ANALYSIS OF THE IMPACT OF HUMAN RESOURCES MANAGEMENT ON THE PERFORMANCE OF ORGANIZATIONS-SAMARRA UNIVERSITY AS A MODEL

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Abstract
This research aimed to analyze the impact of human resource management on the performance of the University of Samarra. Human resource management is one of the crucial aspects in achieving the goals of organizations, achieving excellence and excellence in the higher education environment. This study is based on the University of Samarra as a model for analyzing the relationship between human resource management and the performance of the organization. The study involves the use of multiple data sources, such as employee questionnaires and interviews, to learn about the human resource management practices followed at the university. Data is analyzed using multiple statistical techniques to achieve the main objectives of the research. This research contributes to identifying factors that directly affect the performance of the University of Samarra and understanding how to improve the performance of the organization through the implementation of effective human resource management practices. Some potential issues, such as the quality of recruitment, training, performance appraisal, motivation, and work environment, may be identified as significant influences on university performance. The findings of the study are to provide applicable guidance to improve the performance of the University of Samarra by improving human resource management practices. Improving employee performance and increasing satisfaction can enhance the quality of education and research and raise the university's profile.

This research provides a comprehensive analysis of the impact of human resource management on the performance of the University of Samarra. By understanding this relationship, the researcher has implemented robust strategies to improve the university's performance and successfully achieve its goals in a higher education environment.

Keywords: Human Resources Management, Organization Performance, Samarra University.

Introduction

Human resource management is one of the vital and critical aspects in the success of organizations and the achievement of their goals. When an organization develops and manages its workforce effectively and strategically, it enjoys substantial competitive advantages and delivers outstanding performance. Hence, it is essential to analyze the impact of human resource management on the performance of organizations. Human resource management

impact analysis refers to the study of the relationship between policies and practices related to human resource management and the performance of organizations. Improving recruitment strategies, training, performance appraisal, employee motivation, and providing an encouraging work environment are key factors that can significantly affect the overall performance of the organization. Human resource management impact analysis is based on research and scientific studies that analyze the previous and associated effects between human resource management practices and the performance of organizations through the design of exploratory and experimental studies and reliance on quantitative data. (Ibrahim, 2006, 23) The results of the analysis may show that an organization's success in achieving superior performance is linked to the effective implementation of human resource management strategies. For example, research findings may indicate that effective recruitment strategies contribute to the selection of competent and outstanding employees and that the delivery of training and skills development leads to improved employee capabilities and productivity. An analysis of organizational performance may also reveal that an encouraging and supportive approach by management contributes to enhancing employee satisfaction and motivation, which is reflected in the organization's performance. Human resource management impact analysis highlights the fundamental relationship between human resource management practices and the performance of organizations. It helps to understand how these factors affect building a robust and sophisticated work system that successfully achieves the organization's goals.

I. SEARCH PROBLEM:

Human resource management practices are one of the primary organizational resources that help organizations maintain their effectiveness. Human resource management refers to the concepts, policies, procedures, and practices related to the management of employees in an organization. Therefore, organizations must find modern methods that adapt and adapt to changes in their environment, so applying these practices (such as planning, recruiting, hiring, training, job design and analysis, performance appraisal, motivation, and involving employees in decision-making) will enable them to do so. To achieve this goal. As a case study, We consider the case study of Imam Azzam University in Tikrit. All Iraqi companies and companies need to update their strategic practices related to human resources continuously because they achieve high levels of performance, and this requires the organization to determine the nature of its strategy human resources management practices and how these practices affect their performance compared to competitors of other organizations.

So we can start from the previously mentioned research questions: job description and analysis, planning, recruitment, training, performance appraisal, etc., all have impacts; what is the impact of modern human resource management practices on performance? Does the performance of corporate employees, i.e., motivation and employee engagement, affect the performance of employees in the organization?

II. RESEARCH OBJECTIVES:

The aim of this research is to:

1. Analyze the impact of human resources management on the performance of Samarra University and clarify the relationship between them.

2. Identify the challenges facing the University of Samarra in light of the implementation of human resources management policies.

3. Identify successful policies and practices in human resource management that are applied at the University of Samarra to enhance the performance of the organization.

4. Analyze the direct impact of human resource management practices, such as recruitment, training, and performance appraisal, on employee performance and the achievement of organizational goals.

III. RESEARCH SCHEME

Variables include

Independent variable (influential variable): Human resource management includes its various elements such as the recruitment process, training, and performance evaluation.

Dependent variable (responsive variable): The performance of the University of Samarra. As shown in the following diagram:
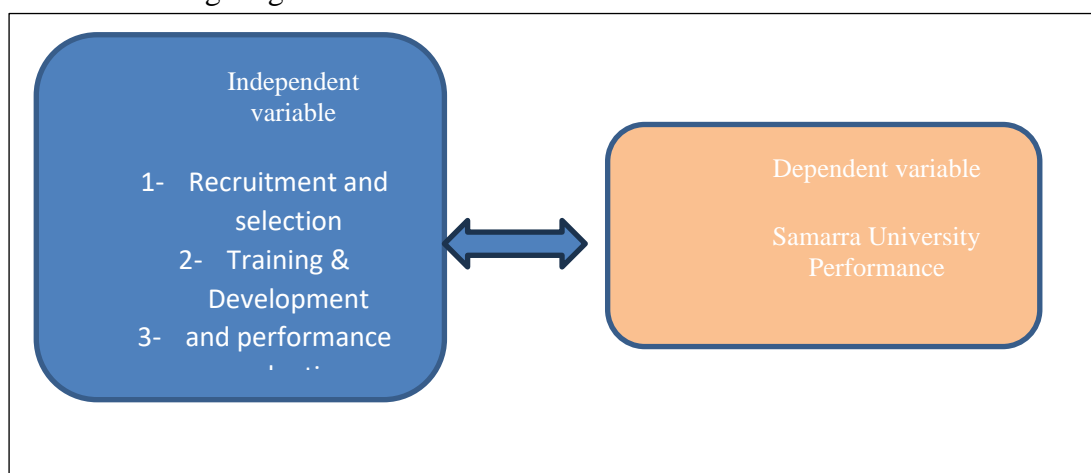
Scheme (1) Research Scheme

IV. STUDY HYPOTHESIS

The following hypotheses can be formulated for the study:

1. The first hypothesis: There is a positive impact of the effective recruitment process and careful selection in human resource management on the performance of Samarra University.

2. Second hypothesis: There is a positive impact of training programs related to the development of employees' skills in human resource management on the performance of Samarra University.

3. Third hypothesis: There is a positive impact of an effective and equitable performance appraisal system in human resources management on the performance of the University of Samarra.

V. THE IMPORTANCE OF RESEARCH

It focuses on evaluating the role of human resources management in achieving outstanding performance at the University of Samarra. This title highlights the critical role played by human resources management in achieving the organization's goals and improving its performance. In this study, the potential impacts of human resource management on the performance of organizations will be analyzed, including, for example,

1. In this study, the researcher examines how recruitment and employee selection policies affect the quality of employment and the extent to which the skills and abilities of employees are compatible with the needs of the organization.

2. In this study, the researcher examines how providing development and training opportunities for employees can enhance their skills and improve their performance in the organization.

3. In this study, the researcher focused on how the performance management system affects improving the performance of employees by setting goals, evaluating performance, providing feedback, rewards, and appropriate punishment.

4. In this study, the researcher explored how providing an appropriate and supportive work environment and paying attention to the professional and personal needs and expectations of employees affects their satisfaction and engagement in the organization.

The first topic: the theoretical side

The concept of human resource management

Human resources management means all procedures and policies related to the selection, appointment, training, and treatment of employees at all levels, working to organize the workforce within the institution, increasing its confidence in the fairness of management, and creating a cooperative spirit among them, to reach the institution to the highest levels of productivity.

Martin defined it as that aspect of management that cares about people as individuals or groups and their relationship within the organization, as well as the ways in which individuals can contribute to the efficiency of the organization (Abu Bakr, 2005: 22), and it includes the following functions: organization analysis, workforce planning, training, administrative development, industrial relations, rewarding and compensating workers, providing social and health services, and finally information and records of workers.

The American University defines it as the acquisition, development, and retention of a competent workforce in order to achieve the goals of the organization with maximum effectiveness in performance (Abu Hatab, 2009: 12). It is defined as the selection and selection of new employees and the development of competencies of those in the organization with the aim of optimizing the use of workforce and obtaining qualitative and quantitative results at the required level.

It is clear from the previous definitions that human resources management is that aspect of management that is concerned with individuals or groups and their relationship within the organization (Abu Amer, 2009: 23) in a way that ensures the optimal use of the workforce within the organization to achieve both its goals and the goals of its employees, which is the art of acquiring the human resource capable of providing the necessary addition, through the

optimal selection of these resources, assigning them to their composition and placing them in the appropriate place where they can innovate.

Dimensions of Human Resources Management
The main dimensions of human resource management are a famous model for understanding human materials and were formed on the basis of five main dimensions, namely:
1.   Recruitment and Selection:
This dimension includes activities to evaluate and select suitable candidates for vacancies in the Organization, including the development of recruitment criteria, the design of means and procedures for evaluating candidates, and making informed recruitment decisions. (Thana, 2017: 43).
2.   Training & Development:
This dimension focuses on equipping employees with the skills and knowledge necessary to perform their work effectively and improve their performance in the organization. This includes identifying training needs, developing and implementing effective training programs, and evaluating training results. (Adel, 2003: 33)
3.   Performance Appraisal :
This dimension is about evaluating the performance of employees and providing the necessary guidance and feedback to improve their performance. This includes setting clear goals, measuring employee performance, providing regular feedback, evaluating performance, and providing opportunities for continuous growth and development. (Abdelbari, 2008, 19)

Second: Performance of Organizations
It is a concept that refers to the ability of an organization to achieve its goals and carry out its mission effectively and efficiently. The performance of an organization is about the organization's ability to achieve the desired results well and meet the expectations of all different stakeholders. (Abu al-Nasr, 2007: 56)

Elements affecting the performance of organizations
Several elements affect the performance of organizations:
1.   Objectives and Strategy:
Achieving strong performance requires clear, specific, and strategically linked goals for organizations. These goals must be measurable and aligned with the vision and mission of the organization.
2.   Planning:
Planning involves identifying the steps and resources needed to achieve the set goals. Assigning responsibilities, coordinating efforts, and prioritizing for excellent performance should be clarified. (Abubakar, 2005: 16)
3.   Organizational Structure:
It refers to the design of the organization, the distribution of power and responsibilities, the identification of means of communication, and decision-making. The organizational structure must be flexible and able to respond to changes in the internal and external environment. (Abu Hatab, 2009: 55)

4.   Human Resources:

The human factor is one of the most critical factors for the success of the organization. Effective human resource management must be in place to ensure the recruitment and development of appropriate employees and provide motivation, training, and opportunities for continuous growth. (Abu Amer, 2009: 24)

5.   Operational performance:

It means achieving the agreed performance of the production of products or the provision of services in an efficient and timely manner. These aspects include the efficiency of processes and the quality of products and services. (Abubakar, 2005: 21)

6.   Group interaction and communication:

The culture of cooperation and effective communication among the members of the organization enhances the performance of the organization. Teamwork should be strengthened, and intense interaction and communication mechanisms within the organization should be provided. (Abu al-Nasr, 2007: 63)

7.   Evaluation and improvement:

The organization should regularly evaluate its performance to identify strengths and weaknesses and identify opportunities for improvement. This requires analysis and the application of continuous improvement measures. (Abu Amer, 2009: 27)

Second Research: Practical Side

Building the study tool

After reviewing the literature of the study, previous studies related to the subject of the study were built (questionnaire), which is represented in personal information, two main axes with a total of (25) items distributed on the axes and dimensions to which they belong as in Table (1).

Table (1) Questionnaire axes and phrases

Axis	Dimension	Number of ferries
Human Resource Management	Recruitment & Testing	5
	Training & Development	5
	Performance Management	5
Performance of organizations	Samarra University Performance	10
Total paragraphs of the questionnaire		25 paragraphs

Population and sample of the study

1.   Study population

The study population is represented in the number of employees in the Human Resources Department at the University of Samarra, where the size of the random sample reached 300.

After retrieving the distributed questionnaires, the number of questionnaires received and valid for analysis reached (225) questionnaires.

## 2.	Study Sample

The study sample is represented in the employees of the Human Resources Department as managers, heads of departments, and employees, and Table (2) shows the characteristics of the study sample:

Table (2) Demographic Characteristics of the Study Sample

No.	Variable	Category	Number of sample members	Percentage %
2	Sex	male	120	53%
		Female	105	47%
Total			225	100
3	Age Group	Less than 30 years	64	28%
		31 - 40 Years	72	32%
		41 -50 years	49	22%
		Over 50 years old	40	18%
Total			225	100
4	Qualification	Bachelor	46	20%
		Higher Diploma	54	24%
		Master	47	21%
		Doctor	78	35%
Total			225	100

The topic aims to review the results of statistical analysis reached through the use of a statistical analysis program .(SPSS,V27)

The point of cutting or an approved test divided into three levels was determined in the study through three levels: the value of the difference between the highest value on the scale (5) and the lowest value on the scale (1) divided by three levels (1-5) / 3 = 1.33 and then this value is added to the lowest value in the scaled gradient, which is (1) in order to determine the upper limit of the category and determine the importance of the category, and table (3) illustrates this.

Table (3) The criterion for judging the arithmetic averages of the Likert scale in the axes, their distances, and paragraphs

Arithmetic averages category	Degree of response
2.33-1	Weakly
3.67-2.34	Medium degree
5-3.68	Significantly

- Believe the study tool

The truthfulness of the study tool is to ensure that it measures what it was prepared to measure, and it also measures the quality and reliability of the study, as the truthfulness was confirmed through the following:

First: Apparent Honesty:

In order to verify the truthfulness of the content of the questionnaire, it was presented in its initial form to a committee of arbitrators consisting of (3) arbitrators with experience and competence, where they were asked to express their opinion on the paragraphs of the study tool in terms of the soundness of the linguistic formulation of the paragraphs, their clarity and suitability to achieve the objectives of the study, and any observations or amendments they deem appropriate. In light of the amendments and observations made by the arbitrators, the amendments recommended by the arbitrators were made.

Second: Sincerity of internal consistency

The stability coefficient is one of the most essential methods used to measure the validity of the construction of the scales, as it expresses the extent of consistency in the degrees achieved on the scale. The correlation coefficient is used to express the degree of stability and to verify the sincerity of the internal consistency of the resolution; the Pearson correlation coefficient was calculated to know the degree of correlation between the paragraphs of the resolution with the total degree of the axis or dimension to which it belongs, and the following tables show the correlation coefficients for each axis or dimension, including paragraphs.

Table (4) Pearson's correlation coefficients for the paragraphs of the first axis with its paragraphs

The first axis (human resources management)				
Dimension	**Paragraph number**	**Correlation coefficient**	**Paragraph number**	**Correlation coefficient**
Recruitment & Testing	1	0.738**	4	0.656**
	2	0.756**	5	0.746**
	3	0.778**	-	-
Training & Development	6	0.729**	9	0.625**
	7	0.821**	10	0.833**
	8	0.828**	-	-
Tool Management	11	0.750**	14	0.661**
	12	0.741**	15	0.754**
	13	0.768**	-	-

** D at significance level 0.01

Table (5) Pearson's correlation coefficients for the paragraphs of the second axis with its paragraphs

The second axis is the performance of Samarra University.			
Paragraph number	**Correlation coefficient**	**Paragraph number**	**Correlation coefficient**
16	0.744**	21	0.862**
17	0.814**	22	0.698**
18	0. 654**	23	0. 685**
19	0. 867**	24	0. 746**
20	0. 621**	25	0. 823**

** D at significance level 0.01

The results of Tables (5,4) show that there is a significant correlation between the paragraphs in the questionnaire and the axes and dimensions to which they belong, thus achieving the sincerity of the internal consistency of the questionnaire**.**

- **Stability of the study instrument**

Table (6) shows the values of the stability coefficients for each axis and the number of paragraphs belonging to each axis. Looking at the values of Cronbach alpha coefficients, it is noted that all values are more significant than (0.7), and this indicates that the study tool is characterized by stability and that the study tool has been built, prepared, and arbitrated acceptably and achieves the objectives of the study.

Table (6) Cronbach alpha coefficient for measuring the threshing tool

Axis	Dimension	Number of ferries	Axis stability
Human Resource Management	Recruitment & Testing	5	0.785
	Training & Development	5	0.857
	Tool Management	5	0.766
Samarra University Performance		10	0.817
Total stability		25	0.841

- **Study Results and discussion**

The first question: What is the reality of using artificial intelligence applications in human resources management at the University of Tikrit?

Table (8) Arithmetic Averages, Standard Deviation, and Relative Weight of Human Resources Management

M	Dimension	Arithmetic mean	Standard deviation	Relative weight	Rank
1	**Recruitment & Testing**	3.857	0.45	77%	1
2	**Training & Development**	3.842	0.778	77%	2
3	**Tool Management**	3.843	0.375	76%	3
	Human Resource Management	3.847	0.534	77%	

It is clear from the results in Table (8) that the study sample largely agrees with human resources management with an arithmetic mean of (3.847) and a standard deviation (0.534). It was also found that all dimensions came with a high degree as follows after the recruitment and testing service was the most prominent with an arithmetic average of (3.857) and standard deviation (0.450), followed by instrument management with an arithmetic mean (3.843) and standard deviation (0.375), and finally training and development with an arithmetic average of (3.842) and standard deviation (0.778).

First Dimension: Recruitment and Testing

Table (9) Arithmetic Averages, Standard Deviations, and Relative Weight of Human Resources Management Pillar Paragraphs

It is clear from the above table that the study sample agrees to a large degree in human

No.	Paragraphs	Average Arithmetic	Deviation Normative	Relative weight	Rank
3	The employment policies in the institutions are in line with their needs and objectives.	4.415	0.99	88%	1
5	The candidate selection process is fair and transparent	3.85	0.621	77%	2
1	Receive adequate guidance and support to conduct the tests and assessments required for my employment	3.83	0.569	76%	3
4	The tests she took as part of the recruitment process accurately measured her skills and my suitability for the position.	3.765	0.8	75%	4
2	Ethical and professional procedures are followed when evaluating tests and using the results in the recruitment decision-making process.	3.67	0.628	73%	5
General rate		3.906	0.722	78%	

resources management with regard to recruitment and testing with an arithmetic mean of (3.906) and a standard deviation (0.722), where all paragraphs came to a large degree, and paragraph (3), which states that "employment policies in institutions are in line with their needs and objectives" ranked first with an arithmetic mean of (4.415) and a standard deviation (0.99) While paragraph (2) came in last place, which states that "ethical and professional procedures are followed when evaluating tests and using the results in the decision-making process for employment."

Second Dimension: Training and Development:

Table (10) Arithmetic Averages, Standard Deviations, and Relative Weight of Human Resources Management Pillar Paragraphs

The results in Table (10) show that the study sample agrees to a large degree in human

No.	Paragraphs	Average Arithmetic	Deviation Normative	Relative weight	Rank
4	Provide appropriate training opportunities to develop skills and knowledge in the practical field	3.815	0.642	76%	1
1	Training helps in enhancing performance and harnessing the potential	3.715	0.6771	74%	2
2	The training programs followed by the institution suit the desired personal needs and skills	3.645	0.774	73%	3
3	Continuous training enhances the promotion and professional development opportunities for employees in the organization	3.655	0.846	74%	4
5	Provide the necessary support and resources for the success and benefit of employees from the training programs provided	3.49	0.746	70%	5
Overall average		3.662	0.737	73%	-

resources management with regard to training and development with an arithmetic mean of

(3.662) and a standard deviation of (0.737), where all paragraphs came to a large degree except paragraph (5) was average, and paragraph (4), which states "providing appropriate training opportunities to develop skills and knowledge in the practical field" ranked first with an arithmetic average of (3. 815) and a standard deviation (0.642). In contrast, paragraph (5) came in last place, which states, "providing the necessary support and resources for the success and benefit of employees from the training programs provided."

The third dimension of tool management:

Table (11) Arithmetic Averages, Standard Deviations, and Relative Weight of Human Resources Management Pillar Paragraphs Regarding Employee Service Dimension

The results in Table (11) show that the study sample agrees to a large degree in human

No.	Paragraphs	Average Arithmetic	Deviation Normative	Relative weight	Rank
3	Provide practical guidance and guidance to employees regarding their personal goals and priorities	4.305	0.804	86%	1
1	Give employees reasonable opportunities to develop their personal and professional capabilities through training and development	3.895	0.472	78%	2
5	Evaluate employee performance fairly and transparently while providing constructive and exceptional feedback	3.845	0.658	77%	3
4	Setting clear and measurable goals for employees, which contributes to improving the overall performance of the institution	3.78	0.794	76%	4
2	Provide regular opportunities to discuss performance and development needs with employees in a critical and motivating framework	3.665	0.657	73%	5
Overall average		3.898	0.677	78%	-

resources management with regard to employee service with an arithmetic mean of (3.898) and a standard deviation of (0.677), where the results show that all paragraphs came to a large degree, and paragraph (3), which states "providing effective guidance and guidance to employees with regard to their personal goals and priorities" ranked first with an arithmetic mean of (4.305) and a standard deviation of (0.804). Paragraph (2) came in last place, which states, "Provide regular opportunities to discuss performance and development needs with employees in a critical and motivating framework."

Second Theme: Management Performance

Table (12) **Arithmetic Averages, Standard Deviation, and Relative Weight of the Requirements for the Performance of**

The results in Table (13) show that there is a large degree of agreement from the members of

No.	Paragraphs	Average Arithmetic	Deviation Normative	Relative weight	Rank
5	Samarra University provides effective and transparent recruitment programs to ensure the attraction of qualified and outstanding candidates	4.17	0.76	83%	1
1	Samarra University offers continuous training and development opportunities for its employees with the aim of enhancing their skills and developing their capabilities	3.875	0.717	78%	2
4	The University of Samarra sets clear goals for employees and applies a regular performance appraisal system to measure the achievement of those goals.	3.8	0.808	76%	3
3	Samarra University provides a work environment that encourages collaboration and innovation and achieves employee satisfaction and overall well-being	3.75	0.761	75%	4
2	The University of Samarra takes appropriate action to address complaints and problems related to human resource management effectively and equitably.	3.155	1.239	63%	5
10	The University of Samarra follows fair and transparent policies and procedures regarding the appointment, promotion, and termination of staff	3.135	0.853	63%	6
8	Samarra University offers incentives and rewards that enhance outstanding performance and reflect the value and appreciation of outstanding employees	3.127	0.877	63%	7
7	Samarra University has dedicated and specialized management teams in human resources management capable of meeting the needs of employees and solving related problems	3.115	0.671	62%	8
9	Samarra University contributes to enhancing the work-life balance of employees through flexible policies on working hours and work vacations	3.109	0.746	62%	9
6	Samarra University is encouraged to promote a culture of diversity and respect in the workplace in order to promote collaboration and inclusion among employees	3.103	0.625	62%	10
	Overall average	3.434	0.806	69%	-

the study sample on the axis of the performance of the University of Samarra with an arithmetic mean of (3.434) and a standard deviation of (0.806). All paragraphs came to a large degree; paragraph (5) states that the University of Samarra provides effective and transparent employment programs to ensure the attraction of qualified and distinguished candidates.

Ranked first with an arithmetic mean of (4.17) and a standard deviation of (0. 76), while paragraph (6) came in last place, which states that "the University of Samarra is encouraged to promote a culture of diversity and respect in the workplace in order to promote cooperation and inclusion among employees" with an arithmetic mean (3.103) and a standard deviation (0.625).

Hypothesis testing:

1-   The recruitment and selection process in human resources management has a positive impact on the performance of Samarra University.

Table 10 shows the correlation matrix.

Correlations			
Samarra University Performance	Recruitment and selection		
0.588**	1	Pearson Correlation	Recruitment and selection
0.000		Sig	
225	225	N	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Statistical Program Outputs

Table (10) shows the correlation matrix between the variables of the regression model, where the correlation coefficient between recruitment, selection, and the performance of Samarra University is (0.588**). With a significant level of less than 5%, the researcher concluded (the existence of an average positive relationship between employment, selection, and the performance of Samarra University).

Table (11) shows the summary of the employment and selection impact model with the performance of the University of Samarra.

Independent variable	Samarra University Performance						
	α	β	R²	A R²	T	P	F
Recruitment and selection	2.064	0.588	0.534	0.529	9.722	0.000	84.215

Through the results of Table (11), it became clear to the researcher that the value of the (F) test calculated for the model (84.215) at the level of significance (0.000) to indicate the significance of the model and its acceptance statistically and acceptance of the hypothesis in general.

The researcher noted the value of the interpretation coefficient (0.529) and with a corrected interpretation factor (0.529), as it was able to recruit and choose from the interpretation of its ratio (52.9%) of the changes that occurred in the performance of the University of Samarra. At the same time, the remaining percentage is attributed to other variables that were not included in the laboratory model, and from the point of view of the researcher, the model is robust and reliable in interpreting the performance of the University of Samarra.

It was found that the university resorted to employing the model in a positive way that contributes to improving the level of performance of the University of Samarra, and the researcher found that the value of the constant (2.064), which indicates the existence of the university's performance effectively and that the university improves through the activation of (recruitment and selection), and from all the results presented, accept the hypothesis (employment and selection affect the performance of Samarra University morally).

2- Second hypothesis: There is a positive impact of training programs related to the development of employees' skills in human resource management on the performance of Samarra University.

Table 10 shows the correlation matrix.

Samarra University Performance	Training & Development		Correlations
0.618**	1	Pearson Correlation	Training & Development
0.000		Sig	
225	225	N	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Statistical Program Outputs

Table (10) shows the correlation matrix between the variables of the regression model, that the correlation coefficient between training and development and the performance of the University of Samarra is (0.618 **) and with a significant level of less than 5%, the researcher concluded (the existence of an average positive relationship between training and development and the performance of Samarra University).

Table (11) shows the summary of the training and development impact model with the performance of the University of Samarra.

Independent variable	Samarra University Performance						
	α	β	R²	A R²	T	P	F
Training & Development	2.146	0.618	0.634	0.619	8.621	0.000	95.925

Through the results of Table (11), it became clear to the researcher that the value of the (F) test calculated for the model (95.925) at the level of significance (0.000) to indicate the significance of the model and its acceptance statistically and the acceptance of the hypothesis in general.

The researcher noted the value of the interpretation coefficient (0.634). The corrected interpretation coefficient (0.634), as the training and employment were able to explain (63%) of the changes that occurred in the performance of the University of Samarra. At the same time, the remaining percentage is attributed to other variables that did not fall within the laboratory model, and from the researcher's point of view, the model is robust and reliable in interpreting the performance of the University of Samarra.

It was found that the university resorted to employing the model in a positive way that contributes to improving the level of performance of the University of Samarra, and the researcher found that the value of the constant (2.146), which indicates the existence of the university's performance in an actual way and that the university improves through the activation of (training and development), and from all the results presented, accept the hypothesis (training and development affects the performance of the University of Samarra significantly).

3.   Third hypothesis: There is a positive impact of an effective and equitable performance appraisal system in human resources management on the performance of the University of Samarra.

Table 10 shows the correlation matrix.

Correlations			
Samarra University Performance	Performance Appraisal		
0.522**	1	Pearson Correlation	Performance Appraisal
0.000		Sig	
225	225	N	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Statistical Program Outputs

Table (10) shows the correlation matrix between the variables of the regression model, that the correlation coefficient between performance evaluation and the performance of the University of Samarra is (0.522**) and with a significant level of less than 5%, the researcher concluded (the existence of an average positive relationship between performance evaluation and the performance of Samarra University).

Table (11) shows the summary of the training and development impact model with the performance of the University of Samarra.

Independent variable	Samarra University Performance						
	α	β	R²	A R²	T	P	F
Performance Appraisal	2.253	0.522	0.523	0.524	8.534	0.000	105.425

Through the results of Table (11), it became clear to the researcher that the value of the (F) test calculated for the model (105.425) at the level of significance (0.000) to indicate the significance of the model and its acceptance statistically and the acceptance of the hypothesis in general.

The researcher noted the value of the interpretation coefficient (0.523) and the corrected interpretation factor (0.523), as it was able to evaluate the performance of the interpretation of (52%) of the changes that occur in the performance of the University of Samarra. At the same time, the remaining percentage is attributed to other variables that did not fall within the

laboratory model, and from the researcher's point of view, the model is robust and reliable in interpreting the performance of Samarra University.

It was found that the university resorted to employing the model in a positive way that contributed to improving the level of performance of the University of Samarra. The researcher found that the value of the constant (2.253), which indicates the existence of the university's performance in an actual way and that the university improves through the activation of (performance evaluation), and from all the results presented, accept the hypothesis (performance evaluation affects the performance of the University of Samarra significantly).

Conclusions:

Based on current research and theories, the researcher inferred the most critical conclusions.

1- There is a positive relationship between effective human resource management and the performance of organizations.

2- Recruitment and the correct selection of employees affects the improvement of the performance of the university, as the appropriate and proper selection of employees represents a strategic resource that can enhance efficiency and productivity and enhance the quality of services provided.

3- Training and development of employees is an essential part of effective human resources management as it contributes to enhancing the skills, knowledge, and technical and soft capabilities of employees, which enables them to adapt to the difficulties of the organization and achieve continuous development.

4- Improves the adoption of policies and procedures that regulate the work on the performance of employees and the organization, as it provides the principles of organizing the correct work in a sustainable and flexible work environment and encourages professional development and the achievement of scientific life

Recommendations:

1- Improve the recruitment and selection process by selecting human resources to ensure the selection of suitable and qualified candidates for various positions at the university by establishing strict and transparent selection procedures and using practical evaluation tools.

2- More resources should be allocated to developing existing employees and improving their abilities and skills through sustainable training programs and effective educational strategies. Customized workshops and training programs may be considered based on the needs of the staff and the university.

3- A culture of cooperation and effective communication within the university should be fostered.

4- Achieve a balance between scientific and personal life, such as providing flexible working hours and the possibility of remote work in specific situations.

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تحليل أثر إدارة الموارد البشرية على أداء المنظمات" جامعة سامراء نموذجاً"

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المستخلص:

هدف هذا البحث إلى تحليل أثر إدارة الموارد البشرية على أداء جامعة سامراء. تعد إدارة الموارد البشرية أحد الجوانب الحاسمة في تحقيق أهداف المنظمات، وتحقيق التميز والتفوق في بيئة التعليم العالي. تستند هذه الدراسة إلى جامعة سامراء كنموذج لتحليل العلاقة بين إدارة الموارد البشرية وأداء المنظمة. تشمل الدراسة استخدام مصادر البيانات المتعددة، مثل استبيانات الموظفين والمقابلات الشخصية، للتعرف على ممارسات إدارة الموارد البشرية المتبعة في الجامعة. يتم تحليل البيانات باستخدام تقنيات الإحصاء المتعددة لتحقيق الأهداف الرئيسية للبحث. ويساهم هذا البحث في تحديد العوامل المؤثرة بشكل مباشر على أداء جامعة سامراء، وفهم كيفية تحسين أداء المنظمة من خلال تنفيذ ممارسات إدارة الموارد البشرية الفعالة. قد يتم تحديد بعض القضايا المحتملة، مثل جودة التوظيف والتدريب وتقييم الأداء والتحفيز وبيئة العمل، كمؤثرات رئيسية على أداء الجامعة. وما توصل اليه الدراسة أن توفر توجيهات قابلة للتطبيق لتحسين أداء جامعة سامراء من خلال تحسين ممارسات إدارة الموارد البشرية. يمكن أن يؤدي تحسين أداء الموظفين وزيادة مستوى الرضا إلى تعزيز جودة التعليم والبحث ورفع مكانة الجامعة.

يقدم هذا البحث تحليلًا شاملًا لأثر إدارة الموارد البشرية على أداء جامعة سامراء. من خلال فهم هذا العلاقة، قام الباحث بتنفيذ استراتيجيات قوية لتحسين أداء الجامعة وتحقيق أهدافها بنجاح في بيئة التعليم العالي.

الكلمات المفتاحية: ادارة الموارد البشرية، اداء المنظمات، جامعة سامراء.