

The role of human resources management in increasing the performance level of employees (An analytical study)

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Abstract: The aim of this research, is to clarify the role of human resources management as an independent variable in raising the level of individuals' performance as a dependent variable, as it was applied in the field in the Ministry of Interior - General Directorate of Human Resources Management using the descriptive analytical approach.

Key words: human resource management, human resource management practices, people's performance

Introduction

This research includes an in-depth coverage of the conceptual design and structure of human resources management, with a focus on the important aspects of this large department with its tasks and duties, with a full explanation of its most important practice represented by (human resource planning, for selection and appointment, training, training and evaluation of personnel, performance level and development, and compensation dimensions). Task performance, contextual performance, unproductive work behavior and adaptive performance) through the main research problem represented by the low level of individuals' performance by developing several hypotheses, which were statistically analyzed where it was, the main objective of the current research is to show the great role of human resources management in raising the level of performance of human resources in raising the level of performance individuals in the research organization.

Research Methodology

The methodology represents the organized scientific method in defining and treating a specific problem in order to achieve the research objectives; In order to give a comprehensive idea of the research and its basic dimensions.

The idea and problematic of the research

The main research problem is the low level of individuals' performance and the presence of many obstacles and impediments that prevent the development of that level and the ability of the human resources department to improve and raise the level of job performance of its members and enable them to provide the best services and accomplish the tasks assigned to them. For the purpose of framing and limiting the research problem, a set of questions was formulated to be in its entirety expressive of the intellectual links to the research problem as follows:

A- Is there an impact of human resource management practices (human resource planning - selection and appointment - training and development - incentives and rewards - and performance appraisal) on the level of performance of individuals through (task performance, contextual performance, identification of unproductive work behavior and adaptive performance) in the General Directorate of Resource Management Humanity ?

B - What is the role played by the Human Resources Department in its practice in improving the level of performance of individuals and does it have the capabilities and capabilities to raise and develop that level?

The importance and justification of the research

There are many justifications that prompted the researcher to study the relationship between human resource management practices and the performance of individuals, including:

A- The presence of major changes in organizations, such as the continuous change in the senior positions of general managers and ministers, that imposed themselves on the internal and external environments.

B - The Human Resources Department analyzes the needs of the organization, such as planning, attracting, selecting, appointing, training and compensating the human resource; To ensure the achievement of the desired objectives.

c- Highlighting the importance of human resource management practices as an important means that enables the organization to obtain and develop human competencies and expertise.

Research objectives

Scientific research is characterized by being an organized process, aiming at knowing facts about a specific topic, and therefore it should be built on an organized basis according to balanced sequential stages, through which the desired results are achieved.

A - To highlight the significant role played by human resources management in raising the level of performance of

individuals.

B - Determining the modern practices of human resources management and the extent of their application to the organization under discussion and the impact of those practices on the performance of individuals in it.

c- Clarify the importance of human resource management practices in enhancing and raising the level of performance of individuals and work to apply them correctly.

The proposed research model and the formulation of its hypotheses

In light of the research problem and its objectives, an illustrative chart was developed that shows the research variables, as shown in Figure (1).

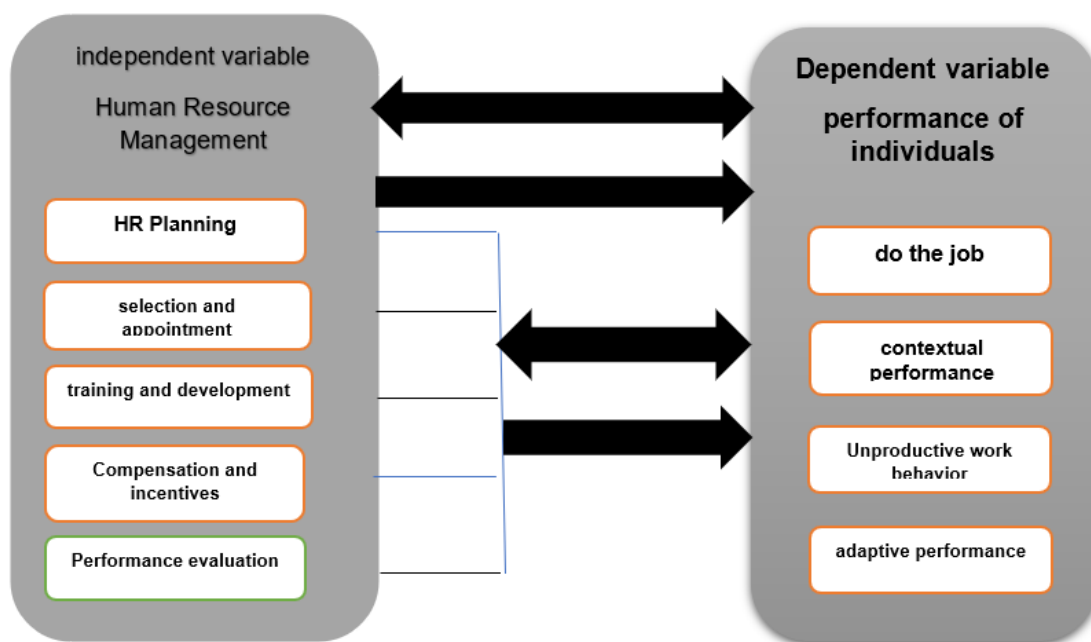


Figure (1) Hypothesis Research Diagram

Research Hypotheses

Depending on the questions and the research model, the main hypothesis has been formulated and will be tested in the practical research side, which is: The main hypothesis:
(Human resource management and its dimensions do not affect the performance of individuals in a significant way).

Research community and sample

A- Research community:

The researcher has chosen the General Directorate of Human Resources Management in the Ministry of Interior for his research, as he is a specialist and works within the framework of the two variables of the research and he is one of those working in the field of research, as the community included (180) individuals who were intentionally limited, so the researcher resorted to a drunken table to find the sample size was (122) views Added to it (0.05) for the sampling error, which made the research sample (130) and the questionnaire was distributed. The returned questionnaires were (122) valid, and the sample was represented by the general director, the assistant director general and the directors of the directorates, departments, and divisions.

Human resource management

The concept of human resources management

As a result of the development of the concepts, philosophy, and tasks of the department responsible for personnel affairs in organizations, the nomenclature of this department evolved from user management to personnel affairs, then personnel affairs, and finally human resources management (Borzin, 2017, 177). In view of the great role of the human element in achieving the goals of the organization and its survival, where the human resource is the most important for the organization. Efficient individuals and the maximum benefit from their knowledge and innovative capabilities that help achieve the goals of the organizer. These goals are only achieved through a set of administrative practices that ensure the creation of the efficient human element such as planning for future jobs, selection and appointment, training, development, performance evaluation, incentives and rewards, and these practices are linked to all resources management. humanity and be a part of it (Mohammed, 2013, 37).

Objectives of human resource management

The great role of human resources management is to provide the organization with highly efficient and effective human resources, and to train and develop these resources in a way that meets the needs and desires of the organization and the aspirations of its members).

Management practices for human resources

The practices of human resource management are the decisions and procedures concerned by human resource management at all levels of the business and related to the application of strategies directed to maintain competitive advantage.

Dimensions of human resource management practices

There are many dimensions that the Human Resources Department undertakes to practice, as these dimensions represent the duties and tasks it performs, and the following is an explanation of the dimensions adopted by the researcher in the theoretical and practical aspects and in a manner that is compatible with the Iraqi environment and its administrative divisions: -

A- Human resource planning:

The human resource planning process is considered the mainstay for the success of organizations, as it is modern and the way to achieve its goals to a large extent. Definitions dealing with the concept of human resource planning have differed, as (Al-Maghrabi, 48, 2019) defined it as "the assessment and forecasting process carried out by the organization to determine its different human needs from Quantitatively and qualitatively at the appropriate time and place in order to achieve the general objectives of the organization.

B- Selection and appointment:

First - the choice:

The selection process represents the second step in the recruitment process after the human resources planning stage (Jawdah, 2019, 121). Selection is defined as the process through which a group of individuals who have been appointed to a specific position in the organization are filtered through a series of stages by which the characteristics and specifications of the persons applying for this job are compared, i.e., the selection of the right person in the right place and time (Mohammed, 2017, 145).

Second - Appointment:

The decision to appoint comes after completing the steps of the selection process. (Abdul Salam, 98, 2017, defines the appointment as the work in which the best and most suitable applicants for employment in the organization are selected and enabled to perform the tasks of that job, and it is the last step of the recruitment process.

C- Training and development:

Training and development occupies an important place among the priorities of today's business organizations. Training refers to the process of providing individuals with the knowledge and skills required and necessary to complete their current work. The development process refers to learning that goes beyond today's job and has more focus on the long term (Mondy & Martocchio, 2016: 213) Training is the process of teaching new or existing individuals the basic and specific skills they need to perform their jobs and that help them correct deficiencies in their job performance (Dessler, 2016: 203). As for development, it is the process of trying to provide individuals with the capabilities and capabilities that the organization needs in the future (Gomez et al, 2012: 258).

D- Performance appraisal:

There have been many definitions that dealt with the performance appraisal process, as (Al-Ta'an, 2013: 209) defined performance appraisal as "a systematic process carried out by the organization in order to compare the actual performance of individuals and the performance that must be performed by them and take the necessary measures in light of the results of those the operation". While (Cascio, 2006) quoting (Al-Zubaidi and Jassem, 2016: 10) confirms that performance appraisal is "a process of analysis of individuals' work and behavior in it and measuring the extent of their suitability and efficiency in advancing the burdens of the current jobs they occupy and assuming their responsibilities and the possibility of qualifying them to occupy higher-level positions in the future."

E- Compensation and Incentives:

The interest in studying the motivation of individuals is imposed by the desire to improve their performance and raise their productive efficiency in order to achieve the organization's goals with high efficiency and effectiveness and at a lower cost. Performance was expressed as a function of the individual's ability, information and motivation. This relationship can be formulated in the following equation:

$$\text{Performance} = \text{Motivation (Ability + Desire)}.$$

This means that assuming the individual's ability to complete work, in addition to his desire to work, we do not guarantee a good performance, as this is limited to the role played by another major factor, which is the motivating factor. Because through motivation it is possible to stimulate the desire to work and achieve effective good performance. Therefore, the effective human resources management must work through its practices to achieve the goals of the individual and the goals of the organization, and strive towards establishing an effective

system of material and moral incentives that applies to all individuals (Al-Alaq, 2012, 314).

Compensation refers to the total remuneration offered to individuals working in the organization in return for their services (Mondy & Martocchio, 2016: 247).

performance of people

The concept of performance, individuals

The duties, tasks, and behaviors that individuals are assigned to perform in the organization and during a specific period of time as a whole constitute the performance. The literature related to the performance of individuals presented several points of view. Most of the theories and research and various writers confirmed that when individuals have high skills, they adapt to their jobs faster, and this is a reason for them to take over. In addition, organizational justice has a prominent role when applied in the true sense because of its impact on the individual's performance, behavior, level of commitment in the organization and his efforts towards achieving goals (Chebet, 2015: 16).

The importance of individuals' performance

As a result of the challenges faced by organizations in recent years due to rapid changes in their work environment, this has forced them to focus on developing the individual's performance as it is the decisive variable in their ability to achieve creativity and competitive advantage within that environment characterized by factors that are stressful and influential on the one hand and revealing on the other hand. The organization has creative human capabilities that keep pace with rapid changes and developments that qualifies it to continue and achieve excellence in its work (Al-Fatlawi, 159: 2012).

Elements of performance, individuals

The dimensions of individuals' performance and their importance, and the exact indicators associated with each dimension, may vary depending on the relevant context according to its field of application. Some researchers have resorted, to allocating a set of elements and criteria for each organizational or administrative level, and some of them presented a set of elements described as possible to apply to all work. Among these dimensions are what I dealt with Study ((Koopmans,2014,48), which are four dimensions (task performance - contextual performance - adaptive performance - and non-productive behavior).

Figure (2) shows the conceptual framework for each of these dimensions.

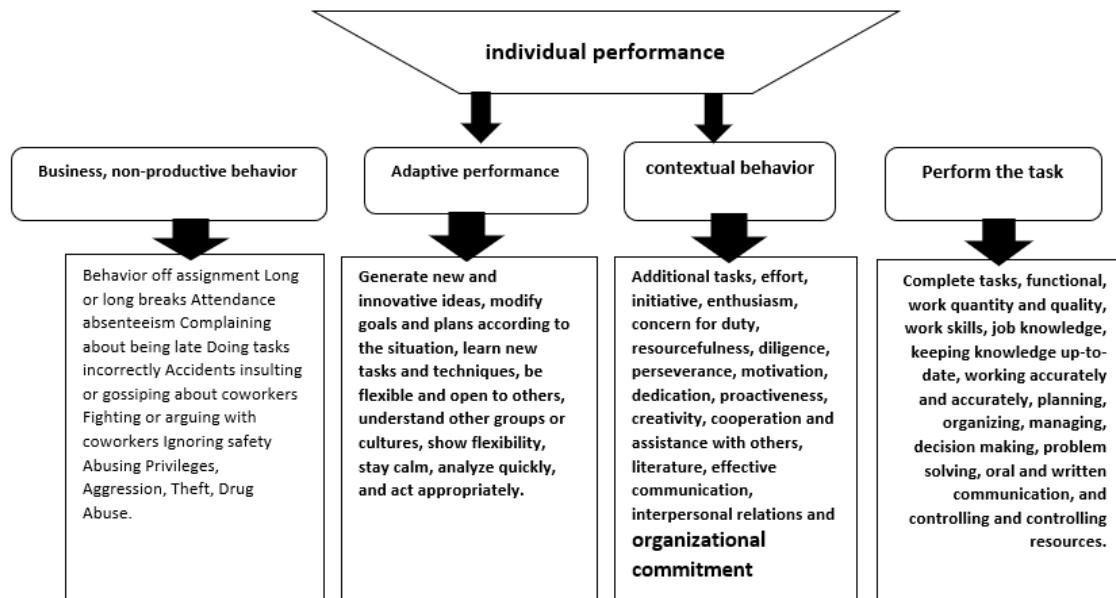


Figure (2) The conceptual framework for the dimensions of individual performance

Source: Koopmans, Linda,(2014)," *Measuring Individual Work Performance*", Thesis Ter Verkrijging Van De Graad Doctor Aan De Vrije Universiteit Amsterdam.

The above model has dealt with four main dimensions that have been accepted by most researchers in the field of individual performance, which are (task performance, contextual performance, unproductive work behavior, and adaptive performance). conducted by (Koopmans, 2014.48) being applicable, with the most frequently occurring dimensions.

Personnel performance dimensions

a- To perform the task:

Task performance is defined as “the oriented behavior towards the tasks, duties and responsibilities contained in the job description” (Singh and Nik, 2017, 175).

b- Contextual performance:

Contextual performance is defined as a set of activities that are not concerned with the core of work or a specific goal, but rather those that make individuals, teams and organizations more effective and successful. (reilly&aronso,2012:1).

c- Adaptive performance: Adaptive performance has been defined as changing behavior to meet the requirements of a new environment, event, or situation. (Pulakos et al,2000,55).

Widely adaptability is defined (Ployhart & Bliese, 2006, 6) as the dissemination of knowledge and skills to a new task.

w- Unproductive work behavior:

Given the broadness of the concept of non-productive work behaviour, therefore, we find a difference about reaching a comprehensive and common definition of this dimension, but there is a consensus on the existence of common characteristics of its concept, most notably: that these behaviors are (intentional and intentional) despite causing accidents with a negative impact on the organization, which is meant by behavior Unproductive work “All behaviors that harm the organization directly by negatively affecting its jobs, property, performance and future, or indirectly, by harming its employees in a way that reduces their effectiveness (Al-Ghazali and Khazali, 2016. 111).

Intellectual links between human resource management and

personnel performance:The most prominent human resource management practices, represented by human resource planning, selection, appointment, training, development and performance evaluation, have been linked to compensation and incentives applied in institutions and to all administrative functions. The implementation of these human resource practices helps in increasing the efficiency of individuals and raising the level of their performance in the organization (Saleem, I., & Khurshid). , A,2014:669–688).

We will briefly review these links:

The nature of the relationship between human resource management and the performance of individuals: There is a consensus by most researchers in this field that human resource practices play a major role in influencing and raising the level of individuals’ performance, facilitating the process of their career progression within the organization, assuming important positions, motivating and promoting them (Hassan, 2016; Shahzad, Bashir, & Ramay, 2008). There is a clear impact of Muamar Gaddafi's human resource management practices on the performance of individuals and it is widely practiced as Gaddafi's (2019) study concluded that empowering the employee to perform his duties has a significant positive impact on his performance. Also according to Mesra (2015) human resource management practices have a positive and significant impact in raising the performance level of individuals. Therefore, according to the foregoing, we note that human resource management practices have a positive and important impact on the performance of individuals (Soares: 2020, 23, 65).

**Abrief overview of the researched directorate:-
Research community**

The General Directorate of Human Resources Management in the Ministry of Interior was chosen as a society to implement the practical aspect, which consists of (9) directorates, (37) departments and (134) divisions. The Directorate General of Human Resources Management is managed by an employee with the rank of Director General, being one of the The most important directorates in the Ministry of the Interior, which represent the main nerve of the ministry, due to the great tasks and duties entrusted to it.

Verification of the main hypothesis

It is clear from the result of the statistical analysis that there is a correlation between human resources management with the performance of individuals as a whole (0.542) at the level of morale (0.000) to explain the management of human resources a rate of (29.4%) of the changes that occur in the performance of Individuals at the level of significance (0.000), with a calculated (F) value (49.867), while its effect was (54.2%) at the same level of significance and with a calculated (T) value (7.062), which is greater than its tabular value (1.96), while the value of the constant was (0.982).Of all these results shown in Table (1)

It rejects the main hypothesis and accepts the alternative hypothesis (human resources management affects the performance of individuals a positive moral effect).

$$\text{Personnel performance} = 0.982 + (0.542) * \text{HR management}$$

Table (1) The impact of human resources management and its dimensions on the performance of individuals
(Source: SPSS V.26 outputs)

The variable, the independent	individual performance
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	α	β	R ²	Sig	T β	F	Acceptance	Refusal
human resource planning	3.284	0.115	0.013	0.206	1.271	1.616	*	
selection and appointment	1.998	0.575	0.330	0.000	7.695	50.206		*
training and development	1.883	0.451	0.203	0.000	5.535	30.641		*
Compensation and incentives	3.435	0.082	0.007	0.371	0.899	0.808	*	
Performance evaluation	2.000	0.543	0.295	0.000	7.089	50.261		*
Human Resource Management	2.544	0.542	0.294	0.000	7.062	49.867		*

Conclusions

As a continuation of the research effort in its previous chapters, and as outputs, embodied in the results of the practical side, a number of conclusions were reached based on those results, in light of the outputs of the practical side and what was mentioned, in the theoretical side of the research, As it became clear that the Directorate is interested in managing human resources well, it resorted to intensifying training and development to improve its performance so that training programs were designed in a manner that suits the requirements and conditions of jobs and duties. The directorate's support for human resource planning programs, so it adopted effective and advanced information systems that serve the human resource planning process and contribute to its success. Design programs, compensation, and incentives commensurate with the efforts, actions, and duties performed by individuals, the organization, and apply incentives, positive and negative, according to the outputs and attitudes of the human resource. Adopting, standards, evaluating, performing, on a regular basis, and setting them, for those, standards, in an objective manner, and apply them to all individuals, if they are conducted for evaluation, periodically or annually. Great interest in practicing, choosing, appointing, following, systems, choosing, dependent, skill, knowledge, having, selecting, appointing, individuals applying for positions, advertised. The analysis, descriptive statistics, sample answers, the research showed that the behavior of the non-working product is a common behavior in a form, relative among, sample individuals, the research as, solving in, the center, the last among the dimensions of performance, the four individuals with which performance was measured, The General Directorate of Human Resources Management, referring to the weak practice of actions and harmful activities in the Directorate, investigated and included, wasting the organization's resources, working time and speaking with colleagues, about the negative aspects of the director's work, inside.

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