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SOCIAL SCIENCES INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS SCIENCE

"THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ACHIEVING ORGANIZATIONAL SUCCESS"
(Duhok Polytechnic University in Northern of Iraq as a Case study)

MASTER THESIS

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ACCEPTANCE AND APPROVAL PAGE

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“Örgütsel Başarıyı Sağlamada İnsan Kaynakları Yönetiminin Rolü”

(Bir vaka çalışması olarak Kuzey Irak Duhok Politeknik Üniversitesi)

ÖZET

Bu çalışma, iki ana değişkenden oluşan Duhok Politeknik Üniversitesi'nde örgütsel başarıyı sağlamada insan kaynakları yönetimi uygulamalarının rolünü tanımlamayı amaçlamaktadır: dört boyutu içeren insan kaynakları yönetimi uygulamalarını temsil eden bağımsız değişken (İnsan Kaynakları Planlaması, İnsan Kaynaklarının Çekmek, İnsan Kaynaklarının Seçilmesi ve Kullanılması ve İnsan Kaynakları Eğitimi) ve dört boyutu içeren örgütsel başarıyı temsil eden bağımlı değişken (Organizasyon kültürü, Organizasyonun Gelişimi, Organizasyonel Performans ve Stratejik Planlama). Bu çalışma, çalışma değişkenleriyle ilgili kavramları açıklığa kavuşturmak için kitaplar, makaleler ve araştırmalar gibi bilimsel kaynaklara dayanmaktadır. Çalışmanın uygulama bölümünde Kuzey Irak'ta Dohuk Teknik Üniversitesi'ne bağlı bazı enstitüler ve kolejler örnek alınırken, 120 anket formu geçerli olarak kabul edilmiş ve analiz edilmiştir. Çalışma değişkenleri arasındaki ilişkiyi belirlemek için, “Sosyal Bilimler için İstatistiksel Paket”de (SPSS (V. 22)) bir dizi istatistiksel yöntemle iki ana hipotez ve alt hipotez önerilmiş ve test edilmiştir. Sonuçlar, Duhok Teknik Üniversitesi'nde etkisi zayıf olan insan kaynakları eğitimi hariç, tüm insan kaynakları yönetimi uygulamalarının boyutları ile kurumsal başarı arasında pozitif bir korelasyon ve etki olduğunu göstermiştir. Bulgular ayrıca, insan kaynakları yönetimi rolünün etkinleştirilmesinin Duhok Teknik Üniversitesi'nde başarıyı sağlamaya yol açtığını ve mevcut ve gelecekteki hedeflerine ulaşılmasına yardımcı olduğunu gösteriyor. Ayrıca, çalışma Duhok Teknik Üniversitesi için bir dizi öneri de sunmuştur. Örneğin, Duhok Teknik Üniversitesi'nin insan kaynakları için sürekli eğitim programlarına ilgiyi artırmak.

Anahtar Kelimeler: İKY'nin Hedefleri, İKY'nin Uygulamaları, İnsan Kaynakları Planlaması, İnsan Kaynakları Eğitimi, Örgütsel Başarı, Örgütsel Kültür ve Örgütsel Gelişim.

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M.Sc. Thesis

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"The Role of Human Resource Management in Achieving Organizational Success"

(Duhok Polytechnic University in Northern of Iraq as a Case study)

ABSTRACT

The current study aims to identify the role of human resources management practices in achieving organizational success in Duhok Polytechnic University, which consists of two main variables: the independent variable which represent human resource management practices that includes four dimensions (Human Resource Planning, Recruitment the Human Resources, Selecting and Employing Human Resources, and Human Resources Training) and the dependent variable which represent organizational success which includes four dimensions(Organization culture, Development of the Organization, Organizational Performance, and Strategic Planning). This study relied on scientific sources such as books, articles, and researches in order to clarify concepts related to the study variables. While the practical side, some institutes and colleges affiliated to Dohuk Technical University in northern Iraq were taken as a sample, 120 questionnaires were accepted as a valid questionnaires and analyzed accordingly. To determine the relationship between the study variables, two main hypotheses and sub-hypotheses were proposed and tested by a number of statistical methods in the "Statistical Package for Social Sciences" SPSS (V. 22). The results showed that there is a positive correlation and impact between all human resource management practices dimensions and the organizational success, except human resources training, which had a weak impact at the Duhok Technical University. The findings also show the activation of human resources management role leads to achieving the success at Duhok Technical University and helps to achieve its current and future goals. Moreover, the study made a number of recommendations for Duhok Technical University. For instance,

increasing the Duhok Technical University interest in a continuous training program for the human resources.

Key words: HRM's Objectives, HRM's practices, Human Resources Planning, Human Resources Training, Organizational success, Organizational culture, and Organizational development.

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CURRICULUM VITAE (CV)

ORİJİNALLİK RAPORU

LIST OF ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practice
DV	Dependent Variable
IV	Independent Variable
H1	First Hypothesis
H2	Second Hypothesis
SPSS	Statistical Package of Social Science
R2	R Square
B	Bita
Sig	Significant

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INTRODUCTION

The human resources management witnessed a great deal of change at the end of the last century and the beginning of the present century. These changes were represented in two major transformations: the shift from being in the personnel management to the field of human resources management and the shift from being in human resources management to a Human Resource Management Strategy. The first shift has helped to include the human element within the important assets in the Organizations and can be managed systematically. The second shift, based on the same knowledge of the previous rule, "is based on the recognition that aligning human resource policies and for practices with each other. They need to be associated with the needs of the Organization and given the reflection of these needs in the strategies of the Organization has been this shift in human resources management, which became known as the strategy of human resources management" (Schuler and Jackson, 2007:13). The political, economic, social, intellectual and technological changes have contributed to changing the overall view of the Organizations management. The Organizations have required developing their internal management through their interest in human resources management, which they considered to be the key element in achieving Organization objectives and goals. In addition to its work to increase the efficiency of the Organization and its effectiveness in the performance of its tasks and work, which is a great competitive force in the Organization's interest and make it the top of the competition between Organizations at the internal and external levels.

The concept of Organizational success is a recent term in its expression within the literature of administrative thought and familiar in its elements included the terms of effectiveness and efficiency together. Organizational literature continued to address the problems of Organizational performance by focusing on one concept. The literature of strategic management thought as an indicator for evaluating the strategic process. Therefore, focusing on the efficiency of the Organization alone is no longer useful to judge the Organization success or focus on the effectiveness of the Organization. Rather, the modern outlook includes a focus on Organizational success, which includes both efficiency and effectiveness.

Fortunately, the HR profession has made a lot of progress in measurement and evaluation in recent years. Since the 1960s, several methods have been used. These measurement metrics have changed over time. Human resources management by objectives. Evaluation Process Measuring Progress towards Achieving Popular Human Resources Performance Goals. In the 1960s, the Human Resources Division specifically develops objectives and evaluates performance against those goals. Objectives are based on what management wants to accomplish or on what it considers necessary to achieve enough performance. Measures of income, absenteeism, satisfaction function, employee health, and quantifiable compensation expenses are considered targets for many HR functions. Whatever the specific measures, they must be linked to the performance of the institution in order to represent targeted approaches reflecting the contribution of human resources to the Organization (Phillips, et al. 2012:112). The most important task of human resources managers is to raise the motivation of employees to do work successfully and to achieve the highest level of coordination between employees and their employees to achieve the Organization goals and its employees. Therefore, Organizations need to know the methods and strategies that increase the motivation of their employees.

However, the current research is divided into three parts. These parts are as follows: The (LITERATURE REVIEW) presents the theoretical side of the study, which includes two variables: independent and dependent variable. The independent variable is the HRMP and it consists of four dimensions: (HR planning, Recruitmentthe HR, selecting and employing HR and, training HR). While the dependent variable is the organizational success that includes four dimensions: (Organization culture, development of the organization, organizational performance and strategic planning).

The (Research Methodology) starts with the study model then it presents the aims, importance and problems of the study, the research questions, the hypotheses, and an overview of the method used. This part also discusses the research method adopted in this research, (quantitative method). It then moves to describe the methods used in collecting the data with particular focus on the research instrument used (questionnaire). Then it presents the research instruments in detail i.e. the content, population and administration of it. Then this part also presents the data

based and deal with the data analysis collected from the quantitative questionnaire and due to the large amount of data, the questionnaire was analysed by "the Statistical Package for Social Sciences" SPSS (V. 22).

Last but not least, (General Conclusions and Recommendations), starts with discussion of the finding and it moves to presenting the previous studies comparing their findings with the current study. Then, the chapter provides a conclusion to this research based on findings obtained from the responses of the questionnaire. This chapter also makes several recommendations based on the research findings. Finally, some suggestions for further and future researches are made.

1. LITERATURE REVIEW

1.1 The Concept and Definition of Human Resources Management

The researchers and writers differ in defining the concept of HRM, and this difference is often due to the multiplicity of cultural backgrounds, intellectual and civilization. Many writers have presented their ideas on the concept of human resources management, for example, Aswathappa (2005:5) defined HRM as "the process of planning, organizing, directing and controlling the development, reward, integration and maintenance of human resources with the aim of contributing to achieving the full goals of each individual, organization and society" (Aswathappa,2005:5). Robit and john (2008:4) state that "human resource management is the design of a formal system in the organization to ensure the effective use of human talents to achieve organizational goals" (Robit and john, 2008: 4). Monday, et al. also states that human resources management is a benefit that is obtained from individuals working in the Organization, to achieve the Organization's goals (Monday, et al. 2005:4).

The HRM in private and public organizations is the cornerstone of the administrative process, because the effectiveness of the management of organizations in achieving its mission and success depends largely on the HR of the Organization and the abilities, energies, motivations and aspirations of its members. The way to the success of organizations This is through the interest of organizations in all aspects of staff in terms of training programs and methods of motivation and team building, participation, cooperation and performance evaluation Here, it can be said that the success of the organizations or their failure to achieve its main purpose depends Master of the quality of human resources owned by the Organization (Evans and Lindsay, 1996:67).

The range of activities that allow the Organization to provide human resources that are in line with quantity and quality needs. Therefore, "the human resources management in its narrow concept has been provided to the needs of the Organization of the workforce and its preservation and urged its desire to work and develop the skills to achieve this, thus forming a stimulating, satisfied and productive

work, and its broad concept is to optimize the use of human resources at all Organizational levels" (Armstrong, 2009:115). Human resources management approach to "taking decisions on the intentions and plans of the Organization in the form of policies and programs on resource provision, performance management, learning and development, rewards and staff relations" (Armstrong, 2009:115).

Since all scientific studies emphasize the significance of the human element, and the importance of the goals related to the provision, use, preservation and development. Hence the significance of HRM can be clarified, because of its direct relationship with the individuals working. Organization, state and individuals. Ivancevich (1995:3) stats that "the human element is one of the most important elements affecting the quality of organizational performance, which made attention to the people management and raise the level of human resources management and channeling resources and modern technology to serve organizations priorities". HR today is a key source of sustainable competitive advantage for organizations, particularly in the areas of modern means and production knowledge communication. The last three decades have witnessed a tendency to think about the phenomenon of knowledge investment among workers and the development of highly qualified human resources and empowerment with a view to acquiring knowledge and intellectual capital (Dumay, 2016:168).

The human element that "constitutes the human resources of the Organization is one of the most important resources for today's Organizations. The management of human resources is more important because the other sources of competitive success are less powerful than before and the fact that the basis of competitive advantage may prepare them to develop and establish a different frame of reference for consideration. In the strategic management of human resources" (Jeffrey, 1994:6).

1.2 The Objectives of Human Resources Management

There are four main HRM objectives including the following:

1. **"Organizational objectives:** coherence, cooperation and coordination between the human resources management and other departments of the Organization.
2. **Functional objectives:** The Human Resources Department performs the functions of individuals, including ensuring the continued flow of human resources of the Organization, ensuring the maximum utilization of it and maintaining its continued desire to work with the Organization.
3. **The humanitarian objectives:** Are to satisfy the management of human resources to the needs and desires of workers by providing opportunities for them and providing policies that serve their interests.
4. **Social objectives:** To achieve the objectives of the community from the operation of individuals according to their abilities, and commensurate with the laws and legislation for workers and protect them from work errors". (shikha, 2010:70)

There are some other human resources management objectives, including the following:

1. "Investing in the human element through the introduction and promotion of learning processes aimed at increasing the capacity and skills needed to adapt the needs of the Organization.
2. Ensure that the Organization's knowledge is defined to achieve its objectives and satisfy its customers and take steps to acquire and develop intellectual capital.
3. Identify the behaviors required for the Organization's success and ensure that these behaviors are promoted to be high value.
4. Encourage the people to participate faithfully in the work that he/she does for the Organization.

5. Obtain the commitment of the human element to the Organization's tasks and value". (Armstron, 2003:65)

1.3 The Importance of HRM Strategy

The HRM functions have a prominent role in the Organization's hierarchy. Armstrong, (2008:11) stats "Human resources management aims to ensure that the Organization has the skills and the commitment it needs. This means taking steps to evaluate and meet human productivity in the future and enhance the potential of the human element and its contribution and potentials. Employment opportunities through the provision of opportunities for continuous learning and development to involve the processes of recruitment, selection, management development and training activities related to business needs" (Armstrong, 2008:11).

The HRM help to analyze the opportunities of the Organization and the threats it faces. It has the ability to develop and formulate strategies based on the clarity of its vision towards the future. It works to develop and maintain efficient employees. It also helps to identify the weaknesses and strengths of the Organization and thus enable the management of the Organization to take the necessary measures (Jain, 2014:5-9).

1.4 The New Roles of HRM

To meet any challenge requires effective human resources that have the potential of creativity and dedication to work. This depends on the way human resources management is managed in business.

Human resources management can contribute to the following modern roles:

1.4.1 Strategic Role of Human Resource Management

The strategy is intended to address long-term trends and practices to identify the external threats of the Organization in order to achieve the highest degree of

efficiency and efficiency. It is an introduction to the challenges and changes faced by Organizations, but "recently the human resources department has played a prominent role in formulating and implementing a strategy and linking it to the objectives of the Organization" (Dessler, 2003:26). The human resources management strategy "is an interconnectedness and complementarity between the overall strategic goals of the business sector and the human resources strategy and its implementation. Operations and human elements within the organization are managed to enhance the goals of the organization strategy and create an integrated approach to managing various human resource functions such as training, recruitment, and motivation" (Gratton, 1999:7).

1.4.2 Teamwork Building

Collective action is a key element of modern Organizations that have penetrated in the contemporary century to emphasis on the human elements. Organizations are generally made up of a group of departments, individuals, means of communication, individual and Organizational goals. The hard work is how to push them to work effectively and seriously in a variety of experiences, skills and goals. There are a number of modern human elements and work in the Organization, while on the other side there is another group which has the experience and the good skill which requires their integration with others in the work teams, resulting in a group of members who integrate their skills and committed to achieve a common goal or a set of performance goals that they committed themselves to achieve (Greenberg and Baron, 2008:87).

1.4.3 Creating Organizational Culture

The Organizational culture is one of the most important manifestations of modern Organizations for their prominent role in the development of managerial thought among human elements. The culture of the Organization is defined by Huczynski and Buchanan (2001:70) as "the set of shared values and principles that prevail among the Organization's staff. The Organizational culture reflects the behavioral aspect of the customs and traditions of the members of the society, the

moral side values, ethics, ideas, and the material aspect" (Schein, 1992:50). The existence of a strong Organizational culture and strong in the Organization helps to internal integration because the workers have the same principles in the method of dealing with culture lead their words and actions and determine what to do in each status.

1.4.4 Participation

The role of the participation of individuals in the traditional method is limited to implementation only while the thinking and decision is always taken by the senior management. In contemporary times, the method of participation changes depending on the collective method of thinking and implementation from all levels of management. Solving problems, making decisions and formulating plans and strategies will lead to decisions and solutions that are more creative and more effective in implementation (Daft, 2004:64).

1.4.5 Encouraging Organizational Learning

Learning means acquiring human elements for new types of behavior. Functions, practices, and activities as a result of their exposure to social attitudes, experiences, forcing them to abandon old patterns of behavior that no longer meet the requirements of new and changing attitudes (Argyris, 1996:90). Organizational learning is an ongoing process stemming from the discovery and correction of errors, with the continuation of the Organization's work and the modification of its policies and objectives and learning with their experiences what others do (Schön and Argyris, 1996:28).

1.5 Characteristics of HRM

The characteristics of HRM are the following:

1. The Organization should have scarce human resources, skills and capabilities that competitors cannot obtain.

2. Human resources are capable of producing values through unprecedented Organization, homogeneity, integration of skills and experiences.
3. It is hard for contestants to copy the distinguished human resources, whether through training, qualification or withdrawal.
4. From the Organization, human resources are the source of the highest competitiveness, and cannot be replicated, and perhaps the human resources in Japan are a kind of resource that is hard to imitate (Salmi, 2001:113).

1.6 Challenges to Human Resource Management

The business Organizations are in a new era in a radically different world from the previous decades in the last few years, where there are a number of challenges and variables that affect the different strategies, systems and Organizational culture. Thus, human resources activities are influenced by what happens to these Organizations. The shift from the traditional concept of managing individuals to the modern concept of human resource managing. The focus has become on the automatic performance of the tasks and activities carried out by the human element and has the capabilities and technical skills used in the performance of work without having a prominent role in participation or thinking in decision-making (Torrington, et al. 2005).

The first challenge facing HRM is competitive globalization, where access to human resources and their selection have been subject to many of the considerations stipulated in international agreements and labor standards, and this makes the means of dealing with workers subject to many domestic and international legislation and laws. Also, competition between multiple organizations has made ways to the selection of workers is subject to many different legislative changes (Hammoudeh and Khrisheh, 2007: 25).

The second challenge facing human resources management is the technological challenges. There is no doubt that the technological developments and the use of computers is a challenge to human resources management. (AbdulBaqi, 2004) stats that “The observed changes in electronic technology will lead to fundamental changes in the types of business and skills that organizations need, and

the importance of some activities such as training, development and planning will become increasingly important. For the future career in proportion to meet the needs of these changes" (AbdulBaqi, 2004:413).

1.7 Human Resource Management Practices

As a result of fast developments and changes, especially in the field of knowledge production and technology, modern means of communication, competition, technological progress, the effects of globalization, "Organizational changes and the removal of barriers and traditional systems in place, human resources management practices have changed differently. Organizations in their human resource management practices need to change staff ideas in Organizations with new ideas and successful performance; therefore, they need new strategies to suit those ideas and changes" (Khanna and Sehgal, 2016: 36-43).

As Theotokas and Progoulaki (2010:575) stats "in recent years, there have been major developments in information technology and trends towards decentralized information and decision-making have increased. Human resources management, like other departments of the Organization, has had to develop a human resources information system that meets the requirements of human resources practices" (Theotokas and Progoulaki, 2010:575).

Perhaps "the large size of Organizations and institutions and the continuous increase of individuals within them, and the Organization's interest to be a leader on a global, local and strong level, but be well concerned with human resources and this interest can only be achieved through the integration of human resources management practices that relate to obtaining the required human resources and the formation of a workforce stable. These functions include job analysis, human resources planning, research and recruitment, selection and recruitment, training". (Theotokas and Progoulaki, 2010:575).

1.7.1 Defining HRM Practices

The concept of HRM practices "is responsible for a number of activities that involve the recruitment, maintenance and training of human resources so that they can deal with the Organization's strategies, policies and management of change" (Muriithi, et al. 2014:47). Dissler (2003:34) states that "human resources management practices is a set of practices and policies required to carry out various activities related to human aspects that the administration needs to exercise its functions well"

HRM practices mean "a set of practices and policies that enhance the human capital of Organizations in achieving business objectives. Human resources management practices include Organizational investments in individual and group training of staff, decision making, participation, promotion opportunities and the use of potential rewards to ensure the sustainability and retention of human capital". (Gürbüz, 2009:110). Human resource management "can contribute to creating a competitive advantage by developing human competencies in organizations, while establishing the link between the general objectives of the business strategy and the human resource strategy and its implementation" (Çalişkan, 2010:100).

1.7.1.1 The Importance of HRM Practices

HRM practices are "a means to achieve short and long term goals by ensuring that employees are a vital part of Organizational resources while being able to enhance the competitive advantage of the Organization. The Human Resources System provides a set of distinct and interrelated activities and functions aimed at attracting human resources Organization, development and maintenance" (Syed and Yan, 2012:318-342).

It also "lies in identifying its practices as a key to the Organization's strategies. Good human resources management practices are critical to economic development, so that they improve the quality of services provided by the Organization" (Maimako, 2016:7). Another significance of HRM practices "lies in motivating employees to create the skills, knowledge and innovations needed for

Organizations in order to compete positively with other Organizations, in addition to improving teamwork and increasing the level of job satisfaction among employees. This helps to pay attention to the quality of their work at a higher level of efficiency and efficiency. Better for customers and customers" (Chauhan and Patel, 2014:1-6).

Oyeniyi, et al. (2014:243) stats "The most common human resources management practices are recruitment, selection, training, development, compensation and reward. These practices aim to improve the overall performance of staff within the Organization, leading to successful Organizational performance and giving the Organization a competitive advantage".

1.7.1.2 Main Practices of HRM

The main practices of human resource management are as follow:

- **Specialized practices**: "These are the practices of the human resource management in the Organization whether it is a state or private sector. The number of these practices varies from one Organization to another according to the viewpoint of senior management, the size of the Organization and the type of technology used, and the characteristics of the labor market." (Azzawi, 2010:29).

- **Management practices**: "These practices are required by the Human Resources Department to carry out its functions and specialized functions." (Azzawi, 2010:29).

- **Advisory practice**: "Advising employees and all departments operating in the Organization, both legally and technically, in addition to proposing improvements and developing instructions and regulations related to workers from wages, incentives, services, working conditions, etc. This requires that human resources management be more relevant to other departments. The Organization is better informed about its problems and deeper cooperation

and understanding of its diverse affairs so that it can perform its advisory role as required" (Azzawi, 2010:29).

1.7.1.3 Theories of HRM Practices

There are three theories that explain HRM practices:

1. **Strategic Theory:** "The relationship between a possible number of external influences and human resource management practices. The main objective of this theory is the impact of external factors on human resources management practices.
2. **Descriptive Theory:** Is a theory that describes human resources management practices more comprehensively. The idea is to have different relationships.
3. **Normative Theory:** The existing knowledge of a set of practices describes and reflects this theory and also points out that when aligning human resources management practices to achieve goals, the result will be a high performance for employees and thus a positive impact on the performance of Organizations" (Guest, 1997: 263).

1.7.2 Human Resources Planning

HR Planning is defined as a group of conscious and continuous efforts by the organization to increase economic and social progress and overcome all organizational measures and thus achieve the goals and as a general concept as a deliberate and organized effort to achieve a specific goal or objectives in a specific period of time and with specific effort (Conyers, 1985:8). Bruton (1984:11), defined human resources planning as measuring or evaluating existing human resources and forecasting human resource needs through supply and demand to develop a plan for the implementation of the Organization's strategic plan. Planning is an art, a science and a methodology. It is a multi-dimensional activity that always seeks to achieve integration between its different dimensions and to deal with its past, the present and the future, and to establish bridges between them. This is a collective process, not an

individual, and every escape in the group planners has its irreplaceable role. Two planners successfully share their planning role without engaging and collaborating with other planners at different stages of the planning process.

As an economic concept, planning is defined as a package of successive activities that are drawn up and implemented to solve certain economic problems. This is also a conscious choice of economic priorities by some public Organizations (Hottes, et al., 1984:4). Branhum defined "human resources planning as the strategy for the acquisition, use and development of human resources in the Organization", while it was defined as the process of ascertaining the availability of quantity and the right quality of human resources at the appropriate time and place and doing what is required in the works (Thomas, 1971:52). HR planning has the importance of the behavioral view of HR on the basis of respect for the individual and his/her wishes and appreciation of his/her contribution in helping the Organization achieve its goals.

1.7.2.1 The Importance of Human Resources Planning

The process of HR planning is strategic and continuous. Therefore, it is a process of capacity and comprehensiveness that has the following advantages:

- "The Human resources planning helps the Organization to determine its future human resource requirements and thus reduce the cost resulting from the shortage or increase of those resources and to eliminate the negative administrative repercussions in that situation.
- The Human resources planning helps to identify weaknesses in resource performance, which may require training, development and performance enhancement.
- The Organization is prepared to face any changes that may occur in its internal and external environment, and to face any repercussions that may occur in the work content or the quality of individuals as a result of these variables.

- It helps the Organization to ensure the integration and coherence of human resources management activities and guide them towards achieving their goals.
- It helps to ensure the good distribution and use of the Organization's human resources in all areas of performance." (Beach, 1985:184-185)

1.7.2.2 The Characteristics of Human Resources Planning

HR planning has some important characteristics in the Organization including:

- "The perception cost of multiple human resources as a future investment with many returns rather than current expenditures.
- The outlook for all solutions to human resource problems is based on the outlook.
- Consider human resource planning as a link between human resources management activities and the external environment of the Organization.
- Focus on satisfying and fulfilling the wishes and objectives of both the Organization and the individual." (Donald, 1981:69)

1.7.2.3 Factors Influencing Human Resources Planning

Essaand Amer (2017) mentioned "There are a number of factors that must be taken into account when planning human resources, internal and external changes:

- **Internal changes**: The institutional factors related to the internal environment of the influencing Organization in determining the size of human resources required in the future, the most important of which are the changes are: resignation, retirement, termination and leave".
- **External changes**: "The size of human resources required for any Organization is influenced by a variety of variables that occur in the external environment of the Organization, including: economic variables, social and

political variables, legislation and evaluation factors type and size of technology used". (Essaand Amer, 2017:80)

1.7.3 Recruitment the Human Resources

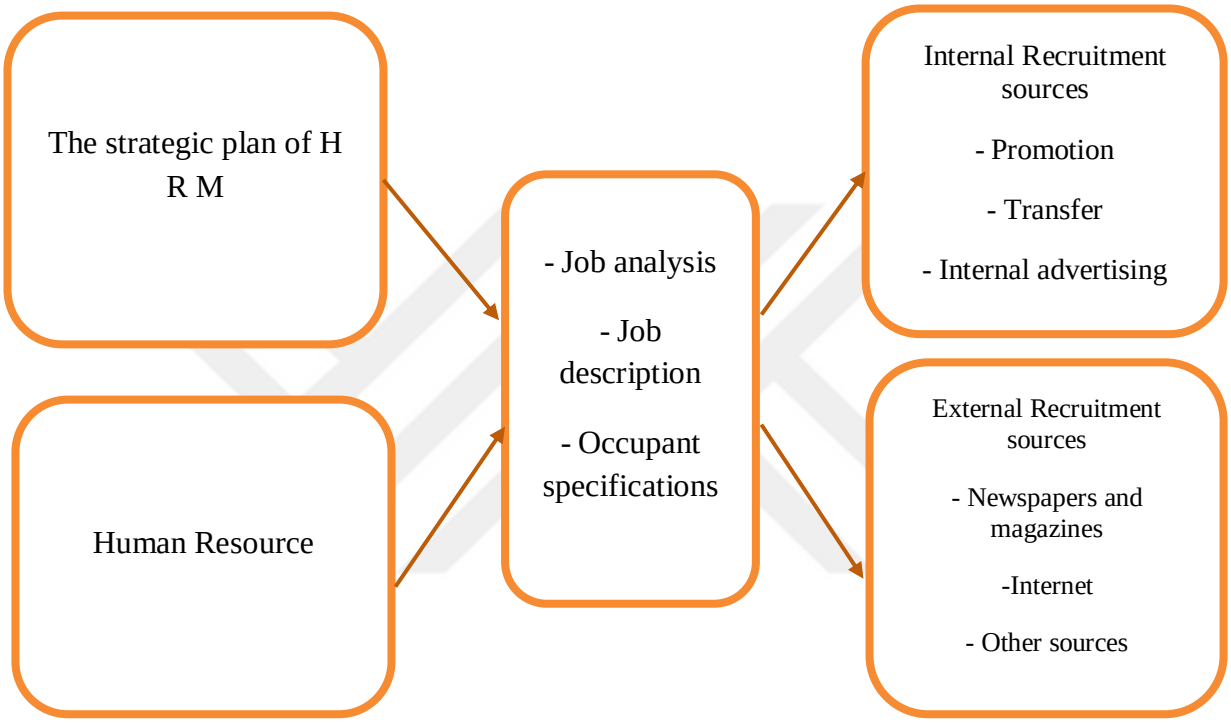
The Recruitment is the process of searching and obtaining potential candidates for jobs, with the required number and the desired quality and in a timely manner, therefore, we can choose from them the most suitable for filling vacant positions in light of the requirements and conditions of employment (Omolo et al. 2012:139). As it is considered the first Recruitment of the recruitment process and is seen to reach a competitive improvement by employing the workforce to make the organization perform its activities and achieve its goals, by attracting employees to the organization and choosing the best human resources. Attracting individuals is a response to changes in the labor market, forcing most Organizations and countries to seek to attract the best talent and work on their development and motivate them to perform and continue (Qui and Bai 2013:23). Strict and progressive measures of Recruitment and recruitment are positively related to the productivity of the work (Koch M.J. & McGrath, 1996:335).

Hence, the process of recruitment is "one of the most important functions entrusted to the Human Resources Department, for many reasons, including that the recruitment and selection of the right person in the right place ensures high productivity, and makes it easy to train, and the continuation of the Organization in place, and exposure to work injuries limited. However, the recruitment, selection and appointment of the right person and place them in the right place, save a lot of efforts and costs for the Organization" (DeNisi and Griffin, 2001:125). Therefore, it necessitates these Organizations to pay attention to the process of recruitment, through the use of experts and consultants in this area.

DeNisi and Griffin (2001:125) stats that "the Recruitment activity involves obtaining the human resources required to ensure the continuity of the Organization's operations, including the search for suitable qualified personnel to work within the Organization and who are expected to apply to the Organization as a result of existing vacancies or the expectation of such vacancies in the future". That e-

Recruitment has many benefits, “including shorter recruitment time, lower recruitment costs, wider deployment of Organizations, widespread job seekers” (Greiner, 2004:7-20).

Figure 1.1: Recruitment Process Steps



Source: Gouda, 2010: 124

Gouda, Mahfouz Ahmed, (2010) Human Resources Department, Wael House for Publishing and Distribution, Amman: Jordan

1.7.3.1 Objectives of Recruitment

The process of Recruitment of human resources achieved many goals, which are the following:

- Developing human resources plans by identifying the number of personnel required, the skills and expertise to be provided, and the sources and access to them.
- Expand the selection base among qualified candidates by increasing their number to choose the most suitable among them.
- Provide equal opportunities for citizens from different sectors of society to fill public office.
- Reduce the number of unqualified people, and help applicants verify that jobs are appropriate for their qualifications, aptitudes, interests and aspirations.
- Not only focusing on attracting and retaining people, but also on retaining them.

  Recruitment is a major step in translating the principles of merit into practical reality. The Recruitment efforts aim to attract qualified people to fill the positions and increase the number of applicants to work, thus increasing the level of services and increasing productivity in the governmental educational institutions, which helps to represent all sectors of society in the education sector (Schuler, 1995: 218).
- Above all, Recruitment efforts help to choose the accurate employee for the position and institution. It also helps to choose the appropriate work and the appropriate institution for the individual and is considered by many researchers from the important strategic aspects in the management of different Organizations, which requires Organizations to allocate the time (Burdett, 1992:9).

1.7.3.2 Sources of Recruitment Human Resources

There are two main sources of recruitment, which are internal and external sources:

A. Internal Recruitment sources : The internal Recruitment sources the following:

- **"Promotion:** Is the transfer of the employee from a specific job to another function with a higher administrative level where the powers are more important and the responsibility is higher and more comprehensive and it should be ascertained in this regard the need for objective criteria and the availability of fair bases for promotion.
- **Transfer:** Is the process of transferring the employee from another job at the same administrative level, whether in the same administrative unit or in another administrative unit, in the same branch or in another branch in the Organization.
- **Internal advertising:** It may be useful sometimes to spread the need of the Organization's functions specified in the internal bulletin board or through internal messages to the department managers in which they are concerned about the need for those who occupy these functions" (shafeeq, et al. 1998: 246).

B. External Recruitment sources: The sources of external Recruitment are:

- Advertising through newspapers and foreign and domestic fields.
- Advertising through the internet either through the Organization's website or through specialized sites for vacancy announcements.
- Employment agencies whose mission is to play the role of mediation between the Organization and those wishing to find work. These agencies are either government services that offer free services or private services offered at a specified agreed fee.

- Universities and specialized institutes Often delegations come to large companies and interview with the expected graduates and distinguished in their results, with the aim of Recruitment.
- Relatives and knowledge of staff if they may be contacted in the absence of the required number of candidates to work.

Employment fairs the recruitment exhibitions, where many Organizations have recently begun to set up or participate in employment fairs, give representatives of human resources management on the ground an opportunity for students and others to apply and mobilize applications for employment. Some universities may even offer employment fairs on their campus and call for a mechanism of known Organizations to facilitate Find job opportunities for her graduate (DeNisis, & Griffen, 2001:180).

1.7.4 Selecting and Employing Human Resources

Generally, the selection represents the process of selecting employees who have the required and appropriate qualifications to occupy certain jobs. It is the last part of recruitment when the organization appoints the right candidate in the right place from the applicants for the job. It is also "the process by which the Organization selects a number of applicants who have the highest opportunity to meet the needs of the Organization" (Ivancevich J., 2012). It is also a strategy to determine the level of knowledge, skills, necessary competencies and other characteristics of gifted applicants that assist the Organization in achieving its objectives. This is the strategy by which the Organization decides between the permitted and the prohibited (Noe, et al. 2008). The selection of qualified HR within Organization is through the development of a schedule to identify qualified personnel and identify different practices to deal with and benefit from them and motivate them to retain (Canavan & Scott, 2013:24). The selection of qualified personnel is one of the top priorities for Organizations, especially the selection of qualified employees helps decision makers know market developments, competition and the quality of companies they need in the future (Ross, 2013:166). The process of selection and appointment "is the process of selection of individuals who have the qualifications

required and suitable for certain positions" (Monday, et al. 2005). A choice that can help recruit those who are best positioned to formulate strategy and employ individuals in the most effective institution to implement the strategy (Miner & Crane, 1995).

1.7.4.1 Selection and Employing Characteristics

The criteria for selection and appointment shall refer to those qualities and characteristics that must be met by the person who would be chosen to fill the vacancy in accordance with the basic requirements. Essentially, the selection criteria should include a list of the features enjoyed by the employee who held the advertised job. It must be available in the person to be chosen in accordance with the nature of the vacancy and these characteristics are:

- **Education level:** "The Department of Human Resources determines the required scientific level for the vacancy in accordance with the nature of its work and responsibilities prior to the announcement of the post. This requires determining the academic qualification, specialization and sometimes appreciation for graduation."
- **Training courses:** "It refers to training courses related to the functions of the vacant post which the applicant has previously received in the prior periods for submission of the post". (Ivancevich, & Glueck , 1986: 230)
- **Previous experience: "**The previous experience related to the vacant position has a significant impact on facilitating the exercise of the job and the functions of the vacancy. Therefore, many Organizations prefer to have previous experience in the field of job vacancy or the field of work of the Organization as a whole" (Ivancevich, & Glueck, 1986: 230)**.**
- **Physical attributes:** Some functions require specific physical attributes such as height, physical strength, agility, beauty, age, and some Organizations prefer to run a particular gender without the other in certain jobs.
- **Personal qualities:** "Organizations prefer certain personal qualities in line with the nature of the vacancy. These characteristics include the social situation, the individual's ability to make decisions, the responsibility and his

ability to address people and communicate with them." (Ivancevich, & Glueck, 1986: 230)

1.7.5 Human Resources Training

Human Resource Training is defined by Shakeel and Lodhi (2015:76) as "the process of raising the salary and developing the skills and knowledge to perform a specific function. The gap between the job requirements and the current qualifications of the employee does not exceed. The training contributes to changing the employees' behavior and their performance". It is a continuous and systematic process. They also stated that "it is important for employees because, the Organizational profitability base depends on the good performance of employees. The employee is better trained if properly". Therefore, "the staff needs to fully training and development to increase the talents that positively affect the Organizational achievement. Thus, accelerating the economic growth rate and profitability of the Organization" (Kepha, 2015:5).

The training and development are "a set of procedures or processes for the purpose of acquiring and developing the skills, knowledge and trends of a group of individuals working in the Organization for the purpose of raising the level of performance and productivity efficiency to achieve positive results for the Organization and its employees" (Olaniyan and Ojo, 2008:326-331). Development reflects the range of activities involved in ensuring that the Organization has qualified employees to meet the present and the future with confidence and to increase its administrative efficiency (McKenna, 2008). The strategy of developing the employees' working has become a necessity to focus on, to improve the performance and build the work teams and encourage interaction and communication among its members, so that the qualified personnel can be discovered and developed to ensure the retention of qualified staffs within the Organization. Learning and development, high-efficiency training techniques, and trust between the parties (Venkateswaran, 2012:33).

Training and development are the main activities of training, learning, development and Organizations that provide training to their employees, but they

make meaningful investments in workers. One of its positive results is that this investment increases the capacity of the job force for the rapidly changing global market, the increasing technological progress, and the increasing demand of Organizations for more flexible or adaptable employment and remaining competitive. Therefore, "the demand for well-qualified labor becomes a strategic objective, and the Organization's human resources training and development systems remain a key mechanism for ensuring the knowledge and skills necessary to achieve the Organization's objectives" (Peteraf, 1993:179). Training is also an investment in the Organization's human assets. Training is also viewed as a useful tool for changes sponsored by technological innovation, market competition, Organizational structure, and demographic shifts (Hoque, 1999:419).

The researcher believes that the training is one of the activities of HR aimed at developing the capabilities of individuals working and the development of their skills within the Organization and keeps them familiar with the latest scientific developments in the field of specialties and career.

1.7.5.1 Factors Influencing the HR Training

Change is one of the factors affecting and affected by training, and there are other things that determine whether the Organization has been able to achieve the training objectives as follows:

- **Support senior management:** For training and development programs to succeed, support for senior management is the foundation.
- **Commitment of professionals and managers:** They must be committed to the training process, and the main training responsibility rests with managers, and the role of training specialists should be to provide technical expertise.
- **Technological development:** There may be no factor that has affected training such as technological development; it changes the employee's knowledge.
- **The complexity of the Organization:** Organizations with a horizontal structure that have lower levels of management give a simple appearance to

arrange the tasks of individuals. The tasks of individuals and teams have expanded as a result of rapid change. A successful employee must develop his skills and attitudes that allow him not only to embrace change but to accept the search for change.

- **Training methods:** The general job of the training includes the acquisition of skill and knowledge. Staff at all levels must develop their expertise to keep pace with the rapidly competitive environment.
- **Other HR Resources Jobs:** Successful completion of other human resources functions is vital to training (Mondy and Noe, 2005:205).

1.7.5.2 The Importance of Training for the Organization

Organizations usually attach importance to training because of their active role in achieving the following:

- "Good and effective training increases the workers' motivation to work and improves their performance and efficiency, which usually leads to increased production in quantity and quality.
- The return of training is more than its costs, and the use of effective training methods for workers and the acquisition of positive attitudes towards work also lead to an economy of expenditure.
- Training employees to develop their abilities and impart new knowledge, which increases their motivation and strengthen their relationship with the Organization, and this means increasing their stability and sense of job security and therefore adherence to the Organization in which they work, and not aspire to work outside.
- Training is an important resource for preparing the Organization with trained human resources." (Mcconnell,2003:43)

1.7.5.3 Advantages of Human Resources Training

The most important advantages that training provides the Organizations are as follows:

- The training can be used to modify behavior individually or collectively through training. It is also possible to discover the experiences and capabilities of the staff, as well as to "identify the strengths and weaknesses of the Organization and thus the tool that, if invested and utilized, enables the Organization to achieve efficiency and effectiveness in performance."(Khan, 2011:63)
- The training is one of the most important factors that encourage employees to progress in their work and achievement. The training supports workers financially and morally by increasing their self-confidence and exploring their abilities, as well as their orientation towards modern ways and means of doing business. (Semeyko, 2011:15)
- Training develops the Organization's ability to meet the various challenges and difficulties It can face in the work environment by finding workers with the flexibility and skill to adapt to different conditions and pressures. (Noe, et al., 2011:189).

1.8 Organizational Success

According to Kenny (2001:10), "Organizational success is the ability of the Organization to achieve its long-term goals by keeping pace with developments and changes in the needs of its clients and adopting values, philosophy and goals that enable it to implement its strategic plans and work towards harmonizing the objectives of the employees with the goals of the Organization". Many of successes achieved by the Organizations stand and are considered by many factors, including the Organizations' abilities, as the difference of writers and researchers in identifying these factors and naming them according to the variance and strategies adopted and the forces and competitive conditions and their differences in intellectual premises

(Madsen and Desai, 2010:452). While Clueck and Jouch (1984:379) states that Organizational success is the most important factor for an Organization that leads to success in Organizations such as efficiency and effectiveness. And Maller (2002:1-4) adds that "success is the successful implementation of the strategic plan by the Organization as success equals strategic planning".

The concept of Organizational success is a modern term in its expression within the literature of administrative thought and familiar in its elements including the terms of effectiveness and efficiency together. The Organizational thinking literature has been addressing the problems of Organizational performance by focusing on one of the two concepts. The concept of Organizational success has been associated with the development of the strategic management literature as an indicator for evaluating the strategic process.

Thomson (2005:3-4) considered "Organizational success through successful leadership and management that understands the purpose of the Organization and what happens in the business environment, anticipates events and confronts the reality with a long-term perspective that focuses on the critical success factors of competition that add value to the customer and to all stakeholders and communicate the spirit, purpose and objectives. And is focused on the development, motivation, satisfaction, feedback, assessment and review of employees, which is a sustainable success".

1.8.1 Organizational Success Factors

The Organizational success factors include the following:

- The strategic issue that is the main factor for Organizational success through which the Organization determines its capabilities and vision and can measure its success in the strategic planning process and then the direction to achieve its mission and long-term strategy.
- Executives have a keen insight into what business is and are keen to explain how strategic plans are expected to succeed rather than proving that they are true, seeking to test them and diagnosing their results.

- The Organization replicates strategies that have succeeded in previous times and predict its future.
- The Organization and its business units are based on effective communication systems.
- The Organization has adopted accurate standards in measuring the success of programs' change based on appropriate and non-assigned objectives relative to previous performance or internal reference comparisons.
- To interpret the strategy constantly, to ensure consistency, to make employees aware of what assigns their abilities and develops them.
- The management leaders should work to build confidence and motivate employees to achieve early victory after the first year of the Organization's work and apply its strategies so, that they do not proceed in their success steps that have been planted by their Organizations to achieve their success in the long-term.
- Recognize the past and following it to move forward and build the capacity of the Organization.
- Determine the role of each individual without focusing on the members of the project implementation team or the elite.
- Adopt certain duration to test all new ideas, products, services and programs.
- Celebrating successful change initiatives in a social environment that stimulates more changes and innovations at a high level. (Ward, 2001:2-1) and (Cobbold, and Lawrie, 2001:1-8).

1.8.2 Organizational Culture

The concept of Organizational culture took its real dimension only in the early 1980s. Many administrative researchers were interested in explaining this concept and how it is used to address administrative problems. Culture has been defined by Dastjerdi and Pour (2015:325) as "a set of common beliefs and feelings among society members, the practices and ideologies arising from the interaction of workers with the work environment in all the different sectors of work". According to Whitaker (2011:3) Organizational culture "is a set of beliefs, rules, administrative

philosophies, values and sentiments within the Organization's structure". Organizational culture is also defined by Lund (2003) "as a model of values, beliefs, ideas and principles shared by a group of individuals in a single Organization and helps them to understand the established functions and provide them with the laws and regulations of the institution". While Robbins states that "Organizational culture is a set of understandings, definitions and meanings that are shared by members of the same group and achieve their appreciation, respect and distinction from other Organizations" (Robbins, 1998:22). There is another definition of Organizational culture, which is defined as "a set of common values and specific systems that distinguish the sections and sub-units within the same institution and link them together in the framework of the large institution and thus distinguish them from other institutions" (karen & Jmaher, 1993:223). Here we note in this definition the possibility of having more than one Organizational culture within a single institution, i.e. each department or unit has a culture that prevails but is connected with each other within the framework of the major institution. As well as Organizational culture is a daily behavior in the institutional work includes formal practices such as wage levels and the construction of hierarchy and job descriptions and other written regulations also include informal practices such as the rules of conduct for employees when talking and communication and social behaviors of events such as party and retirement and also include jokes and rumors, in the working environment, including interior decoration and office and furniture arrangement, as well as the official uniform used in addition to the cultural manifestations adopted by employees, such as respect for the times of attendance at the attendance and departure (Martin, 2004).

Henry, et.al (1994:7), pointed out that the culture is the organized method of thinking, feelings, and reactions that form in the organization. Culture represents the individual mental programming of the organization, as well as a system of common meanings in which a group of employees participate and that distinguishes the organization. There are dimensions of Organizational culture, including the main dominant characteristics of culture and Organizational leadership within culture, staff management and Organizational culture components that keep the Organization sustainable, Organizational strategy and success standards within the Organization

(Whitaker, 2011:55). From the previous presentation, we note that there is no agreement on a specific meaning of Organizational culture. The culture is shared among the Organization's members, the Organizational culture through the process of collective adaptation.

Through the above, the researcher defines Organizational culture as a guide to the employees' behavior in the Organization and the base adopted by the Organization in dealing with the internal and external environment.

1.8.2.1 The Importance of Organizational Culture

The significance of Organizational Culture is in the following:

- The culture of the Organization is the path of the Organization members' life and its impact is clear on the behavior of the workers in the Organization. The Organization culture is clear when compared to the other Organizations' culture or if it is subject to changes.
- The Organization culture helps social continuity if it is well formed even in the case of changing workers and because the Organizational culture consists of basic values, assumptions, and beliefs over time they are often stable.
- The Organization's culture often has a strong impact on Organizational performance and employee satisfaction.
- The Organization culture works to support innovation, risk and confidentiality and is expressed by the Organization's internal support. The culture also includes external support to the Organization, such as customer retention and immoral conduct towards competitors. (Johns and Saks, 2005:256-257)

1.8.2.2 Organizational Culture Patterns

Shane (1992: 25-35) presented four patterns of Organizational culture as follows:

a. **Culture of power:** This type of leadership is characterized by a few individuals and their choice depends on their own abilities. Individuals are motivated by reward and punishment, and the values of work, strength and firmness are promoted by leaders as a basic principle of leadership and rejection the corruption's values, prejudice, injustice and disqualification. The leaders who have these characteristics are rejected, and effective for new and small Organizations, but the problems are increasing with the size of the Organization and complexity of structure.
b. **Culture of the role:** The Organizations that adopt this pattern are characterized by the fact that power is distributed in a balance between leaders and authority in the administrative structure. The values of reliability, authority and decision-making are the most important values in the Organization. These Organizations prefer to have specific supervisory levels, and this culture works in stable environments. The most important disadvantages of these Organizations.
c. **Culture of achievement:** This cultural style focuses on realism by giving individuals opportunities to do what they love, support and focus on the values of belonging, commitment and individuals who are personally supporting and volunteering noble goals. This culture is able to work actively and requires the culture of individuals to use energy and time for the Organization's goals.
d. **Support culture:** Organizations that support this pattern are characterized by human relations support, which call for supporting others, helping them and working with individuals, with the reality of their sense of commitment and belonging to the Organization, which is often found in humanitarian Organizations, trade unions, professional unions, civil Organizations, and the existence of values of trust and concern. The tendency to avoid conflict by giving up some basics.(Schein, 1992: 25-35)

1.8.2.3 Components of Organizational Culture

The Organizational Culture consists of the following:

- **Basic assumptions:** The assumptions which show how to solve Organizational problems and are not debatable in relation to the environment or human nature and humanitarian activity and human relations.
- **Organizational values:** It is the guide for the Organization's members in matters of interest and they should be interested in them and are supposed to be present in the Organization.
- **Organizational norms:** These are unwritten rules of conduct and define the actions of the Organization's employees in certain situations.
- **Organizational rules:** The physical structure, procedures and the Organization's systems and its staff. (Burnes, 2004:172)

1.8.2.4 Organizational Culture Functions

The Organizational culture functions are as follow:

- "Helps to identify the differences between the Organization and other Organizations.
- Helps to increase the sense of Organizational identity of employees in Organizations.
- Helps enhance employee commitment.
- Helps to provide appropriate standards that employees must adhere to in order to increase their coherence and ease of achieving their goals.
- Acts as a logical mechanism of control by guiding and shaping employee behavior trends." (Robbins& Judge, 2009:589)

1.8.3 Organizational Development

Organizational development is "an organized process involving data collection, diagnosis, implementation planning and evaluation processes, strategies, responses and culture while developing the Organizations capacity to improve and renew themselves. All this occurs through the participation of all Organizational responses in this process, using the theories of behavioral science, scientific research and technology." (Beer, 1980:10). Organizational Development is "a systematic and organized effort that includes all sections of the Organization as managed from the top to achieve the main objective of increasing the effectiveness of the Organization based on behavioral sciences in the processes of Organizational development". (Sanzigrin, and Gottlied, 1992:57). It is "the systematic intervention familiar to the long-term change management plan uses changing subsystems and the application of behavior's theories and sociology to solve Organizational change problems" (Champoux, 2000:49). Organizational development is defined "as a broad and systematic application based on behavioral knowledge and aims at planned development and for strengthening Organizational strategies, structure and processes to improve the effectiveness of the Organization" (Cumming and Worley, 1997:1-2). Then the researchers Cumming and Worley pointed out in their book "*Organizational Change and Development*" that "organizational development is a process in which practices and behavioral sciences are used in order to help organizations achieve greater effectiveness including a more advanced quality of life and an increase in productivity and quality of services as well as product development as focus is to develop the capabilities of the organization to assess, evaluate and solve its problems" (Cumming and Worley, 1997:1-2). At most, organizational development works to develop the entire system in all parts of the organization and according to the environment in which it is affected.

Organizational development is also defined "as a long-term, senior-level advocacy effort to develop a problem-solving approach in the Organization and to renew its operations, particularly through the diagnosis and effective and collective management of the Organization's culture, with particular emphasis on the work of

the formal team, With the help of consultants and using technology and theories of applied behavioral sciences" (French, 1999:17).

Organizational development is one of the approaches of the industry of the future, based on the principle of building vision and the transition from theory to application through the current goals and to reach future goals, as it is an approach that seeks to solve problems through: analysis and decision-making appropriate, and take advantage of the opportunities available.

Organizational development is "a plan to develop and motivate employees by influencing their values, skills and patterns of behavior, through effective employment of technology as well as structural Organizational processes, in order to develop material and human resources and achieve Organizational goals" (Neilsen, 1984). Organizational development generally seeks to improve the efficiency of the Organization, increase productivity, improve manpower and improve its performance is a long-term process that increases the institution's ability to deal with the external community and the internal environment. It also aims to change the prevailing culture in the institutions and create a new culture based on cooperation and power sharing instead of control. The conflict also aims to develop Organizational harmony between the regulatory environment and all of the processes, strategies, culture and individuals in addition to the development of solutions that Organization and creativity and help the Organization renewal.

1.8.3.1 Characteristics of Organizational Development

Characteristics of Organizational Development include the following:

- **Change leadership:** "Organizational development is a planned strategy aimed at achieving Organizational change in the Organization".
- **Participation:** "Organizational development is a trend of participation in the sense of involvement and participation of subordinates in the Organization."
- **Human development:** "Organizational development depends on a set of human values that address the responses of Organizations and Organizations to make greater use of human potential".

- **Systems:** "Organizational development is an organized trend in relation to the interrelationship between different departments, units, groups and individuals.**"**
- **Scientific: "**Organizational development is based on scientific trends aimed at increasing the effectiveness of the Organization." (Harvey,2001:5)

1.8.3.2 Organizational Development Goals

The Organizational development goals include the following:

- **At the individual the level:** "It is working to increase the level of personal enthusiasm for the individual as well as satisfaction, motivation, change values, participation, increase knowledge, skills and make the individual the goal of any development plan through his responsibilities and powers". (French,1999:72)
- **At the Organizational level:** "The Organization's capacity to cope with problems is increased, with openness to the surrounding world, attention to the quality of life within the Organization, and modernization of techniques, values and standards to achieve the Organization's goals of profit, survival and growth." (French,1999:72)
- **At the community level:** "increasing the level of trust and support among members of the group within the Organization while increasing the group's responsibility in the planning and implementation roles while allowing members of the group to use all relevant information during the decision making." (French,1999:72)
- **External adaptation:** "means increased honesty, lateral communication and action towards adaptation to the environment while increasing the Organization's capacity for external adaptation by replicating, re-transforming and discovering the human psyche and introducing new technology to the Organization while bringing about change by planning ahead to define future goals for the Organization." (French,1999:72)
- **Internal harmony:** "Increasing the self-level of individual responsibility and group responsibility, changes in attitudes, values and behavior of the individual, Organizational structure, policies and the harmonization of Organizational

structure and planning processes and the development of the Organization's capacity to renew itself." (French,1999:72)

1.8.3.3 Organizational Development Specification

Organizational development contains "a vision for the Organizations' future, i.e. the image of the future that the Organization wishes to be. Empowerment processes involve the participation of a large number in building the future vision, and also the leadership behaviors that help the members to develop and utilize their skills fully towards achieving the objectives of developing people and the success of the Organization" (Argyrols, 1996:291). Organizational development is a long-term effort and requires a long time of up to many years. Learning and self-learning processes help to learn the answers, the team and the Organization as a whole, so they are a means of developing the Organization's capacity for change.

1.8.3.4 Organizational Development Areas

The Organizational Development Areas are the following:

a. **Individuals:** The members of the Organization "can be developed by understanding their personality patterns, understanding their needs, motivations, abilities, attitudes, and opportunities to participate in decision-making and problem solving, then work to develop them to meet the requirements and roles of the Organization as well as the spirit of the times and life variables." (French and Bell, 1999).
b. **Working groups:** "The group of individuals within the Organization that links them to achieving common Organizational goals and focuses on the development of working groups, to achieve cohesion between members of one group and different groups within the Organization and interact with them. The development of working groups is achieved by unifying the values, norms, beliefs and behaviors of the group members and the different groups within the Organization what is known as an Organizational culture."

c. **The Organization itself:** "is to develop the structure of relations, authorities, the structure of communication, information, and the range of functions that are included in the Organization and administrative processes that take place within the Organization. Organizational development seeks to improve the activities and functions of work and the functions and administrative departments, the services provided, the technology used, the relations of power and communication and relations between the Organization and other Organizations, methods and innovation opportunities for research, training and consulting" (French and Bell, 1999).

1.8.3.5 Organizational Development Assumptions

The Organizational development attempts "to plan a systematic change process and excludes abrupt and random initiatives. The main objective of Organizational development is to develop Organizations not to imitate other Organizations". Therefore, "planned changes must be based on knowledge and knowledge of behavioral sciences, psychology and culture" (Moorhead and Griffin, 2001:59).

1.8.4 Organizational Performance

According to David (2001:308) performance is "the set of results resulting from the activities and practices carried out by the organization and which are expected to achieve the planned goals". Organizational performance has also been defined as "the ability of the Organization to acquire and utilize its scarce and valuable resources as much as possible in order to achieve its operational objectives" (Griffins, 2006:71). It is defined by Dragnić (2014:119) as "the final outcome of all the activities and the Organization functions, including strategy and operational activities, and the management of all the Organization's operations in such areas as human resources, finance, production, and marketing". Writers and researchers differ in identifying areas of performance and ways to measure them. "Some of them view the goals of stakeholders and rights as key areas of performance by which the

organization must measure organizational performance through them in accordance with standards and criteria appropriate for each field. Others define the performance areas from the requirements of their research and studies that determine their nature" (Wheelen and Hunger, 2008:240). Performance that focused on, as the departments of some organizations are concerned with areas of performance that reflect their philosophy, which is a priority for them.

Organizational performance can be defined as the results that the Organization seeks to achieve in the near and long term (Morgan et al. 2009:909). Waal pointed out that performance is a systematic and guided process that is defined by the Organization's strategy, mission and objectives and measured through critical success factors so that the Organization is able to take corrective action to maintain the Organization's right track (Waal, 2009:1245).

However, the recognition of Organizational performance helps to reveal the level to which the Organization is able to light the environmental determinants and the degree of relevance of the strategic actions of the Organization's objectives and resources.

Performance is "one of the most important goals that any organization seeks to achieve, as performance contributes directly to the development and increase of services. Performance can also be considered a measure by which the extent of the ability to continue in this activity or work is determined, as is through performance the extent of the importance of the work or the extent of ownership skilled individuals, information, or idea, and hence the ability to determine the positive or negative role of the individual in the management of the organization" (Dessler, 2003:183). Organizational performance at the individual or group level and organization is a primary goal of the organization.

Therefore, the researcher knows the Organizational performance as the ability of the Organization to carry out all activities that would help the Organization in achieving its Organizational objectives, including the serious pursuit of the implementation of the strategy that was planned.

1.8.4.1 Factors that Support Organizational Performance

The Factors are the Organization needs to understand what employees are specifically required to be effective and effective. It is important for the Organization to find the means to enable employees to achieve confidence in working alone without the support of anyone. Another factor is up to the competent managers to set goals so that employees can know what their jobs have. Managers also need to take care of what employees say and help them share experiences and ideas through extractive skills. Administrators should help employees learn by guiding them and delivering new experiences. Increase their acquired experience. It is the responsibility of the managers to advise in the field of improving performance and appreciation of outstanding performance and encourage it and put their hands on shortcomings and work to avoid them.

Adopting the management style of the goals for its role in improving the performance of the Organization. As many studies have pointed out, the participation of workers in the development of goals and provide them with feedback on the impact of the positive impact on performance and must be feedback after completion of the completion of the work because the workers remember the work and details (Brown, and Harvey, 2006:55).

1.8.4.2 Supporting Administrative Leadership and Organizational Performance

Supporting leadership includes a range of behaviors in which the manager shows interest in the staff's needs and feelings. The supportive leadership appears to contribute high performance in some situations, especially when it leads to more cooperative working relationships with followers. Moreover, leadership support has a straight effect on the effectiveness of the Association. Müller noted that business professionals were more creative when their managers received a high level of social support. He also showed that scientists' teams presented the best of innovative results when their managers gave them the freedom to work and many opportunities to influence. An important decisions studies have shown that managers' practices and

attitudes are responsible for staff involvement and effective performance. (Müller, 2008:75).

1.8.4.3 Successful Performance Goals in the Organization

The Organization success is by achieving its objectives through the pursuit of its activities efficiently and effectively. The Organization invests human, material and information resources well. The ability of the Organization to secure the human, material and informational supplies permanently. Thus, accomplishing the tasks and achieving the objectives that it seeks to achieve in terms' production of services and goods outputs to meet the increasing desires of its beneficiaries (Shamma, 2005).

1.8.5 Strategic Planning

Strategic planning has been defined as "the process of control and control of operations among all business units within the work Organization to advance towards achieving objectives, identify and exploit future market opportunities, enhance internal communication among staff, encourage them and change their attitudes to improve the Organization's performance" (Aldehayyat and Twaissi, 2011:225). Strategic planning is also defined as "a continuous and systematic process by the leaders of the Organization to take decisions regarding the future of the Organization and its development. In addition to the procedures and processes required to achieve that desired future and determine how to measure the level of success to achieve" (Policastro, 2003:1-3).

According to Robson (1997:93-94) strategic planning is continuing route that defines the framework of implementation of operations and its effective role in determining the success of the work of the Organizations, where managers emphasize the importance and value of the strategic planning process in achieving efficient performance as an important tool in achieving the requirements of the work and in case of failure of the management in the implementation of the plan. While Goodstein, et al. (1993:198) pointed out that strategic planning is about the steps that lead the organization's members to develop a vision or vision for the future of their

organization and take the necessary steps and processes to achieve this future. Daft (2003:214) defined strategic planning "as setting the main planning of the organization's activities and works and distributing resources in it in order to achieve the goals in the future".

Planning is to predict the short and long-term future trends affecting the organization and adapt to these trends to achieve the results, objectives and work strategies for the success of the organization. Planning is "a mental process that aims to direct human energies towards achieving the goals of the organization in the future" (Thompson, et.al. 2005:37). Andersen, (2000:186) stats that "recent researches have shown that the degree of strategic planning in the Organizations has a direct impact on the performance of the work and evaluation, as these researches show that there are significant links show the Organization's approach to strategic planning and work performance in Organizations".

The role of strategic planning in determining practical decisions and future objectives and how to achieve them. It deals with the future status of the current decisions, i.e. it is a continuous process to identify alternatives and changes necessary to the work course, which includes pre-analysis of the types of Organizational efforts required and when selected to be those alternatives chosen as the basis for all current decisions to be integrated within a particular perspective and in line with the requirements of implementing future plans (Harrison, 1995:48). Strategic planning is a periodic model to address deficiencies in Organizational processes. Achieving the required standards for goals, values and Organizational vision is achieved through effective strategic planning based on indicators of feedback. It is required that this strategy is technically feasible and in line with the political and philosophical orientation of the Organization. Strategic planning is "based on the Organizational structure of all components of the Organization in order to create discipline in order to achieve the goals, objectives, policies and strategies, expand the perspective and improve inter-disciplinary communication" (Begun & Heatwole, 1999:339).

The mechanism of developing the strategic planning process is characterized by democracy, participation and innovation through which the senior management or the manager through which to work with the most active and enthusiastic members,

to clarify the values entrusted by the Organization group and its mission and vision of the future and then, to develop plans and mechanisms of feedback to the information until the plan remains flexible and sensitive to any change in an organized situation by analyzing the relationship between the Organization and the environment through which it works, using an effective planning process, implementing the plan and collecting information on application and review at close intervals (Berit, et al. 1995:106-107).

1.8.5.1 The importance of strategic planning in Organizations

The importance of strategic planning in Organizations is including the following:

- **Improving the results:** "A clear message, objectives and plan of action for the Organization positively affects its performance. The existence of a clear future plan for the Organization and a follow-up system can contribute to maximizing achievement of the objectives and achieving a high degree of transparency and accountability." (Okuma, 2003:6-4)
- **Focus and direction:** Good strategic planning forces the Organization to think in the future, re-focus, organize and correct the Organization course.
- **Problem solving**: Organizers sometimes face a range of problems and opportunities that are difficult to meet and resolve separately. Strategic planning is the best way to resolve cross-cutting issues or problems in a planned manner.
- **Opportunity for learning and team building:** Strategic planning provides the Organization with an excellent opportunity to encourage learning and commitment within the Organization and individuals and ensure that the work is collective.
- **Overcoming and avoiding current and future crises:** Strategic planning "helps the Organization overcome current and future crises, as well as helps it to identify resources, acquire more resources and have the skills to better serve the community. Strategic planning helps the Organization identify and resolve the causes of problems" (Okuma, 2003:6-4)

1.8.5.2 Advantages of Strategic Planning

The strategic planning features are the following:

- "The future path of the Organization in terms of vision, mission and objectives.
- Comprehensive and integrated system.
- Areas of future excellence for the Organization in terms of business and activities.
- Steps in terms of policies, programs and procedures.
- A reaction to both the internal environment of strength and weakness in the company performance, and the external environment of opportunities and threats." (Jones, 2002)

1.9 Background of the Study

Human resources management refers to all the dedicated functions used by the Organization to influence the behavior of its employees. Because employee behaviors influence Organizational upgrading, differentiation from the rest, customer satisfaction, and a variety of other important measures of Organizational effectiveness. Human resources management is a major strategic challenge for all Organizations. Human resources management activities include formal policies and daily management practices for individuals. Policies are expressions that provide a general indication of how individuals are managed. For instance, there may be a policy of rewarding employees for their performance in the Organization. Then, human resources management practices follow the next step and provide a more specific statement on how individuals are managed. For instance, the practice of commission payments based on individual sales performance is a practice consistent with the human resources management policy of rewarding employees for performance. Other practices that are also consistent with this policy include the provision of incentives based on a team linked to the team's performance against the declared goals of the team. Organizations have many options in the set and nature of official human resource management policies and practices that can be created. Its

establishment in any particular company often reflects a wide range of factors, including the Organizations past traditions, leadership of the Human Resource department (HR), and management preferences. “Includes many human resource management policies and practices such as; planning, job analysis, recruitment, selection, retention, training and development, performance management, and compensation. When the Organization systematically coordinates and integrates all these activities, it creates a human resources management system. The design and implementation of effective human resources management activities and systems requires considerable experience in staff. Although executives from all areas of the Organization” (Schuler, et al., 2004:103-129).

The Organizations management observers the environmental changes and works to adapt the Organization through internal changes that are appropriate to external changes, by matching the strengths and weaknesses of the Organization with the different trends in the environment of opportunities and threats for environmental change in order to achieve Organizational success. The inability of these Organizations to properly read environmental indicators and variables presents them with difficulties that render them unable to achieve their goals efficiently and effectively. (Danneels and Sethi, 2011:1026-1039). Organizational conflict “represents one of the important variables in Organizational thought, Organizations should prevent their impact or step away from the pressures of their negative consequences only through adoption appropriate strategies that reduce the prevention of Organizations from achieving their goals, especially those goals. The core of the Organizations’ quest for efficiency and effectiveness together, represented by the viability of Organizations. To measure and translate this across the criteria of Organizational success whenever the negative consequences of conflicts, the more likely it is that the Organization will fail to achieve its success goals.” (Danneels and Sethi, 2011; 1026-1039).

2. RESEARCH METHODOLOGY

2.1 Introduction

In this part, I will present the study model, the aims, the significance and the problems of the study, the research questions, and the hypotheses, as well as an overview of the methodology used. Then I will discuss the research method adopted in this research, (quantitative method). Then I will move to describe the methods used in collecting the data with particular focus on the research instrument used (questionnaire). The research instrument will be presented in detail i.e. the content, population and administration of it. Then data based and deal with the analysis, presentation, and interpretation of the data collected from the quantitative questionnaire as mentioned earlier, due to the large amount of data, the questionnaire was analysed by "the Statistical Package for Social Sciences" SPSS (V. 22).

2.2 The Study Model

The study model as shown in (Figure 2.1) was built according to the problem of the study and its questions to reflect the theoretical relationship between the study variables, which gave preliminary answers to the hypotheses of the study that the researcher assumed. The study model included main two variables as follows:

The first variable: The independent variable is HRM practices that includes four dimensions:

1. HR Planning.
2. Recruitment the HR.
3. Selecting and Employing HR.
4. HR Training.

The second variable: The dependent variable is the organizational success that includes four dimensions:

1. Organization culture.
2. Development of the Organization.

3. Organizational Performance.

4. Strategic Planning.

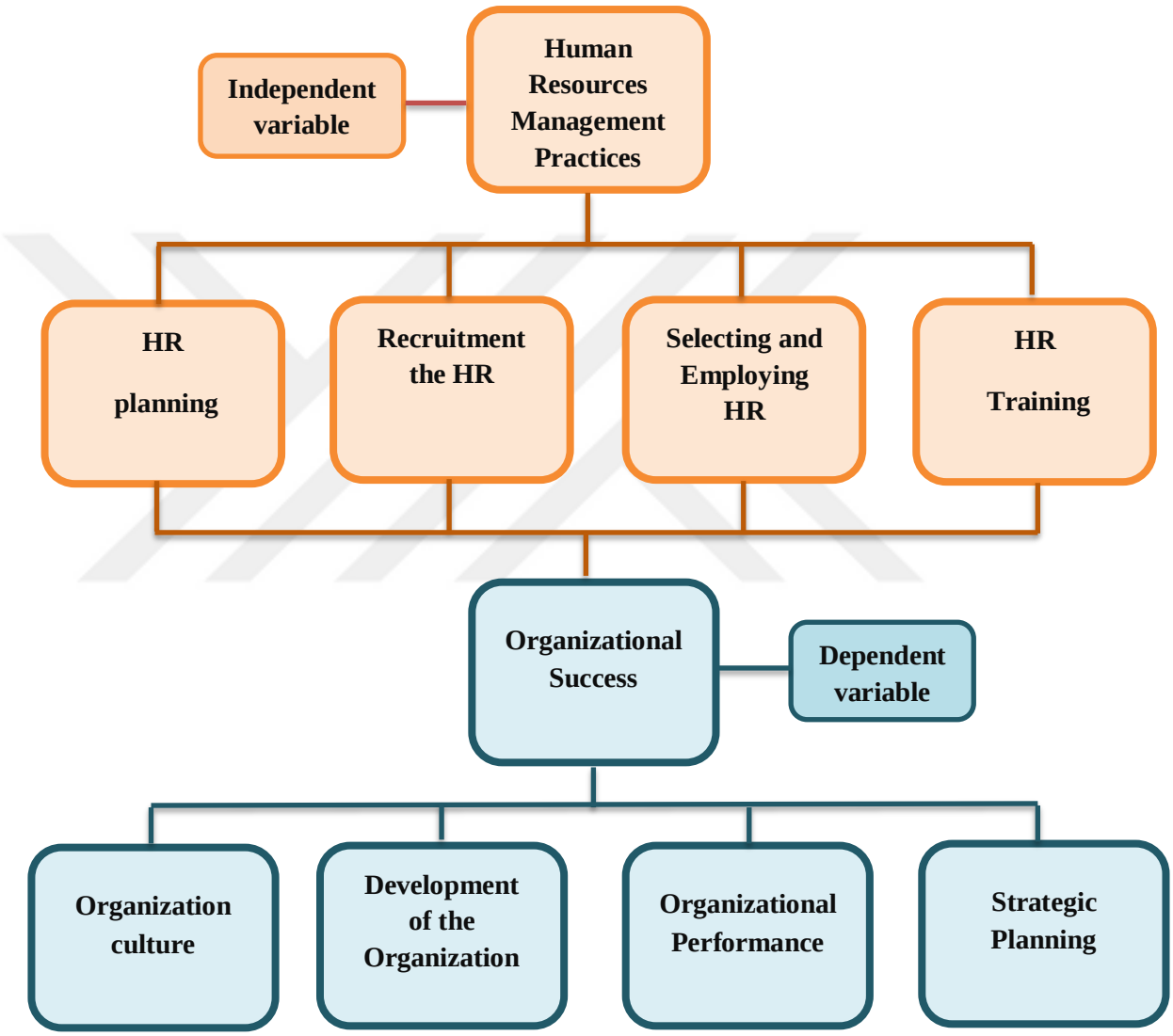


Figure 2.1: The main two variables (Source: By the researcher)

2.3 Aims of the Study

The aim of this study is to test the relationship between human resource management practices and their role in achieving organizational success. Therefore, this study aims to achieve the following:

1. To provide a theoretical and practical study on the topics of human resource management practices and organizational success.
2. To test the relationship between studies' variables and their dimensions.
3. To describe and identify the extent that Duhok Technical University adopts the independent variable human resource management practices and the dependent variable organizational success.
4. To find out if organizations are trying to achieve organizational success through the effective management of their human resources.
5. To give suggestions to ensure the successful activation of human resources management role in achieving organizational success at Duhok Technical University in northern Iraq.

2.4 The Significant of Studying

This study is significant because of the following point:

1. This study can contribute to increasing scientific interest in activating human resources as a basic determinant of the organization's success.
2. This study shows the impact of HRM to achieving organizational success at Dohuk Technical University in northern Iraq.
3. The findings of this study will be useful to give a clear image of the human resource's aspects that should be increased.
4. This study contributes to determine the reality of HRM practices in achieving organizational success at Dohuk Technical University in northern Iraq and identifying its shortcomings and shows its strengths and weaknesses.

2.5 The Problem of Study

Contemporary organizations live in an age of interest in intellectual and cognitive maturity. Many researchers focused on the importance of human resources of organizations, many attempt made by international organizations to achieve organizational success. The human resource gave all the possibilities and the means to be creative and progress, based on the idea that any success cannot be achieved without attention to human resources.

Though, human resources management has become one of the most important competitive factors for achieving organizational success. However, since the academic organizations, i.e. technical universities in northern Iraq, which contain many colleges and technical institutes, are among the most organizations that seek to develop their human resources and activate the role of managing human resources practices in achieving organizational success in order to develop in the future.

Therefore, the problem of this study lies in determining the extent to which it can benefit from the role of human resource management practices in achieving organizational success at the Dohuk Technical University in northern Iraq.

2.6 The Research Questions

The study aims at finding answer to the following questions:

Main question: Is there a relationship and impact of human resource management in achieving organizational success at Dohuk Technical University in northern Iraq?

The main question is divided into the following questions:

1. Is there a relationship and impact between human resource planning and organizational success at Dohuk Technical University?
2. Is there a relationship and impact between human resource recruitment and organizational success at Dohuk Technical University?

3. Is there a relationship and impact between the selection and appointment of human resources and organizational success at Dohuk Technical University?
4. Is there a relationship and impact between human resources training and organizational success at Dohuk Technical University?

These research questions had at their bases a number of hypotheses.

2.7 The Hypotheses of the Study

The following hypotheses were proposed

The first main hypothesis (H.1): There is a significant relationship between human resources management and organizational success in Duhok Technical University in northern Iraq.

The first main hypothesis is divided into the following hypotheses:

1. **$H._{1.1}$:** There is a significant relationship between human resources planning and organizational success in Duhok Technical University.
2. **$H._{1.2}$:** There is a significant relationship between Recruitment human resources and organizational success in Duhok Technical University.
3. **$H._{1.3}$:** There is a significant relationship between the selection and employment of human resources and organizational success in Duhok Technical University.
4. **$H._{1.4}$:** There is a significant relationship between training human resources and organizational success in Duhok Technical University.

The second main hypothesis (H.2): There is a significant impact of human resources management and organizational success at Duhok Technical University in northern Iraq.

The second main hypothesis is divided into the following hypotheses:

1. **H.$_{2.1}$:** There is a significant impact of human resources planning and organizational success in Duhok Technical University.
2. **H.$_{2.2}$:** There is a significant impact of Recruitment human resources and organizational success in Duhok Technical University.
3. **H.$_{2.3}$:** There is a significant impact on the selection and employment of human resources and organizational success in Duhok Technical University.
4. **H.$_{2.4}$:** There is a significant impact of training human resources and organizational success in Duhok Technical University.

2.8 The Quantitative Method

According to Patton (1987, p. 9), "The advantage of the quantitative approach is that one can measure the reactions of a great many people to a limited set of questions, thus facilitating comparison and statistical aggregation of the data." In order to strengthen the qualitative data, I used a questionnaire to collect numeric data in the present study to answer the research questions and test the hypotheses.

2.9 The Questionnaire

Reason (1985) defines questionnaires as formalized instruments that are used to seek information from respondents. For this study, the researcher's structured questionnaire is used in order to save time for the respondents and avoid making them bored. At the end of the questionnaire a comment space is provided for the teachers to say what they think about the topic.

The structured questionnaire was aimed to collect purposeful data for the research. As mentioned before, it was directed to employees in Duhok Polytechnic University in Northern Iraq. The questionnaire was founded on similar, prior questionnaires structured by researchers in different states of the world. It was used in order to save time for the respondents.

***Table 2.1*: The Sources Approved for Drafting the Questionnaire Statements.**

Study variables		No of Statements	Sources
The main variables	**Dimensions**		
Personal Information	Gender	2	By the researcher depending on previous researches
	Age	4	
	Educational level	5	
	Experience	5	
	Job Position	4	
(Independent variable) **Human Resources Management Practices**	Human resources planning	4	(Wadeh, 2016).
	Recruitment the Human Resource	4	(Al-Mahdi and Al-Islami,2014)
	Selecting and Employing Human Resources	4	(Zaqqout,2013)
	Human Resources Training	4	(Mahmoud,2013)
(Dependent variable) **Organizational success**	Organizational Culture	4	(Nasser,2018)
	Organizational Development	4	(Raghda,2017)
	Organizational Performance	4	(Karima and Rashid,2013)
	Strategic Planning	4	(Amer,2012)

2.9.1 Population and Sample

Burns and Grove (2003:31) "refer to sampling as the process of selecting a group of people, events or behaviour used to conduct a study". The chosen sample of the study was 120 employees from Duhok Technical University in northern Iraq. The Duhok Technical University established in 2012, it includes many colleges and (technical and administrative) institutes. The 120 respondents (71 male and 49

female); 33 of the employees were master's holders, 15 were PhD holders, 4 were Higher Diploma holders, 42 were Bachelor degrees holders, and 26 were Technical Diploma holders. From the following collages and institutes; Technical College of Administrative in Duhok, Zakho Technical Institute, Technical Institute of Administrative in Duhok, Technical College of Engineering in Duhok and, Duhok Technical Institute. I will, from now on, label as my respondents.

2.9.2 Questionnaire Distribution

The structured questionnaires were delivered by hand to the administrative leaders at Duhok Technical University in northern Iraq, such as (deans, dean assistants, heads of departments and administrative unit managers). However, 130 questionnaires were distributed, 124 were actually retrieved, two questionnaires were not retrieved and four questionnaires were invalid. Therefore, the sample of the study totalled 120 questionnaires. As shown in the table below:

Table: 2.2 **Average of Survey Response.**

Data	Numbers	Rates
Distributed Questionnaire	130	100%
Retrieved Questionnaire	124	95%
Not Retrieved Questionnaire	6	3%
Invalid Questionnaire	4	2%
Valid Questionnaire	120	94%

2.9.3 Contents of the Questionnaire

The questionnaire consists of thirty two statements, it starts with personal information and ends with additional comments to give the participants the opportunity to express themselves on the topic in their own frames of mind and also

to show them that their opinions matter and this strategy was adopted in line with the ethical provisions that should underlie each research project. The current research's questionnaire was based on the (Likert) five-scale in order to provide a wide range of respondents and their dependence on multiple options and this scale is based on the following indicators of measurement and weights ("Strongly Disagree", "Disagree", "Neutral", "Agree", and "Strongly Agree"). The original questionnaire, in its entirety can be seen in **(Appendix 1)**.

The questionnaire included two main variables as follows:

2.9.3.1 Independent Variable (Human Resource Management Practices).

The first variable: the independent variable is a HRM practice that includes four dimensions which is measured by the following question:

HR planning is the first dimension of HRM practices which is measured by the following question:

***Table 2.3*: The Questions that Make up the Dimension of Human Resource Planning.**

Human resources planning	
1	There is a clear and specific policy for planning and career development.
2	Human resources plan achieves a balance between the numbers of employees in different departments.
3	The organization devises human resources to crystallize its vision and strategic objectives.
4	The success of human resources management depends on administrative leadership.

Recruitment the Human Resources is the second dimension of human resource management practices which is measured by the following question:

***Table 2.4*: The Questions that make up the Dimension of Recruitment the Human Resources.**

Recruitment the Human Resources	
5	The organization seeks to attract human resource competencies that possess the skill, ability and qualification.
6	Justice, honesty and honesty be explored when the process of Recruitment is done.
7	The Organization has clear and specific criteria to polarize the human resources.
8	The opinion of all employees is taken with the director of Human Resources in Recruitment process.

Selecting and Employing Human Resources is the third dimension of human resource management practices which is measured by the following question:

***Table 2.5*: The Questions that Make up the Dimension of Selecting and Employing Human Resources.**

Selecting and Employing Human Resources	
9	Applicants are selected based on an objectivity required.
10	The selection process is based on the experience and qualifications required.
11	Human resources are selected according to the necessary specifications and standards needed
12	The Organization has clear and specific criteria for employing human resources.

Human Resources Training is the fourth dimension of HRM practices which is measured by the following question:

***Table 2.6*: The Questions that Make up the Dimension of Training of Human Resources**

Training of Human Resources	
13	There is continuous training for all staff.
14	Organizations have an annual human resources training and development plan
15	Training provides the trainees with the opportunity to obtain new knowledge and skills in his/her field.
16	Training is routine and does not improve performance.

2.9.3.2 Dependent variable (The Organizational Success).

The second variable: The dependent variable is the organizational success that includes four dimensions which is measured by the following question:

Organization culture is the first dimension of the organizational success which is measured by the following question:

***Table 2.7*: The Questions that Make up the Dimension of Organization Culture.**

Organization Culture	
17	The staff of the Organization shall be bound by working and completion schedules at certain time intervals.
18	Organization provides a culture of cooperation among the staff at various levels.
19	Organization appreciates staff efforts.
20	The staff in the organization has a collectivism desire to succeed.

Development of the Organization is the second dimension of the organizational success which is measured by the following question:

***Table 2.8*: The Questions that Make up the Dimension of Development of the Organization.**

Development of the Organization	
21	Significant changes have been made in the organizational structure in preparation for the development of the Organization.
22	There is a continuous search for new ways to develop the organization.
23	Management selects qualified members in the development process of the organization.
24	The organization uses modern technological methods in the process of organizational development.

Organizational Performance is the third dimension of the organizational success which is measured by the following question:

***Table 2.9*: The Questions that Make up the Dimension of Organizational Performance.**

Organizational Performance	
25	Staff in the Organization has high functional skills.
26	The management of the organization is planning for continuous improvement in all areas.
27	Organization management has the capacity to adapt to external variables.
28	Stick to the rules and guidelines of the Organization.

Strategic Planning is the fourth dimension of the organizational success which is measured by the following question:

***Table 2.10*: The Questions that Make up the Dimension of Strategic Planning.**

	Strategic Planning
29	The Organization responds to shifts and changes in economic and political conditions.
30	The strategic objectives of the Organization can be achieved according to its possibilities and capabilities.
31	The organization takes into consideration the aspirations of the employees in setting their strategic objectives.
32	Identifying weaknesses and strengths is an essential element in the strategic planning process.

2.9.4 Data Presentation and Analysis

The data will be presented and interpreted in the next section. However, it needs to be mentioned at this point that as customary in quantitative research the results will be presented in tables such graphic representations are normally used to present large quantities of data arranged in labelled rows and columns. Due to the large amount of data, the questionnaire was analysed by "the Statistical Package for Social Sciences" SPSS (V. 22).

2.10 Presentation, Analysis, and Interpretation of the Questionnaire

The questionnaire analysis and counting of the results produced a number of interesting findings as it will be seen as follows. As mentioned earlier, the samples of the questionnaire were 120 employees from Duhok Polyconic University in northern Iraq and due to the large amount of data, the questionnaires was analysed by "the Statistical Package for Social Sciences" (SPSS). The questionnaire started with personal information, and then the 32 statements follow, which was meant to answer the research questions and test the hypothesis. The results of the questionnaire analysis will be presented in table forms, by following the guidelines of APA style.

First, I will present the more general personal data, and later presenting the results by question, in the order that appears in the questionnaire. This section ends with a general conclusion in the form of a summary.

2.10.1 Personal Information

In this section, I present the more general personal data of the respondents first, and later on I discuss results by question, in the order that they appear in the questionnaire.

Table 2.11 **Frequency and Percentage Distribution of Respondents' gender.**

Valid Answers	Frequency	Percent	Valid Percent	Cumulative Percent
Male	71	59.2	59.2	59.2
Female	49	40.8	40.8	100.0
Total	120	100.0	100.0	

The table above shows that 71 of the respondents are male, which represents 59% and 49, are female, which represents 41%.

Table 2.12 **Frequency and Percentage Distribution of Respondents' Age.**

Valid Answers	Frequency	Percent	Valid Percent	Cumulative Percent
"Less than 30 years"	18	15.0	15.0	15.0
"30-39 years"	61	50.8	50.8	65.8
"40-50 years"	31	25.8	25.8	91.7
"More than 50 years"	10	8.3	8.3	100.0
Total	120	100.0	100.0	

The table shows the frequency and percentage distribution of respondents according to the respondents' age in terms of years. Of the 120 total sample population, 18 (15%) are "less than 30 years old"; 61 (51%) are "30-39 years old"; 31 (26%) are "40-50 years old"; and 10 (8%) "more than 50 years old". This means that Duhok Polytechnic University depends on the young employees in administrative positions.

Table 2.13 **Frequency and Percentage Distribution of Respondents' Educational Level**

Valid Answers	Frequency	Percent	Valid Percent	Cumulative Percent
PhD	15	12.5	12.5	12.5
Master	33	27.5	27.5	40.0
High Diploma	4	3.3	3.3	43.3
Bachelor	42	35.0	35.0	78.3
Technical Diploma	26	21.7	21.7	100.0
Total	120	100.0	100.0	

The table above shows that 15 of the respondents are Ph.D. holders their percentage is (13%), whereas the Master holders constitute (28%) and their frequency is 33; four of the respondents have Higher Diploma, their percentage is (3%); 42 of the

respondents are Bachelor holders their percentage is (35%), and 26 of them are Technical Diploma holders, the represent (22%).

Table 2.14 **Frequency and Percentage Distribution of Respondents' Experience**.

Valid Answers	Frequency	Percent	Valid Percent	Cumulative Percent
"Less than 5 years"	8	6.7	6.7	6.7
"5-9 years"	21	17.5	17.5	24.2
"10-14 years"	37	30.8	30.8	55.0
"15-20 years"	37	30.8	30.8	85.8
"More than 20 years	17	14.2	14.2	100.0
Total	120	100.0	100.0	

The table above shows the frequency and percentage distribution of respondents according to the duration of experience in terms of years. Of the 120 total sample population, eight (7%) have less than five years of experience; 21 (18%) have an experience of 5-9 years; 37 (31%) have an experience of 10-14 years; 37 (31%) have an experience of 15-20 years; and 17 (14%) have more than 20years of experience.

Table 2.15 **Frequency and Percentage Distribution of Respondents' Position.**

Valid Answers	Frequency	Percent	Valid Percent	Cumulative Percent
Dean	2	1.7	1.7	1.7
Assistant dean	3	2.5	2.5	4.2
Head of department	41	34.2	34.2	38.3
Unite manager	74	61.7	61.7	100.0
Total	120	100.0	100.0	

The table above shows that two of the respondents are Deans, representing (2%); three (3%) are Assistant Dean, 41 are Head of department, which represent (34%); and 74 are Unite Managers representing (62%).

After the presentation of the general characteristics of the respondents, now I will present the results of the questionnaire. It consists of thirty two statements, which intended to seek answers to research Questions and test the Hypothesis of this research.

Table 2.16 **Frequencies and Percentages of the HRM Practices Statements.**

statements	HRMP1	HRMP2	HRMP3	HRMP4	HRMP5	HRMP6	HRMP7	HRMP8	HRMP9	HRMP10	HRMP11	HRMP12	HRMP13	HRMP14	HRMP15	HRMP16
Valid Answers	**Frequency**															
Strongly Disagree	4	2	1	2	5	2	1	7	10	5	2	3	19	17	1	23
Disagree	17	9	17	12	8	21	12	17	20	7	17	10	52	49	7	54
Neutral	22	19	28	19	14	21	25	24	26	23	26	23	21	23	13	15
Agree	53	67	55	71	69	49	61	54	37	62	58	66	20	20	63	22
Strongly Agree	24	23	19	16	24	27	21	18	27	23	17	18	8	11	36	6
Total	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Percent																
	3.3	1.7	0.8	1.7	4.2	1.7	1	5.8	8.3	4.2	1.7	2.5	15.8	14.2	0.8	19.2
	14.2	7.5	14.2	10	6.7	17.5	10	14.2	16.7	5.8	14.2	8.3	43.3	40.8	5.8	45
	18.3	15.8	23.3	15.8	11.7	17.5	20.6	20	21.7	19.2	21.7	19.2	17.5	19.2	10.8	12.5
	44.2	55.8	45.8	59.2	57.5	40.8	50.8	45	30.8	51.7	48.3	55	16.7	16.7	52.5	18.3
	20	19.2	15.8	13.3	20	22.5	17.5	15	22.5	19.2	14.2	15	6.7	9.2	30	5
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

The table above shows the frequency and percentages of independent variable expressions, human resources management practices, were (59.62) "Agree" and (22.56) "Disagree", which indicates that the majority of the respondence agreed with statements of the independent variable, and this means that Duhok Technical University is giving great importance to activating the role of Human resource management practices at all levels of administration, which helps it to achieve its goals.

Table 2.17 **Frequencies and Percentages of the Organizational Success Statements.**

statements	Organizational success1	Organizational success2	Organizational success3	Organizational success4	Organizational success5	Organizational success6	Organizational success7	Organizational success8	Organizational success9	Organizational success10	Organizational success11	Organizational success12	Organizational success13	Organizational success14	Organizational success15	Organizational success16
Valid Answers	**Frequency**															
Strongly Disagree	0	2	3	1	3	2	4	2	1	2	1	1	4	0	2	3
Disagree	11	10	28	14	7	11	17	9	17	12	9	11	7	4	15	11
Neutral	12	20	19	18	22	22	22	19	28	19	27	15	23	18	21	19
Agree	64	64	50	63	66	70	53	67	55	71	66	65	62	74	58	56
Strongly Agree	33	24	20	24	22	15	24	23	19	16	17	28	24	24	24	31
Total	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Percent																
	0	1.7	2.5	0.8	2.5	1.7	3.3	1.7	0.8	1.7	0.8	0.8	3.3	0	1.7	2.5
	9.2	8.3	23.3	11.7	5.8	9.2	14.2	7.5	14.2	10	7.5	9.2	5.8	3.3	12.5	9.2
	10	16.7	15.8	15	18.3	18.3	18.3	15.8	23.3	15.8	22.5	12.5	19.2	15	17.5	15.8
	53.3	53.3	41.7	52.5	55	58.3	44.2	55.8	45.8	59.2	55	54.2	51.7	61.7	48.3	46.7
	27.5	20	16.7	20	18.3	12.5	20	19.2	15.8	13.3	14.2	23.3	20	20	20	25.8
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

This table shows the frequency and percentages of the dependent variable expressions of organizational success, were (71.45) "Agree" and (11.66) "Disagree", which indicates that the majority of the respondence agreed with statements of the dependent variable, and this means that Duhok Technical University seeks to continue its activities efficiently and effectively in all areas through the exploitation of its human resources in a way that makes it able to achieve its goals by focusing on identifying strengths and weaknesses, taking advantage of available opportunities and avoiding risks.

2.10.2 Reliability Analysis (Cronbach's Alpha)

This test shows the reliability of the data collected by the questionnaire and can be measured by measuring the reliability, balance and accuracy of the data collected as well as its assistance (Cronbach's Alpha). By predicting the questionnaire's statements and after analysing the data using SPSS, the coefficient of stability the questionnaire's statements was calculated based on the main and sub variables, individually and combined with each other.

Table 2.18 Cronbach's Alpha for HRM Practices and Organizational Success.

Variables	Dimensions	Cronbach's Alpha for each dimension	Cronbach's Alpha for each variable	Cronbach's Alpha for all dimension	No. of Statement	Total	Percent
(Independent variable) Human Resources Management Practices	Human resources planning	0.731	0.818	0.856	4	120	%100
	Recruitment the Human Resource	0.811			4	120	%100
	Selecting and Employing Human Resources	0.737			4	120	%100
	Human Resources Training	0.712			4	120	%100
(Dependent variable) Organizational success	Organizational Culture	0.703	0.828		4	120	%100
	Organizational Development	0.765			4	120	%100
	Organizational Performance	0.816			4	120	%100
	Strategic Planning	0.761			4	120	%100

The table above shows that the Cronbach's alpha (Independent variable) Human Resources Management Practices is (0.818 > 0.60) which is considered a positive value as it is more than (0.60) the standard value for human studies. Moreover, the higher value was (Recruitment the Human Resource) which was 0.811.

While the Cronbach's alpha for the (Dependent variable) Organizational success is (0.828> 0.60), which is also exceeded the standard value 0.60 for human studies and it considered a positive value, where the organizational performance component reached the highest value and the value of Cronbach's alpha was 0.816.

Additionally, the Cronbach's alpha value for all the questionnaire statements together was (0.856) which is larger than recommended value (0.6). Which shows the validity of the questionnaire's statements scope. Hence, the data collected in current study has the required stability. Therefore, the questionnaire has the high level of reliability and we can rely on the findings of this questionnaire.

2.10.3 Factors Analysis

The data is the most significant part in the investigation as it is the results of scientific research depend on. The data collection was through the questionnaire to reach the findings. Therefore, to know the importance of the variables in this thesis, we need to reach results and this interpretation can be done through the factor analysis. The researcher will give a detailed analysis of the changes and the actual effect of each variable. That relationship is shown between the variables through correlation coefficients, which gives a detailed image of each variable separately from the fact that the variable is strong or weak changes.

2.10.3.1 The KMO and Bartlett's Test for HRM Practices and Organizational Success

The statistical method depends on tests to identify the efficiency of the statistical method used, through the Bartlett KMO test is used to identify the

efficiency of the global analysis and through which it is possible to accept the factor analysis or reject it in the study.

Table 2.19 **The KMO and Bartlett's Test for HRM Practices**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.718
Bartlett's Test of Sphericity	Approx. Chi-Square	592.933
	Df	120
	Sig.	.000

The table above shows the KMO test, which is used to identify the possibility of accepting the results of the factor analysis. The table above was measured factor analysis for all statements related to (Independent variable) Human Resources Management Practices and the result is (0.718). The findings also show the acceptance of the factor analysis result and a very low error rate is (0.000), which is significantly less than (0.05). Therefore, the results of the factor analysis is (0.00<0.05) and it is accepted.

Table 2.20 **The KMO and Bartlett's Test for Organizational Success**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.821
Bartlett's Test of Sphericity	Approx. Chi-Square	597.461
	Df	120
	Sig.	.000

The table above shows the KMO test, which is used to identify the possibility of accepting the results of the factor analysis. The table above was measured factor analysis for all statements related to (Dependent variable) Organizational success and the result is (0.821). The findings also show the acceptance of the factor analysis result and a very low error rate is (0.000), which is significantly less than (0.05). Therefore, the results of the factor analysis is (0.000<0.05) and it is accepted.

Table 2.21 **Eigenvalues and Variance Explanations of the HRM Practices.**

Total Variance Explained						
Component	**Initial Eigenvalues**			**Rotation Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	3.993	24.954	24.954	3.092	19.325	19.325
2	2.235	13.972	38.926	2.188	13.678	33.003
3	1.568	9.801	48.727	1.934	12.085	45.089
4	1.305	8.154	56.881	1.474	9.212	54.301
5	1.050	6.561	63.442	1.463	9.141	63.442
Extraction Method: Principal Component Analysis						

The table above shows eigenvalues and the amount of variance explained by eigenvalues, it can be described as follows:

The first basic compound is 3.993; it shows the greatest part of variation which is 24.954.

The second basic compound is 2.235; it shows the greatest part of variation which is 13.972. The sum of the first and second variance compounds is 38.926 of the total variance.

The third basic compound is 1.568; it shows the greatest part of variation which is 9.801. The sum of the first, second and third variance compounds is 48.727 of the total variance.

The fourth basic compound is 1.305; it shows the greatest part of variation which is 8.154. The sum of the first to fourth variance compounds is 56.881 of the total variance.

The fifth basic compound is 1.050; it shows the greatest part of variation which is 6.561. The sum of the first to fifth variance compounds is 63.442 of the total variance.

Table 2.22 **Eigenvalues and Variance Explanations of The Organizational success**

Total Variance Explained						
Component	**Initial Eigenvalues**			**Rotation Sums of Squared Loadings**		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	5.160	32.248	32.248	2.347	14.667	14.667
2	1.475	9.221	41.468	2.130	13.315	27.981
3	1.325	8.281	49.749	2.080	13.000	40.982
4	1.206	7.536	57.285	2.007	12.542	53.524
5	1.075	6.717	64.003	1.677	10.479	64.003
Extraction Method: Principal Component Analysis						

The table above shows eigenvalues and the amount of variance explained by eigenvalues, it can be described as follows:

The first basic compound is 5.160; it shows the greatest part of variation which is 32.248.

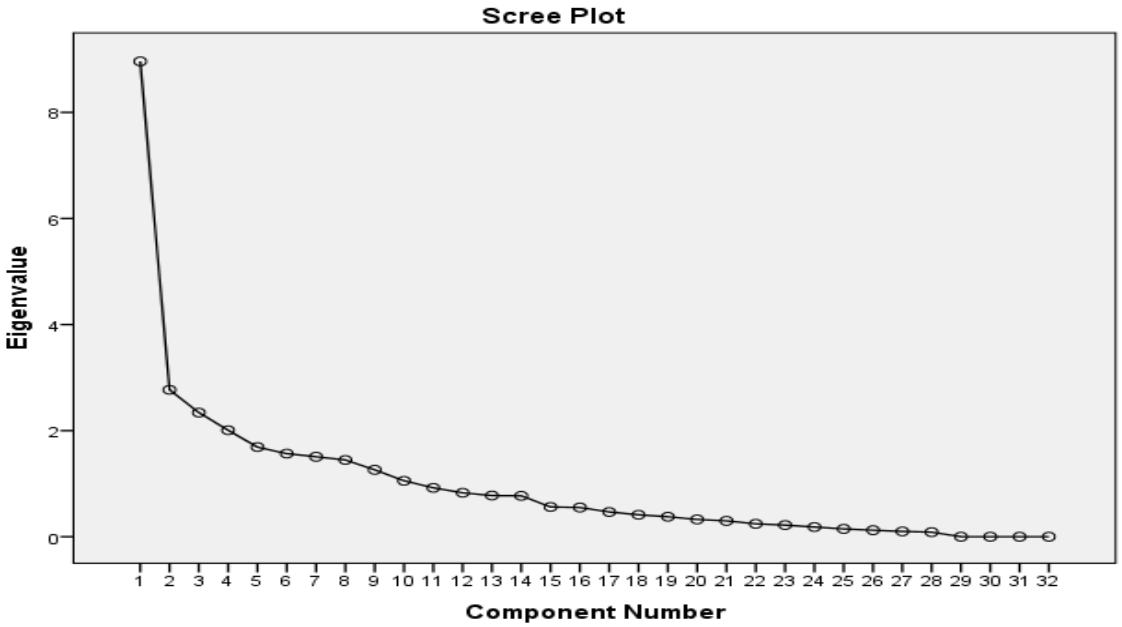
The second basic compound is 1.475; it shows the greatest part of variation which is 9.221. The sum of the first and second variance compounds is 41.468 of the total variance.

The third basic compound is 1.325; it shows the greatest part of variation which is 8.281. The sum of the first, second and third variance compounds is 49.749 of the total variance.

The fourth basic compound is 1.206; it shows the greatest part of variation which is 7.536. The sum of the first to fourth variance compounds is 57.285 of the total variance.

The fifth basic compound is 1.075; it shows the greatest part of variation which is 6.717. The sum of the first to fifth variance compounds is 64.003 of the total variance.

Figure 2.2: Eigenvalues and Variance Explanations of The HRM Practices and Organizational success



The figure above shows the eigenvalues and each eigenvalue corresponds to a self-vector. It also shows that the first value is the best value because its tendency is greater than the second eigenvalue and that the second, third and fourth to the tenth value are less important values than the first value. This is because the first value is greater in the ten values. Therefore, the first ten values can be counted because these values succeeded in testing the eigenvalues in the eigenvalues table above.

Table 2.23 **Rotated Factors Matrix for HRM Practices**

Component				
	1	**2**	**3**	**4**
Human resources planning1	.531			
Human resources planning2	.322			
Human resources planning3	.653			
Human resources planning4	.306			
Recruitment the Human Resources5		.628		
Recruitment the Human Resources6		.677		
Recruitment the Human Resources7		.706		
Recruitment the Human Resources8		.668		
Selecting and Employing Human Resources 9			.330	
Selecting and Employing Human Resources 10			.453	
Selecting and Employing Human Resources 11			.662	
Selecting and Employing Human Resources 12			.624	
Human Resources Training 13				.327
Human Resources Training 14				.394
Human Resources Training 15				.337
Human Resources Training 16				.301

The Rotated compounds Matrix, which helps to identify the estimate of the compounds, that the first basic compound is the highest correlation with the first four variables and that the values of the matrix range between (1 and -1). If the value is close to (+1) shows a positive relationship, this means the greater the first variable is, the second variable increases, but if it is lower than (-1), it indicates that the first variable increases the lack of the second variable and called the inverse relationship, the first compound will be described as follows:

The relationship in the first component with the dimension (Human Resources Planning3) the value is (0.653), which is a positive correlation.

The relationship in the second component with the dimension (Recruitment the Human Resources7) the value is (0.706), which is a positive correlation.

The relationship in the third component with the dimension (Selecting and Employing Human Resources11) the value is (0.662), which is a positive correlation.

The relationship in the fourth component with the dimension (Human Resources Training14) the value is (0.394), which is a positive correlation.

Table 2.24 **Rotated Factors Matrix for Organizational Success**

	Component			
	1	**2**	**3**	**4**
Organizational Culture 1	.443			
Organizational Culture 2	.633			
Organizational Culture 3	.614			
Organizational Culture 4	.455			
Organizational Development 5		.619		
Organizational Development 6		.485		
Organizational Development 7		.556		
Organizational Development 8		.473		
Organizational Performance 9			.452	
Organizational Performance 10			.707	
Organizational Performance 11			.683	
Organizational Performance 12			.506	
Strategic Planning 13				.472
Strategic Planning 14				.467
Strategic Planning 15				.705
Strategic Planning 16				.681

The relationship in the first component with the dimension (Organizational Culture 2) the value is (0.633), which is a positive correlation.

The relationship in the second component with the dimension (Organizational Development 5) the value is (0.619), which is a positive correlation.

The relationship in the third component with the dimension (Organizational Performance 10) the value is (0.707), which is a positive correlation.

The relationship in the fourth component with the dimension (Strategic Planning 15) the value is (0.705), which is a positive correlation.

2.10.3.2 The Standard Deviation and the Mean

The standard deviation and mean is the simplest statistical method. The mean value or score of a certain set of data is equal to the sum of all the values in the data set divided by the total number of values. A mean is the same as an average. A larger one indicates the data are more spread out.

While the standard deviation is a measure for identifying the extent of data convergence. So if the value of the standard deviation is small, this indicates that the data are close. If the value of the standard deviation is large, this indicates that the data is dispersed.

Table 2.25 **Standard Deviation and the Mean of (Independent variable) Human Resources Management Practices and (Dependent variable) Organizational Success.**

Variables	Dimensions	Mean	Std. Deviation	Percent
(Independent variable) Human Resources Management Practices	**Human resources planning**	3.7	0.1	%100
	Recruitment the Human Resource	3.7	0.1	%100
	Selecting and Employing Human Resources	3.6	0.1	%100
	Human Resources Training	2.9	0.8	%100
(Dependent variable) Organizational success	**Organizational Culture**	3.8	0.2	%100
	Organizational Development	3.7	0.1	%100
	Organizational Performance	3.7	0.1	%100
	Strategic Planning	3.8	0.1	%100

The table above shows the mean and standard deviation of the research variables specified for the study, the values of the mean ranges between (3.6) and (3.8), which means that most of the data are close to the selection and that the ratio of data distribution standard deviation is (0.1) which is also a convergent ratio of all data that is, the data are convergent and not dispersed.

For the Independent Variable (HRM Practices), the “mean” of the (HR Planning) dimension was (3.7) and the “standard deviation” was (0.1). The “mean” of the (Recruitment the HR) dimension was (3.7) and the “standard deviation” value was (0.1). The “mean” for the (Selecting and Employing HR) was 3.6 and the “standard deviation” was (0.1). The “mean” of the dimension of (HR Training) was

(2.9) and the "standard deviation" value was (0.8), which is different from the general average of the means, which is the highest "standard deviation" ratio between the Independent Variable (HRM Practices) dimensions. Therefore, the findings show that the arrangement of the dimensions of Independent variable (HRM practices) through the values of the means as follows (HR Planning, Recruitment the HR, Selecting and Employing HR, and then HR Training). This means that Duhok Technical University focused on HR Planning, Recruitment the HR, and then Selecting and Employing HR but it does not have much attention on the HR Training.

While for the Dependent variable (Organizational success), the "mean" of the (Organizational culture) dimension was (3.8) and the "standard deviation" was (0.2). The "mean" of the (Strategic planning) dimension was (3.8) and the "standard deviation" was (0.1). The "mean" of the (Organization development) dimension was (3.7) and the "standard deviation" was (0.1). While the "mean" of the (Organizational performance) dimension is (3.7) and the "standard deviation" value (0.1). Therefore, the findings show that the arrangement of the dimensions of Dependent variable (Organizational success) through the values of the "means" as follows: (organizational culture, strategic planning, organization development, and then organizational performance).

2.10.3.3 Correlation among of The Study's Variables

The Correlation is a statistical technique that shows how strongly two variables are related to each other or the degree of association between the two.

Table 2.26 **Correlation among Variables of (Independent variable) HRM Practices and (Dependent variable) Organizational Success.**

Pearson Correlation	Human resources planning SUM1	Recruitment the Human Resource SUM2	Selecting and employing Human Resources	Human Resources Training SUM4	sumall1	Organizational Culture	Organizational Development SUM6	Organizational Performance SUM7	Strategic Planning SUM8	Sum all
Human resources planning SUM1	1	.511**	.508**	0.033	.748**	.562**	.762**	.782**	.471**	.804**
Recruitment the Human Resource SUM2		1	.512**	-0.004	.759**	.475**	.463**	.494**	.480**	.597**
Selecting and Employing Human Resources SUM3			1	0.018	.758**	.457**	.520**	.402**	.429**	.565**
Human Resources Training SUM4				1	.408**	.051	-0.031	-0.078	-0.083	-0.044
Sum all1					1	.572**	.627**	.584**	.479**	.706**
Organizational Culture SUM5						1	.457**	.538**	.582**	.804**
Organizational Development SUM6							1	.502**	.500**	.770**
Organizational Performance SUM7								1	.556**	.808**
Strategic Planning SUM8									1	.823**
**. Correlation is significant at the 0.01 level (2-tailed).										

The table above shows the correlations of the research's variables as the table shows the obtained hypotheses, the main hypothesis:

There is a positive strong correlation between HRM and organizational success with a correlation value of (0.70) and a significant level (0.01) which is significantly less than (0.05) at Duhok Technical University.

However, the table indicated that there is a strong and positive correlation between HR planning and organizational success. The correlation value was (0.80) and the level of significance (0.01) which is significantly less than (0.05) at Duhok Technical University.

There is a positive medium correlation between Recruitment HR and organizational success. The correlation value was (0.60) and at the level of significance (0.01) which is significantly less than (0.05) at Duhok Technical University.

There was a positive medium correlation between the selection and employing HR and organizational success. The correlation value was (0.57) and at the level of significance (0.01) which is significantly less than (0.05) at Duhok Technical University.

There is a weak correlation between the HR training and organizational success, where the value of the correlation value (-0.04) and at the level of significance (0.01), at Duhok Technical University.

2.10.3.4 Regression Analysis

Regression analysis is "a set of statistical processes for estimating the relationships among variables. It is also used to understand which among the independent variables are related to the dependent variable and to explore the forms of these relationships".

Table 2.27 **Independent Variable: Human Resources Management Practices**

(Independent variable) HRM Practices					
	β	Sig.	R^2	Adjusted R^2	F Test (Sig.)
(Constant)	16.602	.000	.498	.494	117.284 000.
Sumall (Dependent variable) Organizational success	.648	.000			

The table above shows that the regression equation is the values under Bita (B) and that the value of the constant significant (Constant). The value of B1 is also significant; the explanation for the regression equation through the square of the coefficient of determination is (0.498). The regression equation is significant according to the F-Test as shown in the table above.

There is a significant impact of human resources management and organizational success as the value of the significant (sig.) is (0.000) which is less than the specified significant value which is (0.05) and this is confirmed by the calculated value of F-test (117.284) is a significant value and the value of the constant is (16.602) and Bita 1 (B 1) reached (0.648) and be significant. Regarding the coefficient of determination (R2), the value of the regression coefficient characteristic is (0.498) is 50% significant through the human resources management practices variable on organizational success variable. Which is positive in the Duhok Technical University and the main second hypothesis (H.2) is acceptable.

Table 2.28 **Independent Variable: HRM Practices (Dimension) HR planning**

HR planning					
	β	Sig.	R^2	Adjusted R^2	F Test (Sig.)
(Constant)	-.513	.626	.647	.644	216.049 .000
Sumall Dependent variable) Organizational success	.254	.000			

The table above shows that the regression equation is the values under Bita (B) and that the value of the constant is not significant (Constant). The value of B1 is significant; the explanation for the regression equation through the square of the

coefficient of determination is (0.647). The regression equation is significant according to the F-Test as shown in the table above.

There is a significant impact of human resources planning and organizational success as the value of the significant (sig.) is (0.000) which is less than the specified significant value which is (0.05) and this is confirmed by the calculated value of F-test (216.049) is not significant value and the value of the constant is (-0.513) is not significant and Bita 1 (B 1) reached (0.254) is significant. Regarding the coefficient of determination (R^2), the value of the regression coefficient characteristic is (0.647) is 50% significant through the human resources planning variable on organizational success variable. Which is positive in the Dohuk Technical University and the hypothesis (H.2.1) is accepted.

Table 2.29 **Independent Variable: HRM Practices (Dimension) Recruitment the Human Resource**

Recruitment the Human Resource					
	β	Sig.	R^2	Adjusted R^2	F Test (Sig.)
(Constant)	1.723	.290	.356	.350	65.201 000.
Sumall Dependent variable) Organizational success	.215	.000			

The table above shows that the regression equation is the values under Bita (B) and that the value of the constant is not significant (Constant). The value of B1 is significant; the explanation for the regression equation through the square of the coefficient of determination is (0.326). The regression equation is significant according to the F-Test as shown in the table above.

There is a positive impact of Recruitment the HR and organizational success as the value of the significant (sig.) is (0.000) which is less than the specified significant value which is (0.05) and this is confirmed by the calculated value of F-test (65.201) is significant value and the value of the constant is (1.723) is not significant and Bita 1 (B 1) reached (0.215) is significant. Regarding the coefficient of determination (R^2), the value of the regression coefficient characteristic is (0.356) is 50% significant through the Recruitment the human resource variable on organizational success variable. Which is positive in the Dohuk Technical University and the hypothesis (H.2.2) is accepted.

Table 2.30 **Independent Variable: HRM Practices (Dimension) Selecting and Employing HR**

Selecting and Employing HR					
	β	Sig.	R^2	Adjusted R^2	F Test (Sig.)
(Constant)	2.738	.089			55.301 .000
Sum all Dependent variable) Organizational success	.195	.000	. 319	.313	

The table above shows that the regression equation is the values under Bita (B) and that the value of the constant is not significant (Constant). The value of B1 is significant; the explanation for the regression equation through the square of the coefficient of determination is (0.319). The regression equation is significant according to the F-Test as shown in the table above.

There is a significant impact of selecting and employing the human resource and organizational success as the value of the significant (sig.) is (0.000) which is less than the specified significant value which is (0.05) and this is confirmed by the

calculated value of F-test (55.301) is significant value and the value of the constant is (2.738) is not significant and Bita 1 (B 1) reached (0.195) is significant. Regarding the coefficient of determination (R2), the value of the regression coefficient characteristic is (0.319) is 50% significant through the selecting and employing the human resource variable on organizational success variable. Which is positive in the Dohuk Technical University and the hypothesis (H.2.3) is accepted.

Table 2.31 **Hypotheses Results**

Hypotheses	**The first main hypothesis**	**relation**
H1	There is a significant correlation between HRM and organizational success.	Provide
H1.1	There is a significant correlation between HR planning and organizational success.	Provide
H1.2	There is a significant correlation between Recruitment HR and organizational success.	Provide
H1.3	There is a significant correlation between the selection and appointment of HR and organizational success.	Provide
H1.4	There is no significant correlation between HR training and organizational success.	Not Provide
The second main hypothesis		**Impact**
H2	There is a significant impact of HRM and organizational success.	Provide
H2.1	There is a significant impact of HR planning and organizational success.	Provide
H2.2	There is a significant effect of Recruitment HR and organizational success.	Provide
H2.3	There is a significant impact on the selection and employment of HR and organizational success combined.	Provide
H2.4	There is no significant impact of training HR and organizational success.	Not Provide

3. General Conclusions and Recommendations

In this part, I will discuss the summary of the results and present some of the most important issues and arguments in the field and also presents results of empirical studies on this matter. Comparing the previous studies' results with the findings of this study. This part also provides a conclusion to this research based on findings obtained from the responses of the questionnaire. It also makes several recommendations for Duhok Technical University based on the research findings. Finally, some suggestions for further and future researches are made

3.1 A Summary of the Findings

The data gathered from the questionnaire in this research show the following findings:

- The findings of this study showed that there is an effect of a positive relationship between HRM practices and organizational success in Duhok Technical University. This means that Duhok Technical University takes HRM practices in a proper manner with a variable rate between its four dimensions (HR planning, HR Recruitment, selection and employing HR and HR Training).
- The results of the study showed that there is an effect of a positive relationship between the dimension of HR planning and the organizational success at Duhok Technical University. This means that HR planning help Duhok Technical University in maintaining the necessary numbers of employees.
- The results of the study showed that there is a positive effect between the dimension of Recruitment the Human Resource and the organizational success at Duhok Technical University. This means that Duhok Technical University seeks to attract abilities from HR that have the skills and abilities to raise the professional level of its employees.
- The results of the study showed that there is a positive impact between the dimension of selecting and employing HR and organizational success at Duhok

Technical University. This means that Duhok Technical University is working to choose the right person in terms of his/her experience, qualifications and capabilities as it ensures high effectiveness in the job.

- The findings of the study showed that there is no effect and there is no significant correlation between the HR training and organizational success at Duhok Technical University. This means that there is urgent need for training programs in Duhok Technical University to train the employees develop their capabilities to accept adaptation to the expected changes.

3.2 Comparison of this Study with Some Previous Studies

There are quite a number of studies, I will discussing some of the most important studies in the field and discuss the similarities and differences and comparing it with my findings.

In a study entitled, "Influence of Human Resource Management Practices on the Performance of Employees in Research Institutes in Kenya" (2015) by Kepha, A., in Research Institutes in Kenya. The study aimed to know the effects of HRM practices on the employees' performance at Research Institutes in Kenya. The research sample were all the employees in all the governmental research institutes, which totaled (986) employees and the number of distributed questionnaires were (760) questionnaire, while the valid ones were reached to (255) questionnaires. The researcher used regression analysis to determine the relationship between the independent variable and the dependent variable. The "SPSS program" was used to analyze the collected data. The findings indicates that HRM practices in research institutes have a positive effect on employee performance, in addition to the need for approval and implementation for appropriate human resource planning, recruitment, selection, training and development.

Naz, et al., 2016 in his paper entitled, "Impact of Human Resource Management Practices (HRM) on Performance of SMEs in Multan, Pakistan". This reseach aimed to demonstrate the impact of HRM practices with their variables (Recruitment, appointment, training, development and performance evaluation) on the performance and organizational success of small and medium organizations in

Pakistan. The questionnaire used as a tool for the study and (320) questionnaires distributed to a random sample of managers and workers in small and medium organizations in Multan and (255) questionnaires were valid. The "SPSS program" was adopted to analyze the collected data. The results showed that human resource management practices (Recruitment, appointment, training and, development and performance evaluation) are positively linked to the performance of small and medium organizations. The results also concluded that human resources so it will develop these practices and increase organizational performance as well.

Another study entitled "Human Resource Training and Development Congruence with Corporate Strategies: An Analysis of Fijian Organizations" (2011), by Talemaivatuiri in Japan. The study aimed to examine the business strategy training programs in Fiji state and determine the effects of organizations' ownership of the human resources development and training program. The study relied on a questionnaire distributed in (36) organizations to general managers and managers in human resources in Fiji state. The most important finding of this study was that organizations can achieve good performance when there is a connection between HR training and business strategy. The study suggested to organizations working in Fiji state the implementation of strategic training programs that leads to achieving good performance.

Siu Chow and Irene Hau (2008), in their paper entitled "An Empirical Investigation of Coherent Human Resource Practices and High Performance Work Systems. Their study targeted to show the type of relationship between HRM practices and high performance of work systems. The study sample was (248) individuals from different organizations in Hong Kong which have systems for human resource management practices that support performance in it. The study found a significant relationship between HRM practices high performance in the organizations.

Another study entitled, "Impact of human resource management (HRM) practices on employees retention A Case study of education and banking sector in Bahawalpur" by Sheikh, et. Al. (2009), the study focused on human resources management practices related to supporting the administration on preserving workers. This research also used the SPSS program to analyze the data. The

investigation was applied to a several universities in Pakistan, Bahawalpur. (101) was a sample of the study and distributed to administrators in different organizations. The study showed that there is a significant relationship for HRM practices to preserve workers.

Benjamin, O. A. (2015) in his paper entitled, “Impact of organizational culture and leadership style on quality of work-life among employees in Nigeria”. This study seeks to identify the effect of organizational culture and leadership style on the quality of career’s life. The study sample was (284) employees from private and public sector organizations in Akiti, Nigeria. The study used the quantitative approach, the (SPSS) program was used to analyzing the data. The findings of this investigation shows that the Organizational culture and leadership style have a positive and significant influence on the quality of the employee's career.

Another study by Lawler, (2014), entitled “Sustainable Effectiveness and Organization Development: Beyond the Triple Bottom Line”. Lawler aimed to clarify the sustainable effectiveness of organizations and their relationship to organizational development. He states that organizational development leads to an important and fundamental role in the future of organizations and their survival due to the successes achieved historically and the strengths they possess.

In the study that was published as “Does Strategic Planning Enhance or Impede Innovation and Firm Performance?” (2011), Song, et.al. aimed to demonstrate whether strategic planning enhances or restricts the creativity and performance of companies. All companies that continuously develop their products and services for customers in the United States of America (numbering 227) were chosen as a sample of the study. Therefore, the researchers developed a questionnaire and used many statistical programs in data analysis, including the SPSS program. The study concluded that strategic planning limits creativity while working to improve the performance of companies in the long-term.

Other scholars such as Keir & Youssif, (2016) in their study entitled "Staff Perceptions of how Human Resource Management Practices influence Organizational Performance: Mediating roles of Organizational Culture, Employees’ Commitment and Employee Retention in Bahrain Private Universities.". The paper aimed to find the relationship between HRMP and human perceptions of employees

to perform organizational success. The questionnaires were designed and distributed to (300) academic and administrative employees in five universities. (280) questionnaires were retrieved and then analyzed to define the relationship between the variables by using "SPSS program" to analysis the data. The findings showed a strong relationship between HRMP and employee perceptions of organizational performance, as mediated through organizational culture, retention, and employee commitment.

3.3 The Similarities between the Current Study and Previous Studies

The researcher gained from reviewing the references related to the current study's variables i.e. "Human Resource Management Practices and The Organizational Success" from presenting the similarities and differences of this research with the previous researches as follow:

- This research includes theoretical aspects of human resources management practices; including training, planning, employing and Recruitment, as well as organizational success; including strategic planning, organizational performance, and organizational culture. This is what the previous studies dealt with separately.
- The current study relied on the field application of its dimensions, similar to most previous studies.
- The current study used the questionnaire as a main instrument to collect data and to identify the respondents' opinions regarding their variables, and this is method was used by most of the previous studies.
- To analyze the collected data, this study depend on statistical methods including the "Statistical Package of Social Science" (SPSS) program as most of the previous studies relied on.

3.4 The Differences between the Current Study and the Previous Studies

- The current study dealt with "the role of human resources management in achieving organizational success", and this was not proposed by any previous study .
- The current study differs from previous studies in the hypotheses and the goals that it seeks to achieve by relying on the administrative staffs' opinions at Duhok Technical University.
- The place of investigation in the current study is different from the previous studies.
- There is a difference between the current study population and its sample in terms of gender and size from previous studies.

The researcher believes that the previous studies added a lot of information about the current study's variables. It also helped to address these issues in the current study.

3.5 A General Conclusion to the Study

An attempt to pull the strings together, as far as the many factors underlying this study are concerned, draws attention to some main matters identified. In the first place I would like to mention the crucial part of the contextual factors play in an investigation such as the one instantiated by this thesis. The success of Duhok Technical University is by focusing on activating the role of HRM practices at all administration's levels, which helps them achieve their goals. The study shows that the Duhok Technical University is involved with all the study's variables in varying proportions, i.e. the organization's culture and strategic planning in the first place, then the human resources planning, and at last the human resources training was in terms of importance.

Furthermore, Training is one of the main topics at the present time, because of its impact on the human resources' development. The study shows that there is lack of appropriate training programs at Duhok Technical University, which affects

the employees' skills and abilities to perform their duties in the organization. All respondents reported a need to implement strong training programs at Duhok Technical University. According to the survey's results, training should be focused on developing the employees' skills, abilities, and increasing their knowledge through learning new methods and behaviors in developing individual and group performance and achieving organizations' goals. Therefore, there is urgent need for training programs at Duhok technical university. The study also showed that the organizational development is important for Duhok Technical University to adapt to external changes by taking advantage of available opportunities. It also showed that the development of business methods at Duhok Technical University is imposed by the university's need to renew and take advantage of new opportunities for development and growth to strengthen organizational strategies and processes to progress the effectiveness of the university.

Moreover, the study shows that human resources planning is achieving the organization's strategic goals and fit the external environment. Duhok Technical University always seeks to attract competencies from human resources in order to support innovation and continuous creativity among employees. The Justice, honesty and truthfulness in the process of attracting human resources is an important step in building the workforce through clear and specific measures to provide the appropriate number of employees to fill positions in the organization at the lowest possible cost in the organization. The participants indicate that by taking the opinion of all levels with the human resources manager regarding the recruitment process contributes to achieving social, legal and moral responsibility by committing to the right research process to attract employees. The results also shows that choosing and appointing the employees who has experience, qualifications and capabilities guarantees a high effectiveness in the job and saves a lot of efforts and costs on the investigated organization.

A culture of cooperation between employees at Duhok Technical University contributes to building good values and ideas, which leads to business success. This success also comes by appreciating the employees' efforts and their hard work during the working hours at Duhok Technical University as the participants indicated. The findings also show that there is an interest in technical progress in the

field of information at the Duhok Technical University. The University is working to achieve its goals through its endeavor to continue its activities efficiently and effectively in all fields through the exploitation of its human resources in a way that makes it able to achieve the organization's goals. Last but not least, there is cooperation between the employees to achieve the organization's strategic goals by building strategies and setting plans according to their available capabilities. Duhok Technical University focuses on identifying strengths and weaknesses in order to make decisions that take advantage of available opportunities and avoid future risks.

3.6 The Recommendations

As a consequence of this study, the researcher was able to propose a number of recommendations:

1. The study recommends Dohuk Technical University increasing the interest in HRM practices in its four dimensions (HR planning, attracting HR, employing HR and training HR) to achieve the competitive advantage of the organization.
2. There is urgent need for training programs, the researcher recommends Dohuk Technical University increasing the interest in a continuous training for the human resources by setting appropriate training programs to achieve the university's goals.
3. This study recommends the Duhok Technical University to place the human resources function at a higher level in the organizational structure, with the aim of making employees realize the importance of this job.
4. The researcher recommends Duhok Technical University to hold partnerships with local and international universities to exchange experiences and knowledge that would increase its human resources' knowledge and thus achieve the success.
5. This study recommends Duhok Technical University to increase interest in working to attract human resources and high levels of performance through advertising for vacancies in the organization.

6. This study recommends Duhok Technical University increasing interest in new employees by putting a development plan when they start their jobs. Improving their organizational culture by enhancing the culture of cooperation and teamwork among employees.
7. This study recommends Duhok Technical University increasing interest in developing working tools and methods through the use of modern techniques and methods in decision-making process and creating a modern database.
8. This study recommends Duhok Technical University increasing interest in strategic planning, which contributes to achieve future goals.

3.7 Suggestions for Future Researches

Future research might take into account the following lines:

1. Research could be carried out on the effectiveness of training in developing human resources.
2. Similar research studies could be conducted to evaluate the performance of human resources management and its impact on improving the performance of the organization.
3. Further, more in-depth; research into the way the human resources management and its role in improving the performance of workers in educational institutions.
4. Similar studies could be conducted on the Impact of Technological Capabilities on Organization's Success.

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APPENDICES

Van Yüzüncü Yıl University, Faculty of Economic and Administrative Sciences, Business Administration Department

The Questionnaire

Dear colleague,

This questionnaire is going to be used for the purpose of a master's degree in business administration, where the researcher is conducting a study entitled **"The Role of Human Resources Management in Achieving Organizational Success:** A Case Study in a Number of Colleges and Institutes of Duhok Technical University" A study aimed at investigating organizational success at Duhok Technical University. Please note that the information is confidential and your individual opinions will only be used for the purposes of this research.

Thank you for your cooperation and participation

❖ Personal Information

(1) Gender

Male ☐ Female ☐

(2) Age

Less than 30 years ☐ 30-39 years ☐

40-50 years ☐ More than 50years ☐

(3) Educational level

PHD ☐ Master ☐ Higher Diploma ☐

Bachelor ☐ Technical Diploma ☐

(4) Experience

Less than 5 years ☐ 5-9 years ☐ 10-14 years ☐

15-20 years ☐ more than 20 years ☐

(5) Job Position

Dean ☐ Assistant Dean ☐

Head department ☐ Manager ☐

❖ Human Resources Management Practices:

	Statement	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Human resources planning						
1	There is a clear and specific policy for planning and career development.					
2	Human resources plan achieves a balance between the number of employees in different departments					
3	The organization devises human resources to crystallize its vision and strategic objectives.					
4	The success of human resources management depends on administrative leadership.					
Recruitment the Human Resources						
5	The organization seeks to attract human resource competencies that possess the skill, ability and qualification.					
6	Justice, honesty and honesty be explored when the process of Recruitment is done.					
7	The Organization has clear and specific criteria to polarize the human resources.					
8	The opinion of all employees is taken with the director of Human Resources in Recruitment process.					
Selecting and Employing Human Resources						
9	Applicants are selected based on an objectivity required.					
10	The selection process is based on the experience and qualifications required.					
11	Human resources are selected according to the necessary specifications and standards needed					
12	The Organization has clear and specific criteria for employing human resources.					

Training Human Resources						
13	There is continuous training for all staff.					
14	Organizations have an annual human resources training and development plan					
15	Training provides the trainees with the opportunity to obtain new knowledge and skills in his/her field.					
16	Training is routine and does not improve performance.					

❖ Organizational Success :

Organization culture						
	Statement	**Strongly Agree (5)**	**Agree (4)**	**Neutral (3)**	**Disagree (2)**	**Strongly Disagree (1)**
17	The staff of the Organization shall be bound by working and completion schedules at certain time intervals.					
18	Organization provides a culture of cooperation among the staff at various levels.					
19	Organization appreciates staff efforts.					
20	The staff in the organization has a collectivism desire to succeed.					
Development of the Organization						
21	Significant changes have been made in the organizational structure in preparation for the development of the Organization.					
22	There is a continuous search for new ways to develop the organization.					
23	Management selects qualified members in the development process of the organization.					
24	The organization uses modern technological methods in the process of organizational development.					

Organizational Performance						
25	Staff in the Organization has high functional skills.					
26	The management of the organization is planning for continuous improvement in all areas.					
27	Organization management has the capacity to adapt to external variables.					
28	Stick to the rules and guidelines of the Organization.					
Strategic Planning						
29	The Organization responds to shifts and changes in economic and political conditions.					
30	The strategic objectives of the Organization can be achieved according to its possibilities and capabilities.					
31	The organization takes into consideration the aspirations of the employees in setting their strategic objectives.					
32	Identifying weaknesses and strengths is an essential element in the strategic planning process.					

Thank You Very Much!

RESUME (CV)

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Education

Degree	Institution	Graduation Date
Doctorate	No	No
Master's Degree	Yuzuncu Yil University-Van	
Bachelor	Mosul University-Iraq	2005-2006

Work Experience

Year	Location	Task
2011-2018	Duhok	Administrative

Foreign language	Reading and Comprehension	Writing	Speaking
English	Good.	Good.	Good.
Arabic	Excellent.	Excellent.	Excellent.
Kurdish	Excellent.	Excellent.	Excellent.

Publication

No……

Hobbies

Reading and sports

VAN YÜZÜNCÜYIL ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ

LİSANSÜTÜ TEZ ORİJİNALLİK RAPORU

Tez Başlığı / Konu: 16 /03/2020

"THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ACHIEVING ORGANIZATIONAL SUCCESS"

(Duhok Polytechnic University in Northern of Iraq as a Case study)

Yukarıda başlığı/konusu belirlenen tez çalışmamın Kapak sayfası, Giriş, Ana bölümler ve Sonuç bölümlerinden oluşan toplam (109) sayfalık kısmına ilişkin, 16/03/2020 tarihinde şahsım/tez danışmanım tarafından, Türnitin intihal tespit programından aşağıda belirtilen filtreleme uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı %12 (oniki) dır.

Uygulanan Filtreler Aşağıda Verilmiştir:

- Kabul ve onay sayfası hariç,
- Teşekkür hariç,
- içindekiler hariç,
- Simge ve kısaltmalar hariç,
- Gereç ve yöntemler hariç,
- Kaynakça hariç,
- Alıntılar hariç,
- Tezden çıkan yayınlar hariç,
- 7 kelimeden daha az örtüşme içeren metin kısımları hariç (Limit match size to 7 words)

Van Yüzüncü Yıl Üniversitesi Lisansüstü Tez Orijinallik Raporu Alınması ve Kullanılmasına ilişkin Yönergeyi inceledim ve bu yönergede belirtilen azami benzerlik oranlarına göre tez çalışmamın herhangi bir intihal İçemediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Gereğini bilgilerinize arz ederim 16 / 03 /2020

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16/03/ 2020

ENSTİTÜ ONAYI
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...../ ..... /2020
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