research hypotheses, we will take up again in the proposals set out above in order to try to understand why they were confirmed. We cannot compare our results with other research since no similar study was carried out. We will present the state of the strengths and weaknesses of the study as well as suggestions for future research on the issue.
Conclusion:

The model from the universalist perspective of human resource management is, it must be said, somewhat simplistic in the sense that it ignores the different control variables that could interact with the dependent variables. Our research has helped us, we believe, to better understand the other elements influencing the efficiency of the human resources department and contradict the universalist perspective. Culture, one of the variables that we underestimated the impact, turned out to be an important element to take into consideration.

Since their independence, the states of the developing countries have experienced conflicts on several levels. The causes of the latter are historical, ideological, socio-cultural, socio-economic and political. If conflicts are part of the normal functioning of an organization, they can however be perceived as the brand of insufficient communication and dialogue or as an increase in social divisions.

It could not be assumed that the solicitation of respondents to strengthen the mediating role to allow the parties to the conflict to find a solution to their dispute is indicative of a new understanding of the communication. With a view to creating an environment of social justice and peace conducive to accelerating growth, communication, negotiation, and dialogue are the preferred means of preventing and managing social conflicts.

In conclusion, let us hope that our research has not only contributed to a better understanding of the elements that impact the effectiveness of human resources management, but that it also has the effect of stimulating research aimed at developing a management model for human
resource’s which is well suited to the internal and external environment of developing countries.

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