



# The Impact Of Evidence-Based Human Resource Management On Strategic Performance By Mediating Dynamic Cognitive Capabilities

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## ARTICLE INFO

## ABSTRACT

The study aims to know the impact of evidence-based human resources management in improving strategic performance, and determining the extent of the increase in the size of the impact when the dynamic cognitive capabilities are an intermediate variable. The importance of the study represents proposals submitted to the management of the researched companies at the level of the two sectors, with the identification of a mechanism to put them into practice to raise the level of their performance up to the required level. The researcher also sought to achieve goals that represent answers to the questions of the theoretical and field study problem. The hypothetical model of the research and its relations (7) hypotheses were formulated and the descriptive analytical approach was adopted. Governmental companies 16 private companies, and after processing the data using the statistical tools available within the statistical program (SPSS.V21), it produced several results that confirmed the validity of the main and secondary research hypotheses, so the researcher drew a number of conclusions, the most important of which is the presence of variables with statistically acceptable degrees within the organizations, as well as the strength of The relationship and influence among them, and accordingly recommends the need to increase attention to the application of evidence-based human resource management practices and employ them in these organizations to raise the level of comprehensive performance Come through the mediating role of dynamic cognitive abilities.

**Keywords:** evidence-based human resource management, strategic performance, dynamic cognitive capabilities

## Introduction

The beginning of the emergence of the concept of evidence-based practice in medicine was in the mid-nineties, when doctors found themselves in front of a dilemma represented in the lack of expertise and the use of emerging knowledge and empirical research in practice, and doctors' reliance on traditional methods of diagnosing patients' cases and making decisions about them. Calls for evidence-based management reflect the sound assumption that managers should apply as much relevant information to their decisions as possible to avoid relying on informal benchmarking, and to do what appears to have worked in the past. Evidence will lead to expected outcomes Second, with respect to the first, outcomes are assumed to be replicable across organizations Third, the evidence is assumed to be objective and devoid of context (Arndt & Bigelow,2009: 206). After the Great Recession of 2008, most organizations recognized the need for Accurate Evidence-Based HRM Practices Fortunately, Big Data in HR has provided analyzes of the evidence-based concept of HRM for accurate HR decisions (Reddy & Lakshmikeerthi, 2017:23). EBHRM refers to a group of related approaches aimed at increasing the use of evidence in human resource management practices. And raising the quality of goods and services provided. A distinguishing feature of what it means to be a practitioner or professional is the use of a body of evidence or knowledge. At the same

time, it is clear that in many areas, including human resources, evidence is not used as often as it can or should be for a variety of reasons (Bezzina et al, 2017: 689). The importance of the evidence-based approach is that the decision-making process of the human resource management professional or the manager who assumes the responsibilities of human resource management using critical thinking through the best scientific evidence and organizational materials available." The fact that this evidence-based approach to human resource management prevents wrong practices and decisions of human resources and ineffective and which are based on personal preferences, and thus reflect on employee productivity and organizational performance in general (Groters, 2018:17).

(Rousseau & Barends, 2011 :223) lists the basic steps for becoming an evidence-based manager in three phases or practices: (1) initiation, (2) daily practice and learning, and (3) integrating EBHR into the organization. These steps reflect the activities that evidence-informed practitioners engage in today and form the basis of evidence-based management programs and courses. Described EBHR practices include activities that individuals can perform themselves, with or without support from employers or others in the organization. However, the next step is to incorporate EBHR practices into the organization more broadly. EBHRM focuses on those practices that managers or HRM professionals can apply in areas such as recruitment, selection, reward policy, training and development (Kovner, 2012). (Bezzina et al, 2017: 00) referred to multiple practices that are part of EBHR, namely, training, performance appraisal, leadership, selection, team activities and organizational processes. (Hirsh & Briner, 2011: 61) mentioned a set of main and secondary obstacles to adopting EBHR, lack of data analysis skills and human resources, lack of data and the lack of an EB mindset in human resources.

Before delving into dynamic cognitive abilities, it must be clarified that knowledge has become a very important concept in the business world and has been addressed for quite some time. However, previous studies about what is knowledge are still controversial. Both (Henderson & Cockburn, 1994:541) described dynamic cognitive capabilities as "architectural competencies", which later became models that guide the search for the origins of competitive advantage when these capabilities are in continuous development in view of the improvement conditions surrounding the organization.

(Helfat et al, 2007: 1330) put forward a broad definition of dynamic cognitive capabilities "as not only the ability to create, modify, refine and replace business models if necessary, but also analytical methods to achieve value in order to improve the business structure" where it is important here to have The company is a different (and difficult to imitate) "strategic architecture", but it is effective for the company's business model. The requirement to be inimitable is what characterizes dynamic ability.

The idea was also raised that four organizational capabilities are the dynamic cognitive capabilities represented (CYFERT & KRZAKIEWICZ, 2016: 160) as follows: shaping effective innovation and change management processes, intuition and vision needed to create new business models, shaping mechanisms for effective investment decisions, and effective transaction management. While (Al-Mado, 2018: 81-80) addressed the importance of dynamic cognitive abilities on two levels, the first at the level of individuals, if it helps to improve the ability to remember by stimulating associative learning, which is the process of activating memory by linking old knowledge with new knowledge. As for the second level, which is at the level of the organization, as it is a prerequisite for organizations, and is more like the beating heart of them. Competitiveness results from the ability of management to reconfigure its resources, based on managers' perceptions about environmental changes. (Kars-Ünlüoğlu, 2011: 200-207) believes that there are three perspectives through which the dynamic knowledge capabilities of organizations can be developed. The first perspective focuses on enhancing operational capabilities, while the second focuses on developing adaptive capabilities, while the third focuses on developing capabilities Creative (obstetric).

When any researcher delves into the topic of dynamic cognitive abilities trying to determine what are the dimensions of this term, he finds a group of researchers who addressed this topic, but without agreeing on certain dimensions, as the researcher adopted four dimensions in proportion to the study environment, namely, learning abilities, which is one of the most important dynamic cognitive abilities Was it not the most important of which is very necessary for business organizations, especially with the acceleration of environmental events, and defined (Akram & Hilman, 2018: 44) as the ability of the organization to make operations more efficient and effective through the acquisition and change of resources according to environmental changes. Cultural capabilities, these capabilities are considered one of the capabilities that are of great importance in business organizations, especially the large ones, as a result of the cultural and ethnic diversity that characterizes the organizations. Therefore, work must be done to strengthen and develop these capabilities among employees, which will reflect positively on the transfer of knowledge and its proper employment. Organizational culture leads to a specific type of organizational climate that can enable or destroy cognitive ability. In addition to the need for the organizational climate to be directed to absorbing knowledge as well as linking that knowledge in new creative ways. Cultural capacity acts as an enabler in creating greater cognitive assets. Cultural capacity consists of three dimensions (openness, awareness, cooperation and trust) (Ning et al, 2006:337). Communication capacity refers to the organization's ability to manage the communication system between departments and people, and to build it on the organization to determine the priorities and the importance of communication and its value in organizational performance and realize its meaning and enhance resources and encourage workers to learn and do the required facilities and provide the necessary requirements to carry out the effective communication process and attention to

feedback (Schipper, 2010:190-191) Finally, innovation capacity refers to a company's ability to develop new products and/or markets, by aligning strategic innovative direction with innovative behaviors and processes (Wang & Ahmed 2004).

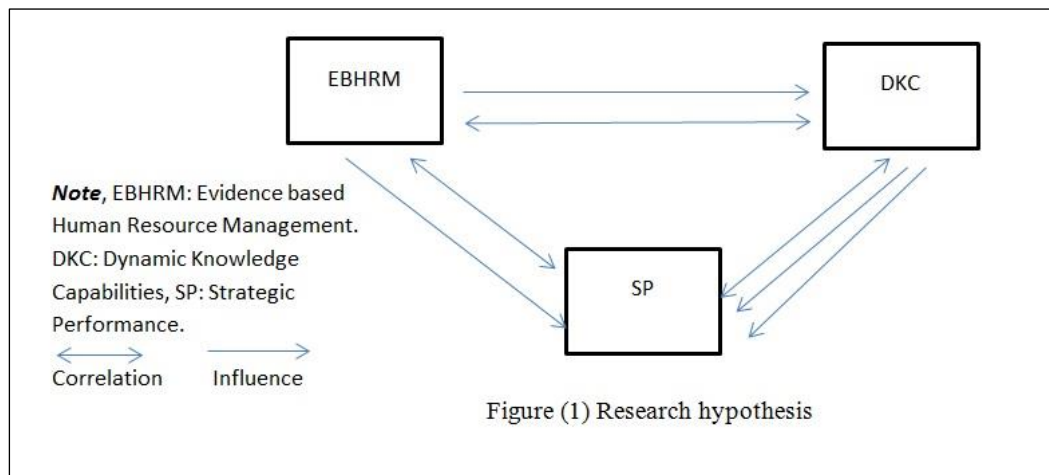
(Marr & Rowe, 2008: 3) pointed out that strategic performance is an organizational approach that demonstrates the continuous improvement of the organizational strategy, its implementation and evaluation in the light of structuring the strategy, performance indicators, methodologies and processes that help organizations formulate their strategy and also enable employees to obtain insights that allow them to better inform them to make decisions and learning. (Kahwaji et al, 1972: 2020) defined strategic performance as enabling employees to understand and integrate into the organization's strategy and become part of their behavior and performance, which ultimately leads to the flow of strategy to all parts of the organization. (Saeed, 2005:38:) On the level of strategic management, there is a common use of the term strategic performance in various writings without an agreed definition, but there are clear indications of its importance and indicators for measuring it, with different descriptions of this term. Performance, Strategic Performance, and the latter means evaluating and testing the organization for the environment in which it operates and its effectiveness in adapting to it.

Several measures have emerged in order to identify how to measure the performance of the organization. These measures differ from one goal to another and from one strategic direction to another. (Markić, 2014: 23), presents indicators for measuring strategic performance divided into quantitative indicators that include inputs, outputs, and impact. Also, qualitative indicators include results, process, and impact. The dimensions of the research were, first, the operational performance, which represents the essential indicator that reflects the organization's ability and the extent of success it achieves in investing the material, human, technical, and information resources available to it (Rungtusanatham et al, 2003:1086), and secondly, the financial performance, which is the financial position). What exists in an organization at a specific time or period for a specific aspect of the organization's performance or its performance as a whole. Or is the extent to which activities contribute to creating value or effectiveness in using available financial resources by achieving financial goals with minimal financial costs (Almagtome & Abbas, 2020: 6780). Third, competitive performance (Danielsen & Framnes, 2017:12) defined it as the ability to gain market share, retain profits, sustain growth, and be innovative and cost-effective compared to major competitors.

Purce (2014) sees that human resource management is linked to the performance of the organization, as there are a number of key areas in evidence-based human resource management that will affect organizational productivity first by attracting and retaining qualified employees. This will affect the organization by matching employees with strategic and organizational needs. For the organization and second by providing recruitment, growth and retention of skilled employees who are able to achieve high performance, efficiency and a high level of customer service of the organization and who "fit" with the culture of the organization and its strategic needs. Dynamic capabilities positively affect the performance of the company in multiple ways by matching the resource base with Changing environments (Teece et al, 1997), and create market change support both resource selection and capacity building mechanisms to generate profit. In the same direction, dynamic capabilities improve the effectiveness, speed, and efficiency of organizational responses to environmental disturbances, which ultimately enhances strategic performance, as it allows " The company can take advantage of revenue enhancement opportunities and adjust its operations to reduce costs (Drnevich & Kriauciunasm, 2011:2). 58) The research on drivers of dynamic capabilities is just beginning to emerge, and in this study we adopt the perspective of human resource management and strategic leadership in order to consider the extent to which the leadership styles of CEOs contribute to transformation and transactions - and human resource management in the development of dynamic cognitive capabilities for Employing it in the activities of business organizations in an appropriate manner and in a manner that reflects positively on organizational performance and achieving competitive advantage (Cabrales et al, 2016; 255-256).

## Method

This study was designed as a descriptive research to examine correlational and influence. It aimed to examine the mediator role of dynamic knowledge capabilities in the relationship between EBHRM and strategic performance of 19 insurance governmental and civil companies (Figure 1). The study sample consisted of 102 persons, directors of departments and their assistants, who have academic and field experience in the insurance sector and at the level of private companies (44 persons) and government (58 persons). Noting that the percentage of females reached (53.4%), or 31 individuals among the study sample members in the sector of government insurance companies, in contrast, the percentage of males was the highest, reaching 28 individuals (63.6%) in private insurance companies, and the reason may be due to the nature of the assigned work. with it.



### Hypotheses

The first hypothesis (1) (there is a significant correlation relationship between human resource management based on evidence and strategic performance at the level of the private and governmental sectors of insurance companies, the research sample).

The second hypothesis (2) (there is a significant correlation relationship between human resource management based on evidence and dynamic cognitive capabilities at the level of the private and governmental sectors of insurance companies, the research sample).

The third hypothesis (3) (there is a significant correlation relationship between dynamic cognitive capabilities and strategic performance at the level of the private and governmental sectors for insurance companies, the research sample).

Fourth hypothesis (4) (there is an impact of evidence-based human resource management on strategic performance).

The fifth hypothesis (5) (there is an impact of evidence-based human resource management on the dynamic cognitive capabilities at the level of the private and government sectors for insurance companies, the research sample).

The sixth hypothesis (6) (there is an impact of the dynamic cognitive capabilities on the strategic performance at the level of the private and governmental sectors of the insurance companies, the research sample).

The seventh hypothesis (7) (the overall contribution of evidence-based human resources management to the strategic performance is growing through the mediating of dynamic knowledge capabilities in total at the level of the private and governmental sectors of the insurance companies, the sample of the research).

### First: testing the correlation hypotheses

This paragraph focuses on analyzing the correlations between the variables investigated "Human resource management based on evidence, dynamic cognitive capabilities and strategic performance", to test its main hypotheses, through three paragraphs:

1: Discuss and explain the correlations between evidence-based human resource management and strategic performance at the macro level

In this paragraph, the researcher tries to test the first main hypothesis of the research, which states that there is a significant correlation between evidence-based human resource management and strategic performance. It turns out that there is a correlation between the management of human resources based on evidence and strategic performance at the level of the private and governmental sectors, the research sample, as it reached (0.766\*\*) for the private, while the government lost it amounted to (0.608\*\*) and at the level of morale for both sectors (01.0) and at the overall level Therefore, this result clearly and explicitly shows the role and importance of the various based human resource management practices in raising the level of strategic performance by its dimensions (competitive, operational, and financial) in terms of focusing on training programs and involving the appropriate employees in them as well as how department managers deal with their human resources based on facts And the objective bases in making decisions based on evidence through objective and correct leadership, not to mention the selection of suitable candidates according to their qualifications and experiences in filling jobs away from favoritism, personal relationships and favoritism, since the traditional and personal bases did not bear fruit in organizational work and focus on work teams and their effectiveness through selecting the appropriate members and work To provide the appropriate environment that helps them succeed in the tasks for which these teams were formed Strengthening the organizational processes that represent the main focus and the main driver of the companies' work, in a way that helps them achieve organizational success and excellence, and therefore the first main hypothesis is accepted.

**Table (1) Correlation relationships between evidence-based human resource management and the strategic performance of the two sectors**

Variable		Strategic performance
Evidence based human recourse management	correlation	<b>0.766**</b>
		<b>0.608**</b>
	morale level	<b>0.000</b>
		<b>0.000</b>
Sample volume		44
		58
<b>**at a morale level (0.01)</b>		
<b>*at a morale level (0.05)</b>		

governmental

civil

2: Analyzing and interpreting the results of the correlation between evidence-based human resource management and dynamic cognitive capabilities at the macro level

As the researcher will try to test the second main hypothesis of the research, which states (there is a significant correlation between evidence-based human resource management and dynamic cognitive abilities). It appears that there is a positive and direct correlation with a significant statistical significance between human resource management based on evidence and dynamic cognitive capabilities and at the level of the private and governmental sectors, the research sample, which amounted to (0.814\*\*) for the private, while the government lost it amounted to (0.742\*\*) and at the level of Significant for both sectors (01.0) and at the total level. Therefore, the researcher believes that the evidence-based human resource management practices, which are taken in light of facts, information and evidence, have a great role and importance in enhancing dynamic cognitive abilities (learning abilities, communication capabilities, cultural abilities, and creative abilities). At the level of private and governmental insurance companies, the research sample, especially since these capabilities help the organization achieve multiple goals, which is to make it educated, and this feature is one of the characteristics of contemporary organizations and make it possess an effective and developed communication system that helps to transfer and exchange information quickly and efficiently between department managers and their human resources, as well as This is to enhance the cultural identity that distinguishes the organization from others in its dealings with customers and how to meet their diverse needs through engaging The tasks are quickly and efficiently, and finally, enhance the creative capabilities that make companies in a good competitive position through which they possess a human resource with multiple advantages that make them able to adapt to changes, environmental developments, accelerated events and exploit opportunities, and thus all these capabilities if they are properly employed by combining them with management practices. Evidence-based human resources will be positively reflected in achieving organizational success and excellence that any organization desires, and in the end result, and therefore the second main hypothesis is accepted

**Table (2) Correlation relationships between evidence-based human resource management and the dynamic cognitive capabilities of the two sectors**

Variable		dynamic cognitive capabilities
Evidence based human recourse management	correlation	<b>0.814**</b>
		<b>0.742**</b>
	morale level	<b>0.000</b>
		<b>0.000</b>
Sample volume		44
		58
<b>**at a morale level (0.01)</b>		
<b>*at a morale level (0.05)</b>		

governmental

civil

3: Analyzing and interpreting the results of the correlation between dynamic cognitive abilities and strategic performance at the macro level

In this paragraph, the researcher tries to test the third main hypothesis of the research, which states (there is a significant correlation between dynamic cognitive abilities and strategic performance). It turns out that there is a positive and direct correlation with a significant statistical significance between the dynamic



cognitive abilities and strategic performance at the level of the private and governmental sectors, the research sample, which amounted to (0.854\*\*) for the private, while the government lost it amounted to (0.721\*\*) and at the level of morale for both sectors (01 o) Although the correlation of the private sector is stronger than the government sector and at the total level, the researcher believes that business organizations' possession of dynamic knowledge capabilities helps them improve and enhance strategic performance through its dimensions (competitive, operational, and financial) by employing those Capabilities in making organizations more able to adapt and be in harmony with environmental developments, take advantage of opportunities and face challenges, both internally and externally, and department managers have good capabilities that facilitate the process of communication and interaction with their human resources and being a link between senior management and workers, as well as activating the role of research and development by strengthening The field of creativity and innovation in providing distinguished services of high quality that contribute to obtaining a good competitive position and achieving more profits and contributing to the Reality of efficiency and effectiveness in performing functional tasks, and as a final result, the third main hypothesis is accepted.

**Table (3) Correlation relationships between dynamic cognitive capabilities and the strategic performance of the two sectors**

performance of the two sectors			
Variable		Strategic performance	
dynamic capabilities	cognitive	correlation	0.854**
			0.721**
		morale level	0.000
			0.000
		Sample volume	44
			58
**at a morale level (0.01)			
*at a morale level (0.05)			

governmental

civil

### Second: Testing the hypotheses of the effect

1: Analyze and interpret the results of the impact relationships between evidence-based human resource management and strategic performance

In this paragraph, the researcher tries to discuss and explain the most prominent results of analyzing the influence relationships between the independent variable (evidence-based human resource management), the mediating variable (dynamic cognitive abilities), and the responsive variable (strategic performance), using the regression coefficient to test a set of main hypotheses, including my agency :

Through table (4), it is clear that the value of (f) calculated in the private sector amounted to (81.19), which is greater than its tabular value of (2.37) at the level of significance (0.05). For private companies, the research sample and that the fixed limit (a) amounted to (0.25), which confirms the ability of companies to improve strategic performance by (0.25) even if the evidence-based human resource management practices in companies are equal to zero, while the value of (B) has reached ( 0.96), it indicates that a single unit change in evidence-based human resource management practices will lead to a change in strategic performance by 0.96.

As for the value of the coefficient of determination (R<sup>2</sup>), it reached (65%), it indicates that (65%) of the variance of strategic performance is explained by these practices included in the current regression model and that (35%) of the variance is explained by other factors that did not appear in the current model .

Through table (4), it appears that the value of (f) calculated in the government sector amounted to (24.19) which is greater than its tabular value of (2.37) at the level of significance (0.05), and this result confirms the presence of significant impact of evidence-based human resources management in strategic performance For government companies, the research sample and that the fixed limit (a) reached (1.854), which confirms the ability of companies to improve strategic performance by (1.854), even if the evidence-based human resource management practices in companies are equal to zero, while the value of (B) has reached ( 0.53) It indicates that a change of one unit in the evidence-based human resources management practices will lead to a change in strategic performance by (0.53). As for the value of the coefficient of determination (R<sup>2</sup>), it reached (54%), it indicates that (54%) of the performance variance The strategy is explained by the result of these practices included in the current regression model and that (46%) of the variance is explained by other factors that did not appear in the current model.

These results confirm the importance and impact of evidence-based human resource management practices in achieving improvement and raising the level of strategic performance of private and government companies from a statistical point of view. The strategic is more and larger than the government sector, and

it is necessary to pay more attention to these practices that relate to the most important resource owned by business organizations, which is its competitive weapon in the current environment, which is characterized by frequent turmoil and continuous changes, and according to the results referred to, the fourth main hypothesis is accepted, which stipulates (4) ( There is an impact of evidence-based human resource management on strategic performance.

**Table (4) Evidence-based human resource management impact model on strategic performance at the two sectors level**

Performance at the two sectors level						
independent variable	B		$R^2$	F	sig	Dependent Variable
Civil Sector						
EBHRM	A	0.25	0.65	81.19	0.00	SP
	B	0.96				
	Governmental Sector					
	A	1.854	0.54	24.19	0.00	
	B	0.53				

2:Analyze and interpret the results of impact relationships between evidence-based human resource management and dynamic cognitive capabilities

Through table (5), it is shown that the value of (f) calculated in the private sector amounted to (107.1), which is greater than its tabular value of (2.37) at the level of significance (0.05). The dynamics of the research sample companies and that the fixed limit (a) has a value of (0.28), which confirms the ability of companies to improve dynamic cognitive capabilities by (0.28), even if the evidence-based human resource management practices in companies are equal to zero, while the value of (B) has reached (0.94) It indicates that a single unit change in evidence-based human resource management practices will lead to a change in dynamic cognitive abilities by (0.94), while the value of the coefficient of determination ( $R^2$ ) has reached (71%), it indicates that (71%) Of the variance of dynamic cognitive abilities is explained by these practices, which are included in the current regression model, and that (29%) of the variance is explained by other factors that did not appear in the current model. Through Table (5), it appears that the value of (f) calculated in the government sector amounted to (93.27), which is greater than its tabular value of (2.37) at the level of significance (0.05). The dynamics of the research sample companies and that the fixed limit (a) reached a value of (1.08), which confirms the companies' ability to raise the level of dynamic knowledge capabilities by (1.08), even if the evidence-based human resource management practices in companies are equal to zero, while the value of (B) has It reached (0.71), it indicates that a change of one unit in the practices of human resources management based on evidence will lead to a change in the dynamic cognitive abilities by (0.71), while the value of the coefficient of determination ( $R^2$ ) reached (62%), it indicates that (62%) Of the variance of dynamic cognitive abilities is explained by these practices that are included in the current regression model, and that (38%) of the variance is explained by other factors that did not appear in the current model. These results confirm the importance and role of evidence-based human resources management in enhancing and raising the level of dynamic knowledge capabilities in private and governmental insurance companies, the field of application from a statistical point of view. Its value was greater, however, companies should enhance these capabilities because of its effectiveness in raising the level of organizational performance and achieving success in adapting to environmental developments and rapid events that have become one of the characteristics of the current era. Therefore, the results referred to previously showed the validity of the fifth main hypothesis Which stipulated (there is an impact of evidence-based human resource management on dynamic cognitive abilities).

**Table (5): Evidence-based human resource management impact model on the dynamic cognitive capabilities of the two sectors**

independent variable	B		$R^2$	F	sig	Mediating Variable
Civil Sector						
EBHRM	A	0.28	0.71	107.18	0.00	DKC
	B	0.94				
	Governmental Sector					
	A	1.08	0.62	93.27	0.00	
	B	0.71				

3- Analyze and interpret the results of influence relationships between dynamic cognitive abilities and strategic performanceThrough table (6) it is shown that the value of (f) calculated in the private sector amounted to (99.93), which is greater than its tabular value of (2.37) at the level of significance (0.05), and this result confirms the existence of a significant impact of the dynamic cognitive capabilities in the strategic performance of the research sample companies And the fixed limit (a) has a value of (0.45), which confirms

the ability of companies to improve strategic performance by (0.45) even if the dynamic cognitive abilities in companies are equal to zero, while the value of (B) has reached (0.89), it indicates that a unit change One in the dynamic cognitive abilities will lead to a change in strategic performance by (0.89). As for the value of the coefficient of determination ( $R^2$ ), it reached (70%), it indicates that (70%) of the variance of strategic performance is explained by the action of these abilities that are included in the current regression model and that (Only 30% of the variance in the strategic performance is explained by other factors that did not appear in the current model. Through table (6) it is shown that the value of (f) calculated in the government sector amounted to (25.68), which is greater than its tabular value of (2.37) at the level of significance (0.05). And the fixed limit (a) has a value of (1.58), which confirms the ability of companies to improve strategic performance by (1.58), even if the dynamic cognitive abilities in companies are equal to zero, while the value of (B) has reached (0.60), which indicates that a unit change One of the dynamic cognitive abilities will lead to a change in strategic performance by 0.60. As for the value of the coefficient of determination ( $R^2$ ), it reached (31%), it indicates that (31%) of the variance of strategic performance is explained by these abilities that are included in the current regression model and that (69%) of the variance in the strategic performance is explained by other factors that did not appear in the current model. These results confirm the importance and role of dynamic knowledge capabilities in enhancing and improving the level of strategic performance in private and governmental insurance companies, the field of application from a statistical point of view. Therefore, companies must do anything that helps improve the level of their strategic performance, as it is the final outcome of activities and tasks, and it reflects the image and vision of the organization in terms of achieving the planned goals and at all levels (competitive, operational, financial), and therefore since these capabilities are one of the factors affecting the Performance and enhancing it should focus on, especially as it is diverse and renewable and helps organizations adapt to changes and fluctuations in the external environment on the one hand and help achieve organizational success and excellence on the other hand, and therefore the sixth main hypothesis is accepted, which states (there is an impact of dynamic cognitive capabilities on strategic performance) .

**Table (6) The model of the impact of dynamic cognitive capabilities on strategic performance at the level of the two sectors**

at the level of the two sectors						
Mediating variable	B		$R^2$	F	sig	Dependent Variable
Civil Sector						
DKC	A	0.45	0.70	99.93	0.00	SP
	B	0.89				
	Governmental Sector					
	A	1.58	0.31	25.68	0.00	
	B	0.60				

Third: The direct, indirect and total impact of evidence-based human resource management on strategic performance through the mediating of dynamic cognitive capabilities

In this paragraph, the researcher will try to test the main hypothesis on which the study is based, which is the extent of the impact of evidence-based human resource management on strategic performance by mediating dynamic cognitive abilities in an aggregated manner with respect to all variables and at the civil and governmental level, and the comparison between them.

**Table (7) The direct and indirect impact of evidence-based human resource management on strategic performance through dynamic cognitive abilities**

Civil Sector						
Independent variable	Effect type	Mediating variable	Impact factor values	Sig	Dependent Variable	R Square
EBHRM	Direct	DKC	0.94	0.000	SP	0.74
	Indirect		0.42	0.015		
Governmental Sector						
Independent variable	Effect type	Mediating variable	Impact factor values	Sig	Dependent Variable	R Square
EBHRM	Direct	DKC	0.71	0.000	SP	0.34
	Indirect		0.27	0.107		

Through Table (7), at the level of the private sector, the values and indicators of the impact of evidence-based human resources management on strategic performance are evident through the mediating of dynamic cognitive capabilities in general. We note that evidence-based human resources management directly affects strategic performance by (0.42) and that this effect It increases by (0.94) through the dynamic cognitive



abilities as a mediating variable, and at a level of significance (0.05). The value of ( $R^2$ ) reached (0.74). It confirms that the evidence-based human resource management explains (76%) of the variance in strategic performance through the mediating of dynamic cognitive abilities. And that (26%) of the variance is explained by other factors that were not included in the current model of regression on it, the previous results confirm that the evidence-based human resources management has a statistically significant impact on strategic performance and that this effect increases through the mediation of dynamic cognitive capabilities and in total This can also be illustrated by Figure (2).

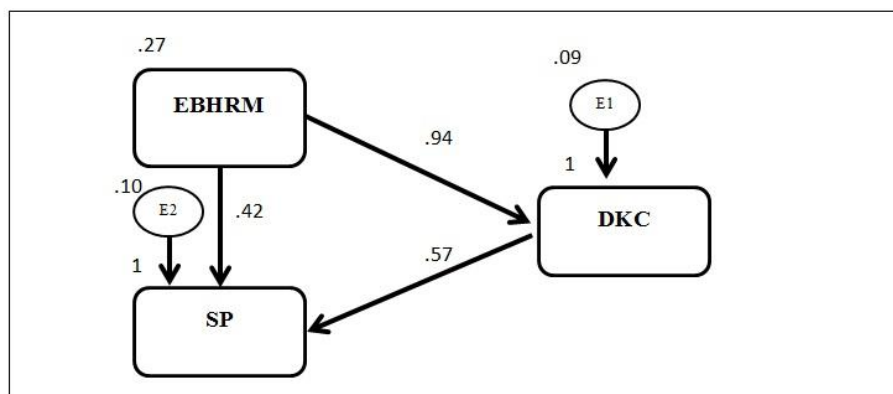


Figure (2) The results of the path analysis of the impact of evidence-based human resources management on strategic performance through the dynamic knowledge capabilities of the private sector

At the level of the government sector, through Table (7), the values and indicators of the impact of evidence-based human resources management on strategic performance are shown by the mediating of dynamic cognitive capabilities in general. We note that evidence-based human resources management directly affects strategic performance by (0.27) and that this The effect increases by (0.71) through the dynamic cognitive abilities at a significant level (0.05), while the value ( $R^2$ ) reached (0.34), it confirms that the evidence-based human resources management explains (34%) of the variance in strategic performance through the mediating of dynamic cognitive abilities. And that (66%) of the variance is explained by other factors that were not included in the current model of regression on it, the previous results confirm that the evidence-based human resources management has a statistically significant impact on strategic performance and that this effect increases through the mediating of dynamic cognitive capabilities and this can be clarified Through the following figure (3)

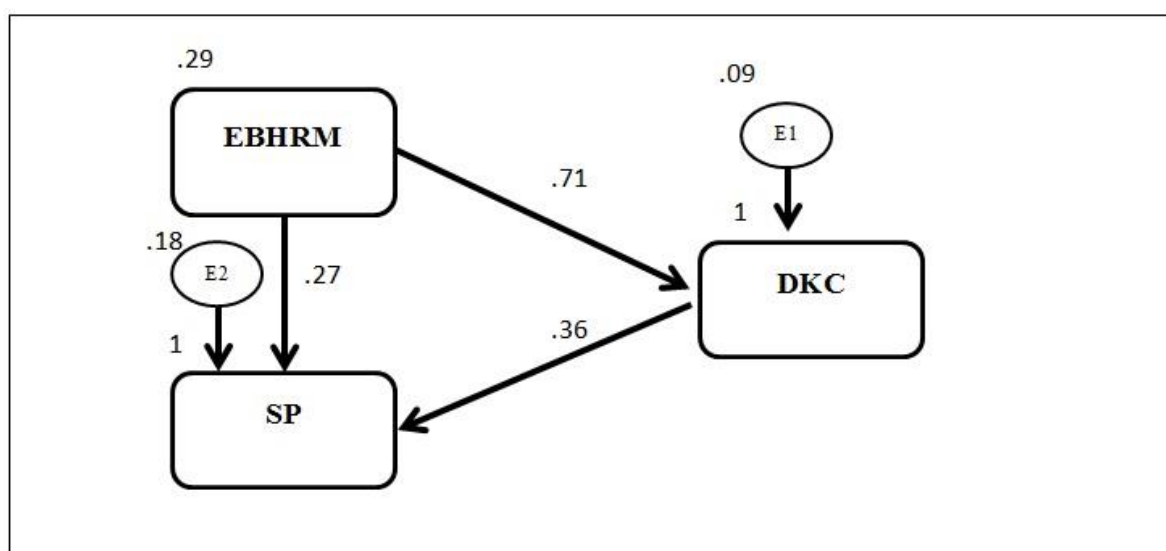


Figure (3) The results of the path analysis of the impact of evidence-based human resources management on strategic performance by mediating the dynamic cognitive capabilities of the government sector

Thus, at the civil and governmental levels, the researcher sees a reflection of the role of dynamic cognitive capabilities and their usefulness in increasing the impact of evidence-based human resources management through its practices and in general on strategic performance, which is a total mediation for the government sector and partial mediation for the private sector to enhance the impact of evidence-based human resources management in performance. The strategic with a relative difference when comparing the two sectors, the research sample through Table (7) in favor of the private sector with regard to the indirect influence, so in the end it means that the mediating variable dynamic cognitive abilities works in light of the current research and the relationship between the independent and dependent variable as it increases the effect of Evidence-based human resource management practices in enhancing, raising, and improving the level of strategic performance, and these practices are one of the important factors that affect and determine levels of strategic performance through its dimensions. To achieve the set goals, especially given the interest in these matters It is very important to use it correctly, as it is related to the most important resource owned by business organizations, which is the basis of their existence (the human resource) and thus helps them achieve competitive advantage and outstanding performance. Hence, the researcher relies on this basis in accepting the eighth main hypothesis, which states: (The contribution of human resource management is growing Evidence-based in strategic performance from the statistical point of view mediated by dynamic cognitive abilities) and at the total level, and in the final conclusion, after discussing and interpreting the results mentioned in this study, the researcher confirms the validity of the main idea of the hypothesis of the study, after proving the validity of the main hypotheses that were formulated within the framework of the relationships between its variables. The main goal, which is the most comprehensive goal that the researcher sought to achieve in his current study.

### Conclusions and Suggestions

The evidence-based human resources management through its various practices has a contribution, role and impact in determining and improving the level of strategic performance through its dimensions to the insurance companies in the research sample and at the level of the private and governmental sectors due to the presence of a link and an overall impact between them. Dynamic knowledge and its sub-dimensions: Contribution, role and impact in determining and improving the level of strategic performance of insurance companies, the research sample, and at the level of the private and governmental sectors, due to the presence of a correlation and an overall impact between them. However, there is a moderate relative disparity in favor of the private sector when comparing them. The evidence-based human resources management through its various practices. It enhances the level of dynamic cognitive capabilities through its deportation to the insurance companies, the research sample, and at the level of the private and government sectors, due to the presence of a total correlation and impact between them. However, there is a moderate relative disparity in favor of the private sector when comparing them. The impact of evidence-based human resources management on the strategic performance of government and private insurance companies, the research sample, and at the government and private levels when employing dynamic cognitive capabilities on the one hand, and on the overall level of variables on the other hand, as dynamic cognitive capabilities improve the impact of evidence-based human resources management. In the strategic performance than it is when the dynamic knowledge capabilities and mediation are not employed for this sector as a whole, that is, through direct and indirect influence, while the mediation of the private sector is partial mediation.

The efforts of the current study culminated and concluded with a set of special and general recommendations, which may be considered necessary as treatments for what was mentioned in the contents and paragraphs of the study, which are related to private and governmental insurance companies, the research sample; The need to pay attention to selecting qualified candidates to fill vacancies by relying on modern mechanisms, information and accurate evidence for selection for private and governmental insurance companies, the research sample. Also, managers in the companies surveyed should rely on evidence, information and facts in dealing with the opportunities and challenges they face during work, and not rush to deal with them and take the right decisions, and then make the opposite impact on strategic performance. It also requires insurance companies, the research sample, to pay attention to and maintain evidence-based human resource management practices on a permanent basis, and to evaluate them periodically and continuously for their importance in achieving organizational goals. In addition to the importance of companies' management continually evaluating their human assets and setting strategic and accurate plans to determine the current and future needs of human resources with experience and competence, who are able to improve and raise the level of strategic performance. On the other hand, the surveyed insurance companies and at the level of the two sectors must prepare documentation of the nature of the activities and tasks assigned to them by their human resources, while specifying the appropriate times for their completion, to ensure calm in work and not to be rushed or negligent in its completion, which can be reflected on the quality of their services and the level of their performance and from Then I heard it in the community. It is important for private and governmental insurance companies, the research sample, to identify the most important bases and criteria that they adopt in evaluating the achievements of their human resources, and to publish them to them since they were assigned their tasks, in order to deepen their awareness about the mechanism of their rewards or punishments to enhance objectivity when dealing with them. Finally, the fact that private and government insurance companies, the research sample, provide

training and development programs to enhance confidence among their leaders, in their ability to work under difficult and exceptional circumstances that impede their tasks, ensures that there is no retreat or delay in performance, but rather contribute to enhancing strategic performance.

The researcher sees the importance of focusing future studies on the following proposals and taking them into consideration; the necessity of re-examining the variables examined in other sectors for the purpose of identifying the reality of other Iraqi business organizations in relation to the current research. As well as employing and exploiting evidence-based human resource management practices in the health sector, since the basics of the subject and its philosophy appeared in the medical field and then moved to science and other fields. Also, conducting new studies dealing with evidence-based human resource management contributes to trying to find and apply other new quantitative or descriptive indicators that measure this term and make more business organizations apply these practices according to the philosophy and foundations of the new approach. The emphasis on conducting a study of a link between evidence-based human resource management practices and high performance systems is important to identify the importance of the interrelationship between them and its reflection on the competitive advantage of business organizations. Finally, a study similar to the current research in production organizations should be conducted to identify the level of the current research variables in those organizations.

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