

The Impact of the Entrepreneurial Capabilities of Tourism Human Resources in the Performance Evaluation Process

Applied in a sample of tourism companies registered on the Iraqi Stock Exchange

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ABSTRACT

The aim of the research is to determine the impact of the entrepreneurial capabilities of tourism human resources and their dimensions (risk, self-confidence, need for achievement, independence and responsibility, initiative, creativity) in assessing the performance of employees of tourism companies listed on the Iraqi Stock Exchange, the availability of leadership capabilities among managers in tourism companies is necessary to motivate and guide working individuals to provide the best when performing their duties. In order to find out about this role, the following question was asked: (Does the level of entrepreneurial capabilities of tourism human resources have an impact on the performance of individuals in the researched tourism companies?) In order to achieve the objective of the study, a deliberate sample of (63) managers from the upper and middle departments (members of the board, commissioner, department manager, division manager) was selected in three tourism companies registered on the Iraqi Stock Exchange, The research relied on questionnaires as a key tool for data collection, as well as field visits and interviews conducted by the researcher. To analyse the data, the statistical analysis program SPSS-V.25 and Amos-V.25 were used, and the study reached a set of conclusions, the most important of which was, self-confidence, creativity and initiative have the greatest impact on performance evaluation among the entrepreneurial capabilities of tourism human resources, The study presented a set of recommendations, the most important of which was to enhance self-confidence, creativity and initiative to raise the efficiency of performance among employees in tourism companies registered on the Iraqi Stock Exchange through the managers instill a sense of importance among employees in the tourism organization and support creative ideas that raise the value of work and initiative in creating services that meet the needs of customers before competitors. By retaining these capabilities and working to keep them in the tourism companies in order to achieve the outstanding performance of their employees and to reach competitive superiority in the tourism market. Keywords: Entrepreneurial Capabilities of Tourism Human Resources, Performance evaluation.

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INTRODUCTION

The entrepreneurial capabilities of human resources possessed by leading leaders in tourism companies are factors that improve the performance of individuals, as these capabilities are necessary skills that enable leading leaders to make decisions and solve problems to reach the goals of those tourism companies, and from this take care and pioneering capabilities characterized by scarcity and untenable imitation and exchange, which achieves competitive superiority with other companies working in the tourism sector.

The performance evaluation process in various contemporary organizations, including tourism companies, is of great importance for its active role in improving the performance of working personnel, as the performance evaluation process is of an analytical diagnostic nature that shows the strengths and weaknesses in the performance of employees, Through which the administration is able to issue a judgment based on the principles and criteria to determine the extent to which employees can take responsibility and perform their functional duties towards the tourism company, and from this point of view the idea of the study, which dealt with topics that have a significant and direct impact on the performance of tourism companies registered on the Iraqi Stock Exchange to achieve their objectives despite the challenges and changes they face. The importance of the research came from the importance of the topic of the pioneering capabilities of human resources and their impact in the evaluation of performance, and the section of research into two topics, the first topic included the theoretical aspect of the research, and the second topic included the practical aspect of the research in addition to conclusions and recommendations.

RESEARCH METHODOLOGY

The research methodology includes clarifying (the problem of research, its importance, its objectives, determining its methodology, reviewing the hypothetical chart, identifying key and sub hypotheses, methods of collecting data and information, and the research sample community and sample), as follows:

First - the research problem

Rapid environmental developments and intense competition in the business world have generated conviction in the management of tourism organizations to move towards the attention to human resources, and to develop certain types of capabilities and to accomplish work that exceeds the limits of current standards and exceeds what others offer, and understanding the fact that individuals in tourism organizations have entrepreneurial capabilities that make them rise to sites characterized by creativity and proactiveness, Organizations improve their performance in a variety of ways, whether by following a specific strategy, changing business patterns or developing the capacity of their personnel, as entrepreneurial capabilities are the most important factors affecting performance evaluation, The organizations are in the process of assessing the performance of their members to identify strengths and weaknesses in their job performance and work to develop and develop them, hence the main problem of the study of the statement (does the level of entrepreneurial capabilities of tourism human resources have an impact on the process of evaluating the performance of individuals in the tourism companies researched) and based on this problem, the current study seeks to answer the following questions:

- 1- What is the level of interest of the tourism companies researched in the entrepreneurial capabilities of tourism human resources, and what dimensions do you care about better than others?
- 2- What is the level of interest of the companies involved in the performance evaluation process, and what is their focus?
- 3- What is the level of impact on the impact of tourism human resources' entrepreneurial capabilities on performance assessment, and what are their dimensions most prominent?

Second - The importance of research

- 1- The importance of the study comes from the importance of the tourism sector as another source of economic diversification for Iraq as it moves towards diversification in sources of national income.
- 2- The importance of the vocabulary covered by the basic variables of the study for the tourism sector, which crystallized into two fundamental variables (the pioneering capabilities of tourism human resources and performance evaluation).
- 3- To assess the level of interest of the tourism companies researched in the two variables of the study (entrepreneurial capabilities of tourism human resources, performance evaluation).

Third - Research objectives

The research aims to achieve the following objectives:

- 1- To determine the impact of the entrepreneurial capabilities of tourism human resources and their dimensions in the performance evaluation.
- 2- To identify the level of interest of the tourism companies researched in the entrepreneurial capabilities of tourism human resources and their dimensions, and the level of interest of the tourism companies researched in the performance evaluation process and the methods used in the evaluation.
- 3- Make recommendations that contribute to the entrepreneurial capabilities of human resources and performance evaluation to achieve the outstanding performance of individuals working in tourism companies, as well as provide a theoretical framework that benefits tourism companies.

Fourth - Research methodology

The study adopted the descriptive analytical approach, as the descriptive method includes data collection in order to examine theories or answer questions concerning the current status of the sample studied, A common case in the application of this approach is the study of trends and opinions towards organizations, individuals and incidents, for which information can be obtained through interview, observation and questionnaire (Al Dhamn, 2007: 134). It is an approach that describes the characteristics and features of a particular phenomenon or society at the time of study, and is proportional to the variables studied for the current study.

Fifth - The hypothetical outline of the research

To illustrate the study's hypotheses and the nature of the impact relationships between the independent variable of the dimensions of the entrepreneurial capabilities of human resources, which includes (risk, self-confidence, need for achievement, independence and responsibility, initiative, creativity) and the dependent variable of performance evaluation, the hypothetical scheme of the study was built as described in figure (1).

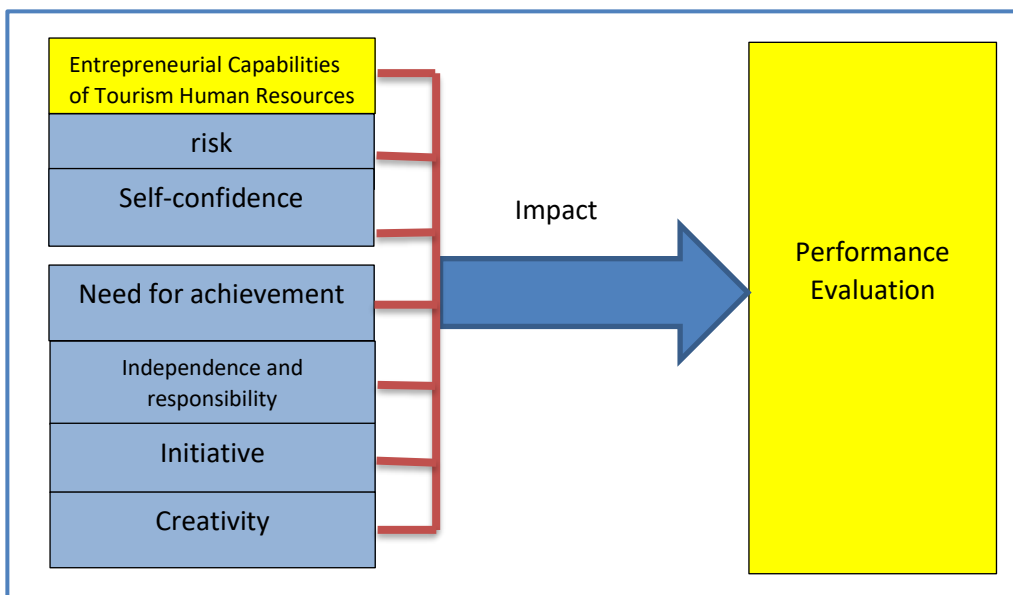


Figure (1) the hypothetical outline of the research

Source: Prepared by the researcher based on the literature related to the topic

Sixth - Research hypotheses

The main hypothesis: (there is a statistically significant moral impact of the entrepreneurial capabilities of tourism human resources in the performance evaluation), from which six sub-hypotheses emerge as follows:

Sub-hypothesis 1: There is a statistically significant moral effect of risk in performance evaluation.

Sub-hypothesis 2: There is a statistically significant moral effect of self-confidence in performance evaluation.

Sub-hypothesis 3: There is a statistically significant moral effect of the need for achievement in the performance evaluation.

Sub-hypothesis 4: There is a statistically significant moral effect of independence and responsibility in the performance evaluation.

Sub-hypothesis 5: There is a statistically significant moral effect of the initiative in the performance evaluation.

Sub-hypothesis 6: There is a statistically significant moral effect of creativity in performance evaluation.

Seventh - Methods of data collection

The researcher relied on several methods in the theoretical and practical aspect of collecting the necessary data in order to achieve the objectives of research and reach the results as follows:

- 1- Theoretical: The research relied on Arab and foreign sources related to the subject of the pioneering capabilities of human resources and performance evaluation, including books, letters, university journals, periodicals, magazines and research published globally on the Internet.
- 2- Practical: The research relied on two basic methods of collecting data and information to complete the practical aspect as follows:
 - A- The survey / the researcher relied primarily on the questionnaire in the collection of data, which consisted of two parts, the first part of which included the demographic information for the sample study, The second part included the basic information of the study variables, namely, the measurement of the variables of the independent variable (the entrepreneurial capabilities of tourism human resources), the measurement of the variable paragraphs of the dependent (performance evaluation), using the five- point (Likert) scale.
 - B- Interviews / The researcher conducted field visits to the research tourism companies and to the Tourism Authority in order to collect information about the current study variables, and to clarify the paragraphs of the questionnaire and answer the questions of the members of the sample, so many interviews were conducted.

Eighth - Research community and sample

1- Research community:

The tourism companies (hotels) registered on the Iraqi Stock Exchange have been selected as the research community, as the inclusion of tourism companies in the financial market is a sign of the independence and credibility of these companies, and the high value of shares traded in the financial market is an indicator of the company's good performance.

The reasons for choosing hotels as a research community are:

- A- All of these hotels are mixed-stock tourism companies listed on the Iraq Stock Exchange, with tradable assets (shares) and dividends distributed as dividends per share.
- B- These hotels are one of the most prominent tourist and urban attractions of Baghdad, and include tourist benefits due to the accumulated experience of their human resources and are still the most prominent area of tourism and hotel work.
- C- The organizational structures and management of these hotels have a similarity, allowing the selection of people directly involved in decision-making, influencing their employee experience and assessing their performance.

2- Research sample:

A non-random intentional sample was selected to represent the search community. Through which the researcher selects this sample because it has a specific characteristic or characteristic on the basis that it achieves the purposes of the research carried out (Jamali, 2003:83). It was represented by the senior and central departments of the research edited hotels (board members, authorized directors, department directors and administrative and operational divisions) and 63 directors, They represent senior and central leaders who have the ability to make decisions and evaluate the performance of their subordinates, and the researcher has chosen the senior and middle departments of a common administrative nature in the tourism companies (hotels) registered on the Iraq Stock Exchange.

THE THEORETICAL SIDE OF THE RESEARCH**1- Entrepreneurial capabilities of tourism human resources****First - the concept of entrepreneurial capabilities for tourism human resources:**

Entrepreneurial capabilities are key skills to be available in entrepreneurial organizations, enabling the entrepreneur to make decisions and pursue successful achievements and compete with other organizations (Mahina & Usman, 2016:40). Researchers and writers have many opinions on the concept of entrepreneurial capabilities, as in Table 1:

Table (1) the concept of entrepreneurial capabilities of human resources

	Researcher's name	Year and page number	Concept
1	Dixon	2005: 7	The range of entrepreneurial trends required in the success and sustainability of the business.
2	Mitchelmore & Rowle	2013: 138	A range of capabilities represented by personal and administrative abilities, business and human relations.
3	Zadeh	2014: 43	A set of qualities, skills and knowledge enables the entrepreneur to deal with uncertain situations, identifying opportunities as well as initiative, persuasion and flexibility, in an ever-changing business environment.
4	Syed et al	2016: 45	The ability to apply knowledge, skills and mental abilities in a specific professional context.
5	Maru & Rao	2017: 15	A set of individual qualities that enables the entrepreneur to perform business efficiently and effectively.

Source: Prepared by the researcher based on the concepts of entrepreneurial capabilities of human resources

Through Table (1), which reviewed the concepts of entrepreneurial capabilities with different perspectives of writers and researchers in administrative thought, we note the differences of some and the agreement of others.

The researcher can give a concept of the entrepreneurial capabilities of tourism human resources (a set of characteristics of a high level, representing the ability of the entrepreneur to perform his work efficiently and effectively to achieve success, such as qualities, characteristics, skills and knowledge that are influenced by the individual's experience and level of training and learning).

Second - The importance of entrepreneurial capabilities for tourism human resources

Most business organizations of this age are subject to many changing circumstances that pose many challenges, which require sought to be met by a high lycee and innovative capacity for their human resources to find solutions and alternatives to the challenges faced by these organizations (Al-Faris and Rifai, 2013: 210), and the importance of entrepreneurial capabilities is highlighted by:

- 1- Increase revenue by providing premium goods and services to meet the needs of customers.
- 2- Strengthen an environment of excellence and maintain the best skills.
- 3- Achieving customer satisfaction and loyalty, by owning flexibility and encouraging innovation.
- 4- Provide competitiveness in all of the organization's activities.

(Anema and McCoy, 2009:5) (Boschma,2005: 385)

Third - Diminishing the entrepreneurial capabilities of tourism human resources

Many researchers agreed in determining the dimensions of entrepreneurial capabilities, some of whom agreed on a set of dimensions and some of them differed in their definition:

The first dimension: risk

The risk arises because the individual is under the influence of uncertainty and the feeling of not achieving full results, so the risk remains as long as the element of uncertainty exists (Najjar and Ali, 2008: 273), There are no specific limits to risk behaviour between organizations and individuals, the lower the risk, the less the person is a factor, and if the risk increases, he becomes a leader (Scarna, 2010: 71). According to (Hussein, 2013: 78) the entrepreneur takes the risk and accepts work in situations and uncertainties, and notes that the higher the degree of willingness to succeed, the more inclined to take a certain risk.

The risk is to work in a state of uncertainty and uncertainty that is taken into account by the entrepreneur when putting a new product or service on the market.

The second dimension: self-confidence

A entrepreneur is a person who starts a self-employment or private so that he is motivated with enthusiasm to accomplish it, has the self-confidence that leads him to gain more customers, deal with technical details and sustain the movement of the work, i.e. has the ability to interact with all that is new and surprising, and very self-reliant and confident in it, which makes him a willingness to make important decisions (Hussein, 2013: 78), the entrepreneur has the own and intellectual potential to create businesses through self-reliance, individual ability, thinking and management, making important decisions to solve problems and meet future challenges (Al-Husseini, 2006:47). From the foregoing it is clear that self-confidence is the characteristic of the leading person and enables him to achieve outstanding performance, which is reflected in the performance of the tourism company and the level of services provided to its customers.

The third dimension: the need for achievement

The need for achievement indicates an individual's desire to achieve great achievement, master skills and achieve difficult goals (Kerr et al, 2018: 22), According to (Al-Mansour and Jawad, 2000:18) it indicates the desire to make the best achievement or win in a particular competitive position, those who want to deliver the best achievement bear the responsibility to achieve the goal well and tend to bear the difficulties and expect quick reactions to their achievements, and the pioneers seek to measure their success by their ability to achieve goals, and they are inclined to update and bear the burden.

The above shows that the entrepreneur has a high motivation to accomplish the work by being accomplished and superior, and chooses the conditions that ensure success to achieve a high degree of satisfaction.

The fourth dimension: independence and responsibility

The entrepreneur tends to be independent in his work, and not to rely on others in achieving the goals planned for his high confidence in his own abilities, and therefore pursues his unlimited ambitions (Saleh, 2011: 146), He is always looking for a source of self-employment to achieve financial independence, and is responsible for his decisions regardless of the results (Sultan, 2016: 105), According to (Abu Qarn, 2015:18), responsibility comes from the leadership of entrepreneurs and their ability to confront and address problems, not to escape from them.

The fifth dimension: initiative or proactive

The initiative is defined as behaviour that leads to a person taking a subjective approach and beginning in the goals and tasks assigned to them to overcome the constraints they face (Fay & Frese, 2001:97), (Bashkali, 2010:60), sees it as "a process of profitable opportunities and investment ahead of competitors, by offering a new commodity or service or entering new markets.

The initiative or proactiveness is the ability of leading individuals working in tourism companies to discover, understand and meet the underlying unsaturated needs of customers.

The sixth dimension: creativity

A mental work that an individual uses using his abilities to reach new ideas, unfamiliar uses or activate specific experiences (Abu Latif, 2015:27), Creativity refers to the transfer of the new idea to the practical reality that actually produces a good or service (Muhammad, 2017:11). He pointed out (Al Qasimi, 2002: 551) that creativity is the ideas and practices offered by managers and employees that lead to the creation of management processes and methods more efficient and effective in achieving the objectives of companies. The need for creativity is manifested by changes in the organization's environment, such as technological changes and changing consumer tastes (Scarna, 2011: 17).

2- The performance evaluation process

First - the concept of the performance evaluation process

The subject of performance evaluation is determined by three basic levels, namely evaluation at the level of the whole organization such as effectiveness, efficiency and progress in work, evaluation of the performance of key activities such as marketing, production and financing, evaluation of the performance of employees performed by managers or heads of work, and in our current study is the evaluation of managers of the performance of employees in tourism companies. Performance evaluation plays a vital role in any organization; it determines the effective performance of workers and achieves organizational goals and objectives (Urshila, 2017: 628). Most organizations seek to determine the performance of their employees and determine the capabilities and potential of each individual and their need for development (Al-Kalalda, 2019: 75). The views of writers and researchers on the concept of performance evaluation were varied, as in table 3:

Table (3) the concept of performance evaluation

	Researcher's name	Year and page number	Concept
1	Ivancevich & Matteson	2002: 159	A human resources management activity through which the organization can determine the level at which the employee is actively engaged.
2	Salih	2004: 137	The structured and continuous assessment process for the individual in relation to the individual's achievement and future development prospects.
3	Ghauri	2012: 35	A systematic assessment of a particular function based on approved performance indicators, to identify aspects that need further development and growth in the individual.
4	Hanzlick	2015: 43	Repeated assessment of the employee's performance, potential needs and development.

Source: Prepared by the researcher based on relevant literature.

Based on the above, a performance evaluation concept can be given as "an ongoing activity of management of tourism companies conducted by specialized persons based on specific criteria, as they frequently evaluate the performance and development of employees and discuss their potential needs based on results in order to increase their performance in the future".

Second - The importance of the performance evaluation process

The performance evaluation process is of great importance to business organizations, including tourism and hotel organizations, by determining the efficiency of employees and the extent to which they achieve their objectives, as the performance evaluation process provides managers with valuable information to help them estimate the actual level of achievement of working personnel over a certain period of time and thus is the most important pillar of the decision-making process for working individuals. (Al-Karkhi, 2014: 128) has shown this importance with my machines:

- 1- Identify the staff member's weaknesses and strengths and clarify these points to him.
- 2- Identify employees who are eligible for promotion, bonus and increased pay.
- 3- Lays the foundation for workforce planning and forecasting the organization's needs for the numbers to be attracted.
- 4- Choose the right work for the employee, through the evaluation process and see the results.

Third - Methods of the performance evaluation process

These are the methods used by the resident to estimate the efficiency of the working individual during the performance evaluation process. The methods and methods of performance evaluation vary from organization to organization according to its activities and functions performed by workers (Hammoud and Al-Kharsha, 2011: 154).). Most researchers classify performance evaluation methods and methods into traditional and modern methods, as noted (Aggarwal & Thakur, 2013: 617). Hr Management literature is full of a number of evaluation methods and the most prominent of these methods will be presented as follows:

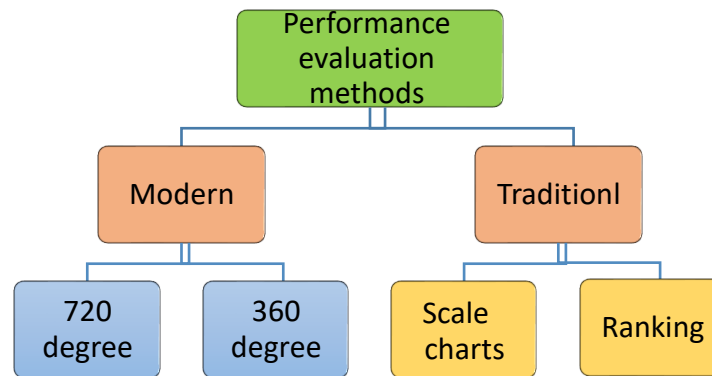


Figure (2) methods of performance appraisal

Source: Prepared by the researcher based on the theoretical literature on the subject of performance evaluation.

1- Traditional performance evaluation process methods:

- A- Ranking method:** One of the oldest methods of evaluating the performance of workers (Moroccan, 2012: 175). Accordingly, workers are ranked from the best to the worst based on a set of characteristics (Dessler, 2009: 328). This method is simple and easy to use, but its disadvantages are to know how they are better than others and what degree of preference, and this method is subject to personal effects in the relationship of the resident to the worker (Barnoti, 2007: 27).
- B- The method of scale charts:** one of the simplest and most common methods of evaluation (Harhoush and Salem, 2009: 110). In this way, the performance or qualities of the working individual is estimated on a continuous line or scale that begins with a low rating and ends with a high rating, such as being estimates (weak, average, good, very good, excellent) according to the degree of availability of attributes in the working individual, and expressed in numbers or points (1-5), This method is easy and simple, and its disadvantages are the possibility that the evaluator will be biased in its estimation, giving a high appreciation to an individual of all qualities as a result of his superiority with one characteristic (Abbas and Ali, 2003:250).

2- Modern performance evaluation methods:

- A- 360 degree reverse feeding method:** This method refers to the use of multiple reliable sources to obtain feedback on the performance of the individual to be evaluated, whether from the direct manager, subordinates, customers, colleagues and even the individual himself (Torrington et al, 2008: 308). One of the advantages of this method is to rely on several sources where the evaluation process does not rely solely on superiors or managers, helps to increase the degree of professionalism in the performance of tasks and raise morale, and helps everyone in the organization to know their strengths and weaknesses (Al-Ma'a'ita and Al-Maamouri, 2013: 120).
- B- 720 degree:** One of the latest performance evaluation methods, a comprehensive and innovative approach of (360) degrees (Jency, 2016: 2956). The mechanism of action of the 720-degree method is to assess and analyse staff performance and provide them with feedback to determine the goals to be achieved, and then, after a short period of time, they are evaluated again based on their goals, the achievement rate achieved, and the provision of feedback through feedback and guidance to ensure that the employee reaches the goal (Urshila, 2017: 628).

THE PRACTICAL SIDE OF THE RESEARCH**The impact of tourism human resources entrepreneurship capabilities on the performance evaluation process**

In this paragraph, the study reviews the interpretation of the results of the use of simple linear regression analysis, the V.25 Amos impact relationship chart, structural modeling, multiple linear regression analysis, contrast analysis table and f-test results to show the impact of tourism human resources' entrepreneurial capabilities in performance evaluation. The effect hypothesis will reach acceptance if the calculated F value is higher than its scheduled counterpart of 4.0012 at a moral level (0.05), documenting the acceptance of the hypothesis at 95%, and this confirms that the probability value (indicative level) corresponding to the calculated F value will be smaller than (0.05). To show the impact of tourism human resources' entrepreneurial capabilities on performance evaluation, the study benefited from the calculation of the Value of the R2 (Coefficient of Determination). The study will present the results of the test of the following hypotheses:

1- The impact of risk on the performance evaluation process

The first sub-hypothesis (there is a statistically significant moral effect of risk in the performance evaluation) and a confidence ratio (95%), as the calculated Value of F (91.766) is moral, because it is greater than the value of the Table F (4.0012) at a moral level (0.05%) while the value of the selection coefficient for the risk variable (60.1%) It represents the impact of risk as one of the leading potential of tourism human resources in evaluating performance according to the opinions of the sample.

2- The effect of self-confidence in the performance evaluation process

Table (4) documents the acceptance of the second sub-hypothesis (there is a statistically significant moral effect of self-confidence in the evaluation of performance) and a confidence ratio (95%), with the value of the calculated F (126.64) which is moral, because it is greater than the value of the table di-F (4.0012) at a moral level (0.05), while the value of the identification coefficient for the self-confidence variable (67.5%). It represents the ratio of the impact of self-confidence as one of the leading potential of tourism human resources in evaluating performance according to the opinions of the sample.

3- The effect of the need for achievement on the performance evaluation process

Table (4) indicates the acceptance of the third sub-hypothesis (there is a statistically significant moral effect of the need for achievement in the performance evaluation) and a confidence ratio (95%), as the calculated Value of F (92.95) is moral, because it is greater than the value of the table value F of (4.0012) at a moral level (0.05), while the value of the identification coefficient for the change of need for completion (60.4%). It represents the impact of the need for completion as one of the leading potential for tourism human resources in evaluating performance according to the views of the sample studied.

4- The impact of independence and responsibility in the performance evaluation process

It is clear from table (4) the acceptance of the fourth sub-hypothesis (there is a statistically significant moral effect of independence and responsibility in the performance evaluation) and a confidence ratio (95%), where the calculated Value of F (55.74) is moral, because it is greater than the value of the table value F of (4.0012) at a moral level (0.05), while the value of the coefficient of identification for the independence and liability variable (47.7%) It represents the impact of independence and responsibility as one of the leading potential of tourism human resources in evaluating performance according to the opinions of the sample studied.

5- The impact of the initiative on the performance evaluation process

Table (4) confirms the acceptance of the fifth sub-hypothesis (there is a statistically significant moral effect of the initiative in the performance evaluation) and a confidence ratio (95%), as the calculated Value of F (100.03) is moral, because it is greater than the value of the table f (4.0012) at a moral level (0.05), while the value of the selection coefficient for the initiative variable (62.1%) It represents the impact of the initiative as one of the leading potential of tourism human resources in evaluating performance according to the opinions of the sample studied.

6- The effect of creativity in the process of evaluating performance

The acceptance of the sixth sub-hypothesis (there is a statistically significant moral effect of creativity in the performance evaluation) and a confidence ratio (95%), as the calculated Value of F (108.01) is moral, because it is greater than the value of the Table F (4.0012) at a moral level (0.05%) while the value of the selection coefficient for the innovation variable (63.9%) It represents the impact of creativity as one of the leading potential of tourism human resources in evaluating performance according to the opinions of the sample studied. Table 4 also presents the acceptance of six sub-

hypotheses branching from the main hypothesis, to reach the percentage of the number of acceptable impact hypotheses between the entrepreneurial capabilities of the six tourism human resources (risk, self-confidence, need for achievement, independence and responsibility, initiative, creativity) and the variable dependent performance evaluation to reach the percentage of the number of acceptable impact hypotheses to (100%).

Figure 3 shows that self-confidence recorded the highest impact in performance evaluation according to the results of the analysis and the opinions of managers in the tourism companies listed on the Iraqi Stock Exchange followed by innovation, recording the second highest impact in performance evaluation followed by the initiative in terms of the strength of the impact in the performance evaluation, while the need for achievement came in fourth in terms of the strength of the impact in the performance evaluation followed by risk, while independence and responsibility recorded the most significant impact in the performance evaluation, confirming that some managers in tourism companies They are not independent and responsible when making important decisions.

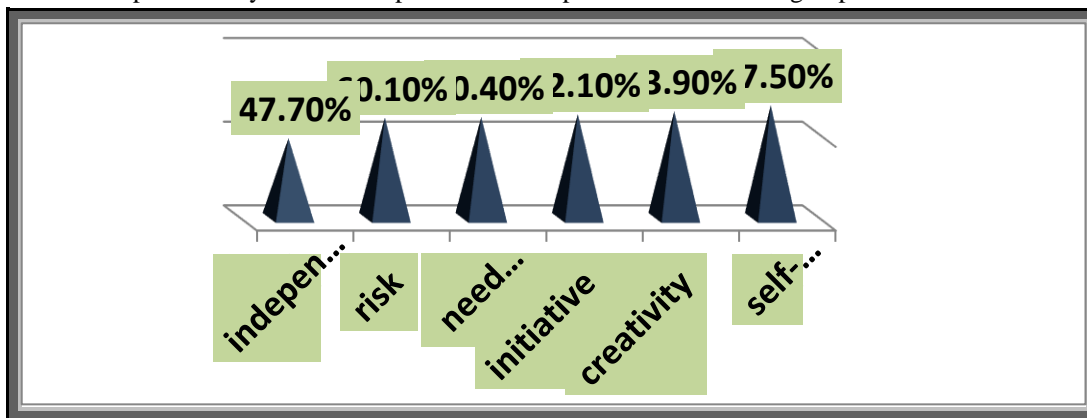


Figure (3)

Distribution of percentages of the impact of the entrepreneurial capacities of tourism human resources in evaluating performance

Table (4): Results of testing the hypotheses of the impact of the leadership capabilities of tourism human resources in evaluating performance

hypothesis		Variables		The coefficient of determination R2%	F - Test		Researcher interpretation
		Independent	Dependent		The calculated F value	The probability value	
Sub hypothesis	1	Risk	Performance evaluation	60.1%	91.766	0.000	There is a noticeable impact for risk in performance evaluation
	2	Self-confidence	Performance evaluation	67.5%	126.64	0.000	There is a noticeable effect of self-confidence in performance evaluation
	3	The need for achievement	Performance evaluation	60.4%	92.95	0.000	There is a noticeable impact on the need for achievement in performance evaluation
	4	Independence and responsibility	Performance evaluation	47.7%	55.74	0.000	There is a noticeable impact on independence and responsibility in performance evaluation
	5	Initiative	Performance evaluation	62.1%	100.03	0.000	There is a noticeable impact of the initiative in performance evaluation

	6	Creativity	Performance evaluation	63.9%	108.01	0.000	There is a noticeable effect of creativity in performance evaluation
Accepted hypotheses			The number			Six sub hypotheses	
			percentage			100 %	
The tabular F value at 95% confidence level (4.0012)							

Source: Researcher numbers according to SPSS V.25 program data

CONCLUSIONS

The current research includes the presentation of the most important conclusions reached by the researcher based on the results of statistical analysis of the study variables as follows:

- 1- The results of the research indicated that there is a significant impact of the pioneering capabilities of tourism human resources in the process of evaluating performance in the tourism companies registered on the Iraqi Stock Exchange, and that the sub-variables (self-confidence, creativity and initiative) have the greatest impact on the performance evaluation process.
- 2- The variable of self-confidence achieved the highest level of response by the members of the research editing sample, which indicates the interest of the managers of the tourism companies researched in instilling the feeling of their subordinates with their value and starting to work enthusiastically to accomplish it.
- 3- It was found through the visits made by the researcher that the departments of the tourism companies researched, that they are based on traditional methods in evaluating the performance of their human resources despite the modifications made to suit the nature of the hotel work, but they depend on the personal opinions of the managers during the evaluation process.
- 4- The results of the research showed that most of the employees of the tourism companies researched do not see the results of the evaluation of their job performance, because the management of the researched tourism companies focuses on the use of the confidential performance evaluation form.

RECOMMENDATIONS

The current research seeks to make a set of recommendations based on the researcher's findings as follows:

- 1- The need to make the most of the pioneering capabilities of tourism human resources in raising the efficiency of performance in the researched tourism companies, by retaining these capabilities represented by experienced managers specialized in tourism work because of their skills and experience.
- 2- Promoting self-confidence, creativity and initiative to increase the efficiency of performance among employees of tourism companies listed on the Iraqi Stock Exchange by instilling a sense of importance among employees and supporting creative ideas that raise the value of work and initiate the creation of services that meet the needs of customers ahead of competitors.
- 3- The need for tourism companies to rely on modern evaluation methods that are based on qualitative aspects and characterized by the use of more than one source in the performance evaluation process such as evaluating customers and colleagues within the method of reverse feeding 360 degrees.
- 4- The need to inform all employees of the results of their evaluation to increase the efficiency of their future performance, and provide feedback due to their important impact on employees to know their strengths and weaknesses and to know the needs of training programs with a pioneering orientation.

SOURCES

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