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**“Analyzing the Nature of the Relationship Between Human Resource Management Practices and Personnel Performance”
An Exploratory Study in the Iraqi Ministry of Interior**

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ABSTRACT

The aim of this study is to test the effect of human resources management as an independent variable in raising the level of individuals' performance as a dependent variable and it was applied in the Ministry of Interior - General Directorate of Human Resources Management depending on the descriptive analytical approach in accomplishing the requirements of this research. The human resources management in the performance of individuals directly and indirectly, but at the level of dimensions, contextual performance had a good impact on the performance of tasks and the performance of individuals with human resources management and positive work behavior with contextual performance.

Keywords: *human resource practices individual - performance dimensions.*

The logo for the International Journal of Research in Social Sciences and Humanities (IJRSSH) is a large, stylized graphic. It features a central figure that resembles a person or a flame, composed of several overlapping, curved shapes in shades of blue, green, yellow, and orange. The figure is set against a background of a large, light-colored circle. Below the graphic, the acronym 'IJRSSH' is written in a bold, orange, sans-serif font.

IJRSSH

INTRODUCTION

The human element represents the main axis in organizations, especially security organizations, because they are based on providing their continuous services to citizens, which in turn depend on the performance of individuals in them. Here, the human resources management with its practices plays an influential role in fulfilling the requirements to achieve this feature, so it gained its importance by taking care of the human resource or the success of the organization. It depends on its human resources

THE IDEA AND PROBLEM OF RESEARCH

The researcher's work in the joints of the organization in question and his diagnosis of the course of work and his dealings with the directors of the directorates, departments and people made in his mind an image, impression and conviction that there are obstacles and administrative challenges facing the General Directorate of Human Resources Management, so it became necessary to analyze these obstacles and work to overcome them by asking and answering the following questions:

A- Do human resource management practices contribute to developing the

performance of individuals in the ministry under consideration? And how is that?

B - In light of the existing conditions and the challenges of the Corona pandemic crisis, does the General Directorate of Human Resources Management need to conduct a renewal process in its practices?

C- Does the organization in question have its own performance indicators commensurate with the nature of its work through which it can evaluate the performance of individuals in terms of their efficiency and effectiveness in order to decide according to which they should be kept, promoted, replaced or transferred?

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. Among these justifications are:

A- The practices of human resource management have an impact on achieving successful organizational change, and that its processes of training and development have the effect of creating sustainable change and an understanding of the behavior of individuals who possess the

competence necessary to carry out tasks and duties at a high level of performance.

B - The human resource management practices have an important and effective role in evaluating the skills and capabilities of individuals working on organizational strategies and placing them in the appropriate place that contributes to increasing the overall strategic effectiveness of the organization.

C- The research came to show the impact of human resource management practices represented by (planning, polarization, selection and appointment, training, development, performance evaluation, compensation and rewards) on the performance of individuals through its dimensions (task performance, contextual performance, unproductive work behavior and adaptive performance).

Research Aims

Scientific research is characterized as an organized process that aims to know facts about a specific topic through:

A- Focusing on the importance of the performance of individuals in the

organization in question and the importance of raising that level of performance.

B - Presenting a set of suggestions and recommendations to decision-makers in the organization in question to increase the effectiveness of human resource management practices and achieve a high and distinct level of performance, hoping that the researcher will adopt and apply them.

The Proposed Research Model and The Formulation of its Hypotheses

In light of the research problem and its objectives, the researcher developed a scheme that identifies the main and sub-variables with the correlational relationships and the impact scores as shown in Figure (1).

The main hypothesis was as follows:-

There is no multiple impact of the dimensions of human resources management combined on the performance of individuals and its dimensions have a significant effect.

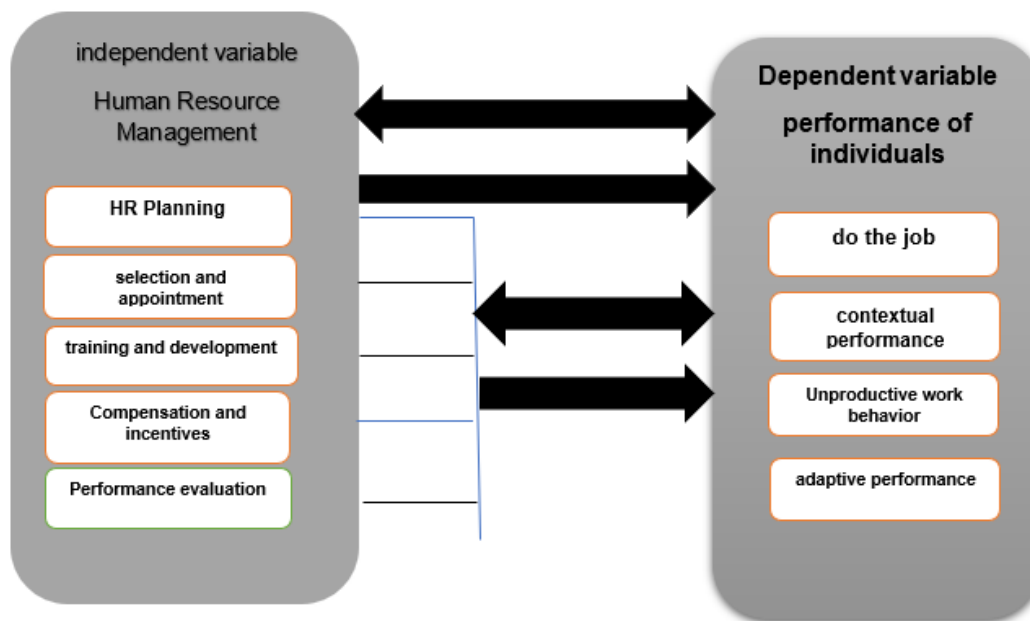


Figure (1) Hypothesis Research Model

Research Community and Sample

A- Research community:

Each researcher has a community and a sample who intends to research to study the phenomena, so that this community has basic components that are determined precisely and clearly, as the community included (180) individuals who were deliberately limited, so the researcher resorted to a drunken table to find the sample size, and it was (122) views, to which (0.05) was added to the sampling error, which made a sample Research (130) individuals.

b- Research sample:

The research sample was selected in an intentional stratified manner, due to the large size of the research community, as the sample consisted of administrators

working in the Ministry of Interior - General Directorate of Human Resources Management who hold the position of (General Director - Assistant Director General - directors of directorates - directors of departments - directors of people).

HUMAN RESOURCE DEPARTMENT

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. The maximum of their knowledge and innovative capabilities that help achieve the goals of the organization. These goals are only achieved through a set of administrative practices that ensure the creation of an efficient human element, such as planning for future jobs, selection

and appointment, training, development, performance evaluation, incentives and rewards. All of these practices are linked to the so-called human resource management and are part of Including (Mohammed, 2013, 37).

The Importance of Human Resource Management

The importance of human resource management for the organization is summarized as follows (Opatha, 2016, 45):

- A.** Human resources are the most important resource that managers use to achieve the goals of the organization.
- B.** The quality of other administrative functions depends largely on the quality of human resource management in the organization.
- C.** Human resource management is a vital and important responsibility of every manager in an organization.
- D.** HRM contributes to the organizational success of the organization and then the societal success.
- E.** Managing people is more difficult than managing other resources in the organization.

Objectives of Human Resource Management

(Abu Naser, & et al 2017, 78) indicated that there are a set of goals that the human

resources department seeks to achieve as follows:

- A.** Improving the strategic direction of human resources
- B.** Reducing labor costs and administrative expenses
- C.** Facilitate the performance of human resource management functions
- D.** Increase the performance and productivity of the organization
- E.** Develop and improve work relationships and individual satisfaction.
- F.** Providing greater opportunities for participation and training.
- G.** Improving the image of the organization.

Human Resource Management Practices:

Human resources represent a source of competitive advantage when individuals' skills, knowledge and abilities are scarce and not available on an equal footing with competitors. Organizations invest heavily in hiring and training the best and most efficient individuals in order to gain an advantage over their competitors (Bohlander: 2004,3).

Human resource management practices have been defined as a process of

attracting and motivating as well as retaining individuals with the intent of ensuring the survival of the organization (Razzaq et al, 2017, 652).

Dimensions of Human Resource Management Practices

There are many dimensions that human resources management undertakes, as these dimensions represent the duties and tasks performed by that department, and among those practices we address the following.

A- Human Resource Planning:

Human resource planning has been defined by (Reilly, 2020,167) as “a process through which the organization attempts to estimate the demand for labor and evaluate the volume, nature and source of supply that will be required to meet the demand. The planning process is also defined by Williams & Gilmore (Hijazin. 2019, 56) as activities aimed at analyzing the future needs of the organization's personnel and making predictions in relation to changing conditions.

Objectives of human resource planning:

The human resource planning process aims, according to (Al-Aqili. 182), to:

First: To predict the future needs of the organization in terms of human resources.

Second: To predict the organization's

ability to meet the needs of future work from the available human resources. Third: Comparing what the organization needs in the future in terms of human resources with what is available in the organization in order to diagnose the surplus or shortage of these resources.

B- Selection and appointment:

First, the choice:

Al-Hawari believes that the selection process depends on the qualifications and experiences of job applicants and away from favoritism (Al-Salem, 2019, 134). Selection is also defined as “selecting and appointing individuals on solid foundations such as desire, efficiency and ability to achieve goals, which are the scientific foundations in the field of selecting individuals within the organization and their participation in work that corresponds to the ability and desire they have in managing it. Ultimately, placing the right person in the right job is a matter of It has a significant impact on increasing the productive efficiency of the enterprise” (Al-Sebool, 2018, 39).

Second: Appointment:

(Mohammed, 2017, 168) defines the term appointment as the process of making a decision to appoint a candidate for a specific position or job in a particular

department from a specific date. This decision provides the individual with a salary and certain benefits in addition to defining his duties and responsibilities. The appointment process usually goes through several stages, namely:

- 1- Employment
- 2- Issuance of the initial appointment decision
- 3- Initial preparation of the employee
- 4- Monitoring and evaluating the employee during the probationary period
- 5- Installing and confirming the employee.

C- Training and development:

Training means providing individuals with knowledge, theoretical information and practical skills that affect their future behavior, while development represents efforts made to provide individuals with the ability and capacity that individuals need in the future according to perceptions of environmental and technological changes. It is worth noting that the training process differs from the development process (Noe et al, 2015, 88).

D- Performance appraisal:

Performance appraisal is defined as the annual interview process that takes place between the manager and the employee to discuss the individual's job performance

during the past year, the aim of which is to encourage performance improvement and motivate individuals to provide their best (Amin et al, 2014,129).

E- Compensation and incentives:

Incentives are the factors that aim to arouse the latent forces in the individual that determine the pattern of behavior or behavior required of him by satisfying all his human needs consistent with the goals and aspirations of the organization (Derry, 2011, 298).

THE CONCEPT OF INDIVIDUAL PERFORMANCE

The employee's good performance is the essence of the organization's concern due to its great impact on the success or failure of his organization to which he belongs, because of that impact of excellence and lofty performance of the organization and its competitive position and a great role in reducing costs and reducing work turnover (Chei.et al, 2014:30). The following table shows the concept of individuals' performance according to the opinions of a group of researchers.

T	researcher and year	The concept of individual performance
1-	Opatha,2016:63	The ability of the individual to achieve the goals and objectives of the organization
2-	Chei etal;2014:30	The expected value that the organization obtains from separate or related activities carried out by an individual during a specified period of time
3-	Singh& Mahmood, 2017 :17	The tasks and responsibilities required by the work and the organizational environment that consists of internal and external factors that affect the effective performance of the employee

Table (1) Defining the performance of individuals

Source was prepared by the researcher based on the sources mentioned in the above table

Factors Affecting Individual Performance

These are the factors by which the individual can perform the tasks entrusted to him by the management of the organization. Among the most important factors that affect the performance of individuals towards increasing the productivity of the organization and achieving its goals for which it was found are the following: (Al-Sarayrah, 2010, 74)

A- The employee: The qualifications, experience, values and attitudes he possesses for work.

B- The job: the requirements and challenges that are characterized by it, and the job opportunities it provides that satisfy the needs and desires of individuals

C- Position: the organizational environment, including work environment, control, abundance of human resources, administrative systems, and organizational structure.

D- Objective: Each organization has a set of goals that individuals must accomplish within the limits of the tasks and duties entrusted to them to perform. Hence, the performance of

any individual is a reflection of the extent of success and failure in achieving these goals with the contribution of individuals at all administrative levels.

INTELLECTUAL LINKS BETWEEN HUMAN RESOURCE MANAGEMENT AND PERSONNEL PERFORMANCE

The nature of the relationship between human resource planning and personnel performance:

Human resource planning is one of the main tasks that should be carried out by the management of any organization, regardless of the department that undertakes this task, except whether it is the senior management or the planning department, with the aim of determining the work needs for the subsequent period of expertise and specializations and ensuring the effective use of these experiences and reaching high levels of productivity. Where the historical follow-up of business organizations indicates that their success or failure is largely due to the accuracy or inaccuracy of their planning activity. Accurate estimation of the organization's resource needs effectively contributes to supporting the subsequent activities of planning, namely recruitment, training, development, motivation and evaluation. Because of this great task,

successful planning was considered an important factor in reducing costs in the organization, as this task determines the organization's exact need for resources without increasing or decreasing (Adwan, 2008, 58).

The nature of the relationship between the selection and appointment of human resources and the performance of individuals:

Organizations nowadays focus greatly on acquiring the appropriate human capital because individuals are the most valuable and valuable assets in the organization. It is the performance of individuals that will converge to shape the overall performance of the organization. During the recruitment of personnel, organizations should develop an appropriate strategy to hire the most suitable personnel carefully because they create a competitive advantage for the organizations. The word recruitment has become a concern for many organizations in order to get a suitable candidate who can fill the vacant position in the organizations and perform his tasks efficiently and effectively due to the increase in technological development and because of the intensity of competition, 69 (Adeyemi et al. (2015).

The nature of the relationship between training and development of human resources and the performance of individuals:

Training is the set of programs that provide individuals with new skills, information and professional development opportunities to perform at a higher level over a long period. "Providing effective training to professional individuals creates a positive image of the organization worldwide and also enhances its performance" (Ganji et al. 2013, 15). The basic tasks of human resource managers within the organization are to promote appropriate development and training programs for individuals.

The nature of the relationship between performance evaluation and the performance of individuals:

Performance appraisal is an important HR practice is a formal procedure that is usually conducted as an interview once a year and prepared after careful consideration; It is a platform that helps individuals to discuss their past performance and future needs with owners, to create and design their work plans that they are looking to implement in line with their goals and those of their organization (Murphy and Cleveland, 1995, 53)).

The nature of the relationship between compensation and incentives and the performance of individuals:

Some theories refer to the emotional attitudes of individuals with regard to results (incentives of all kinds) and the extent of the individual's rush to obtain promotion, certain benefits, or rewards of all kinds, both material and moral. Human resource management should discover, by virtue of its long experience, what individuals aspire to. Those individuals have different perceptions and varying levels of confidence about what they can perform of tasks and duties. The human resources department should discover what its members need in terms of resources or training and the level of control. (By Michael Armstrong, 2006:38).

A BRIEF OVERVIEW OF THE RESEARCHED DIRECTORATE

The General Directorate of Human Resources Management in the Ministry of Interior was chosen as a community to implement the practical side, and it consists of (9) directorates, (37) departments and (134) divisions. to the Ministry by carrying out the great tasks and duties entrusted to it.

Verification of the main hypothesis:

(There is no multiple impact of the dimensions of human resources management combined on the performance of individuals and its dimensions have a significant effect)

Through the researcher's resort to testing the effect of the dimensions of human resources management combined on the performance of individuals, he noticed from the results of table (2) the value of the model's correlation for the five combined dimensions (planning, human resources, selection, appointment, training, development, compensation, incentives, and performance evaluation) amounted to (0.652) at the level of morale (0.000) while the value of the interpretation of the model for changes in the performance of individuals attributed to the dimensions of human resource management as a whole was (0.425), while the value of the corrected determination coefficient was (0.400), ie the combined dimensions explained (40%) of the changes that occur in the performance of the directorate personnel While the value of (F) calculated for the model was (28.204) at the level of significance (0.000). As for the impact level, the performance evaluation topped the ranking with an impact rate of (30.2%) and a calculated (T) value of (3.394) at the level of morality (0.001), then selection

and appointment followed with an impact rate of (28.4%) at the calculated morale level (0.005) and with a calculated (T) value (2.879), and training and development came third with an effect percentage (20%) at the level of morale (0.017) and the calculated (T) value (2.241), while there was no significant effect of human resources planning, compensation and incentives, because the value of their impact with a significant level of greater than (0.05) while it was, The value of the constant (1.110) at the level of significance (0.001) and the calculated value (T) (3.540), which indicates the presence of the performance of the directorate's personnel and will increase its value as a result of the impact of the dimensions of human resources management. The researcher notes the employment of the General Directorate of Human Resources Management for the results of performance evaluation, the method of selection, appointment and assignment of jobs to its employees, as well as resorting to training and development when it seeks to improve the performance of its employees and raise their productive efficiency in quantity and quality.

As it appears in the following equation: $(0.200) * \text{training and development} + (0.284) * \text{selection and appointment} + (0.302) * \text{performance evaluation} + (0.200) * \text{training and development} + (302) * \text{performance evaluation}$

Table (2) The multiple impact of the dimensions of human resource management on the performance of individuals

The variable, the independent	individual performance						
	α	B	R ²	Sig	T β	F	AR ²
human resource planning	1.110	-0.089	0.425	0.309	-1.022	28.204	0.400
selection and appointment		0.284		0.005	2.879		
training and development		0.200		0.017	2.421		
Compensation and incentives		-0.026		0.746	-0.325		
Performance evaluation		0.302		0.001	3.394		

Source: outputs, software (SPSS V.26)

CONCLUSIONS

The Directorate has shown a continuous interest in developing the job performance of its members, so it directed the Human Resources Department to improve it well,

especially through selection, appointment, performance evaluation and resorting to training and development to accomplish the activities and works entrusted to them and in proportion to their roles and positions in the Directorate, but it was not

able to employ compensation, incentives and human resources planning in This is to improve and work to secure the financial sums necessary to cover and succeed in training and development programs for individuals by financing those programs and according to timetables specially prepared for this purpose to include all individuals at various administrative levels in the General Directorate of Human Resources Management and the rest of the directorates of the ministry. Where the importance, relative dimensions of resource management contributed The combined human resources represented by (planning, human resources - selection and appointment - training and development - compensation and incentives - and performance evaluation) in the availability of human resources management at the general level and raising its relative importance in the sum of its activities and administrative tasks interested in

developing the human resource for the surveyed directorate in particular and for the rest of the directorates of the ministry in general To qualify, maintain, and preserve, why contribute to the success of the Directorate's work in the present and the future, through the agreement of the selected sample and the homogeneity of its answers at the general level. The descriptive statistical analysis of the answers of the research sample showed that contextual performance ranked first among the dimensions by which the performance of individuals in the Directorate General of Administration was measured Human resources through the behaviors of the affiliates that support the broad social and psychological environment of the Directorate through great cooperation, sportsmanship, and performing work outside the official working hours and outside the work context within the controls and laws.


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