

THE ROLE OF ORGANIZATIONAL STRUCTURE IN IMPROVING HUMAN RESOURCES

(Salah al-Din Governorate Office as an example)

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Abstract

This study aims to determine the role of organizational structure in improving human resource management in Salah al-Din Governorate. To achieve the objectives of the study, a questionnaire was developed and distributed to a random sample of employees in the Salah al-Din Provincial Office (80). A number of results were obtained, the most important of which are. There is a positive relationship between strategic direction and human resource management, and there is a positive relationship between flexibility and human resource management at the 0.05 significance level. Based on these findings, a number of recommendations are made, the most important of which are as follows: It may be necessary to reorganize the organization to improve the consistency and coordination of activities and tasks. This may include structural reorganization and effective distribution of tasks and responsibilities.

Keywords: organizational structure, human resources management, Salah al-Din Governorate Office.

Introduction

Government agencies are living examples of organizational structure as organizational structure plays a vital role in improving the efficiency of these agencies and their ability to achieve their goals. In this study, we focus on the role of organizational structure in improving efficiency, using the province of Salah al-Din as an example.

The Salah al-Din Provincial Office is considered one of the most critical government agencies in Iraq, as it is responsible for organizing and managing the affairs of the province and providing government services to citizens. It can be said that the organizational structure of

the Presidium represents the framework that determines the working methods and instructions of employees and regulates the coordination between various departments and departments. The practical organizational structure of the Salah al-Din Provincial Office has many advantages and helps to enhance the overall human resource management. (Hassan, 2012) These benefits include improved communication and coordination of work within the organization, clear assignment of responsibilities and competencies, and reduction of overlap and interference in work. By analyzing the organizational structure of Salah al-Din Province, we can understand how powers and responsibilities are distributed and organized within the institution and how different departments coordinate and cooperate. Additionally, the current organizational structure of the office can be analyzed to identify strengths and weaknesses and suggest possible improvements that can be implemented.

I grew up all over the world and started looking for new websites. You have the opportunity to achieve the best results in the entire internet world and software development You have the opportunity to search for information. You have the opportunity to explore a whole world of children. In the first year of my life, I traveled all over the world. No solution is available.

Research Problem:

The Salah al-Din Provincial Office faces challenges and issues that impact its efficiency and ability to achieve its goals. Among these potential issues, the following can be identified as fundamental issues for research:

"Analyze the current organizational structure and identify possible improvements to increase the efficiency of Salah al-Din Province".

This research question was identified by analyzing the current organizational structure of Salah al-Din Province, including the distribution of authority, responsibilities, competencies, communication and coordination processes between departments (Hussein, 2012). The purpose of the study is to identify the factors that hinder organizational efficiency and provide suggestions for improvements to increase efficiency. Utilizing an analytical research approach, the existing organizational structure of the Salah al-Din Provincial Office, including the comprehensive organizational structure, work plan, and organizational chart, can be reviewed and evaluated for its effectiveness and suitability for organizational goals. Possible improvements in communication and coordination within the organization can also be analyzed to increase efficiency. Through the analysis of this research problem, the role of organizational structure in improving the efficiency of Salah al-Din Province was clarified, and corresponding recommendations were made to improve the organizational structure of the agency and increase efficiency. This study will provide valuable results and practical guidance for improving the organization and establishing alternative structures to support the Salah al-Din Provincial Office in effectively achieving institutional goals.

Research Objectives

Achieving these goals will help increase institutional efficiency, improve processes for achieving national goals, and optimally deliver public services to citizens.

1. Analyze the current organizational structure of Salah al-Din Province and understand the distribution of power, responsibility and authority within the institution. This includes understanding the hierarchy and interactions between different departments and departments.
2. Identify weaknesses and issues in the current organizational structure and analyze their impact on the organization's effectiveness and its ability to achieve its goals.
3. Identify possible improvements and recommendations to increase the effectiveness of the organizational structure. This includes improving communication and coordination between departments, clarifying authorities and responsibilities, and improving operations and decision-making processes.
4. Provide a proposed framework for implementing recommendations and improving the organizational structure. This includes proposing actionable action plans to achieve changes in the organizational structure and guide the organization towards greater efficiency and continuous improvement.
5. Provide valuable scientific and practical contributions in the field of national agency management and improve the efficiency of implementation of national goals.
6. Gain a deeper understanding of how organizational structure affects efficiency gains in the Salah al-Din Provincial Office and other government agencies.

Significance

The study of the organizational structure of the Salah al-Din Provincial Office is of great significance and necessity to improve the efficiency of the institution, achieve sustainable growth and development in serving the local community, and achieve its desired goals.

1. The study contributes to understanding the factors affecting the efficiency of the organizational structure in Salah al-Din Governorate and identifying possible improvements. By implementing recommendations and improving the organizational structure, the organization's work can be improved, and its efficiency in achieving set goals increased
2. Research can improve communication and coordination systems among departments and departments within an organization, thereby improving the implementation of processes, team communication, and coordination of joint efforts.
3. By analyzing organizational structure, overlaps and changes in work can be identified, and decision-making processes can be improved. The proposed recommendations will provide a better framework for decision-making and improve resource allocation and implementation of activities.
4. Research can clarify task assignments and responsibilities, which is essential for improving employee orientation and skill development. This helps increase engagement and motivates teams to work more effectively.
5. By improving the organizational structure, the organization can achieve excellent institutional performance and achieve expected goals more efficiently.
6. Research provides a deeper understanding of the role of organizational structure in improving organizational efficiency. It contributes to the acquisition of scientific knowledge and a deep understanding of the organization and management of government agencies.

Research hypothesis:

The research hypothesis can be stated as follows:

Primary hypothesis: There is a positive correlation at a significant level (0.05) between the organizational structure of the Salah al-Din Provincial Office and human resource management, and it is statistically significant. This hypothesis breaks into two branches:

1. First sub-hypothesis: There is a statistically significant correlation between strategic direction and human resource management at the significance level (0.05).
2. Second sub-hypothesis: There is a statistically significant correlation between flexibility and human resource management at the significance level (0.05).

Search restrictions

Spatial Boundaries: This study was conducted at the Salah al-Din Governorate Office in Iraq.

Manpower Limitation: Representatives from directors, department heads and employees of Salah al-Din Provincial Office.

Deadline: 2023-2024.

Study population and sample

Salah al-Din Provincial Office was selected as the research group, and the research sample consisted of its employees, a total of 80 people, including directors, department heads, and employees with professional knowledge.

Characteristics of study sample members

Table (1) shows the characteristics of the individuals in the study sample based on the data contained in the information section of the questionnaire. Its characteristics are as follows:

Table (1) Characteristics of sample members

Demographic characteristic	Category	repetition and proportion	
Gender	Male	65	%81
	Females	15	%19
academic performance	Bachelor's	56	70%
	Master's	20	25%
	Ph.D	4	5%
Length of service	Less 5	4	5%
	10<-5	17	21%
	15<-10	21	26%
	20<-15	18	23%
	More than 20	20	25%
the age	Less than 30	5	6%
	40<-30	22	28%
	50<-40	25	31%
	More than 50	28	35%

The researcher creates sources based on the general information provided in the study questionnaire.

1. Gender: The proportion of men is about (81%) and the proportion of women is about (19%). Therefore, the difference between the two percentages is significant and suggests that the organization needs to make more efforts to attract a more significant proportion of qualified, employable women.
2. Academic achievement: As can be seen from Table (1), most of the sample members have a bachelor's degree, namely: H. (70%), followed by (Master's) at (25%), then (Ph.D.). Ranked last, the proportion is (5%). This means that a large proportion of the sample has a college education. However, this requires that the department under study should focus on attracting highly educated personnel on the one hand and encourage employees to complete higher education on the other, which is important for improving departmental efficiency.
3. Length of service: Most of the sample members shown in Table (1) have seniority (15-10), with a proportion of (26%), followed by (20 and above), with a proportion of (25%), and then (15-20). His percentages went up to about (23%), when his percentages went up to (21%), he came out (5-10), and when his percentages went up to (5%), he came out (less than 5). This means that a large proportion of the sample members have a good service record in the Salah al-Din Provincial Office.
4. Age: Table (1) shows that (over 50 years old) accounts for the most significant proportion, reaching (35%) of the sample members, followed by (40-50 years old), accounting for about (31%), and (30 -40) is coming. His percentage is about (28%), while the last-place finisher (less than 30) has a percentage of about(5%) .

Previous studies

1- Previous studies related to organizational structure

- **study by (Yassif Hasiba, 2019) entitled: The Impact of the Organizational Structure Type on the Effectiveness of the Institution.**

This study deals with the topic of organizational structure because it is one of the essential topics in the theoretical study of administrative organizations, its impact on the way in which institutions achieve their goals and plans with significant effectiveness and realism, and its impact on the effectiveness of administrative organizations of great significance. The quality of a system directly depends on the prevailing pattern that embodies its existing organizational structure, expressed as the institution's ability to complete its tasks at the level of the internal environment or the external social environment. The study concludes that representing bureaucracy, despite the violent voices that oppose it, is a common type of organizational structure that remains a ubiquitous reality in today's modern organizations, especially in government organizations. and public sector authorities. Modern styles, despite their departure from traditional bureaucratic environments, have had many successes in their ability to adapt to the needs of change and organizational development.

The degree of effectiveness of an institution depends to some extent on one of its most essential aspects, namely, its organizational structure. The better this structure meets the needs of the institution and allows it sufficient flexibility and liquidity, the more significant its contribution to the performance of the institution.

2- Previous studies related to human resources management

- **study by (Ahmed Al-Yousifi, Ramez Ali Darwish) in the year (2014): “The impact of resistance to change on the efficiency of the organization’s performance, a field study on workers in the Latakia City Council.”**

The study aims to examine the impact of workers' resistance to change on the high performance of an organization represented by the Latakia City Council and its affiliated boards, as well as the differences in resistance to change among workers, using variables such as gender, age, experience and education. Qualifications. The researcher used a descriptive analysis method. The research group included all staff of the Latakia Parliamentary Council (3160 people), and the staff sample size was (343) staff members who issued the questionnaire. Key findings from the study include: Latakia City Council board staff resisted change by resisting new laws that would not sever their ties and by pursuing personal interests. No matter what the result is.

The first section: The theoretical framework

First: a concept of organizational structure

Researchers explain that organizational structure is the foundation on which a company depends. It is a hierarchical structure designed to make the workflow between different departments smooth and easy. The first step is to identify the company's CEO and lower-level managers. (Khairy, 2008) Under his leadership, tasks and responsibilities are assigned to various departments through management to determine the work schedule of each employee.

Organizational structure refers to the structure designed by the organization's top managers to divide and distribute tasks and responsibilities among departments, from the highest position in the organization to the lowest career level, where each department has the number of employees in the department and the number of employees is determined based on communication with other departments and the hierarchy of employees. (Rahahila, 2017).

The human resources department is responsible for designing the organizational structure of the organization. This includes defining departments, functions, and organizational relationships and aligning them with the organization's business needs and goals. The HR team must work with senior management and other managers to ensure that the organizational structure effectively meets HR needs. The Human Resources Department is committed to providing training and development programs to employees to develop their skills and enhance their capabilities. The responsibilities of the HR department include regularly evaluating employee performance and providing constructive feedback to improve their performance. (Hassan, 2012) Therefore, the balance and coordination of various elements in the human resource function with the organizational structure help achieve the goals of the organization and improve the performance and well-being of employees.

Organization structure types

Its types vary according to the type and nature of the institution and the type of work suitable for it. What we ended up reviewing was: (Hussain, 2012)

1. Functional organizational structure

This type is most common in large organizations and companies where individuals are organized according to primary functions such as production, marketing, human resources, finance, etc., and where authority and responsibility are distributed among various departments. (Al-Rasan, 2001).

2. Geographic organizational structure

According to the geographical division of an institution or organization, individuals are organized according to the geographical areas in which they are located, and authority and responsibility are assigned to different departments in each area. (Munif, 1983)

3. Decentralized organizational structure

It is based on the absence of central leadership but rather on clarifying goals and tasks and sharing authority among all members of the institution or organization. (Carey, 2008)

4. Matrix organizational structure

It is a classification based on the basic activities of an individual and the products or services provided by an institution or organization. (Rahara, 2017).

In addition to these types, organizational structures can also be described as flexible or rigid because an institution or organization can adjust its organizational structure according to changes in internal and external conditions.

Organizational structure functions

The functions of organizational structure include many basic things that are expected to achieve the desired goals, and these functions include: (Hassan, 2012)

1. Determine the authority, authority and responsibilities between departments and employees.
2. Clarify the functional relationship between departments and employees to ensure smooth workflow.
3. Facilitate coordination and cooperation processes between different departments to ensure effective communication.
4. Determine the organizational structure of the institution or organization so that it reflects the business strategy and its future goals.
5. Define the administrative organizational functions of the agency or organization, including general management, planning, implementation, monitoring, and evaluation.
6. Determine the organizational structure of the institution or organization in a way that reflects the definition of practical goals and strategies to meet the needs of customers, investors, and employees.

Second: Human resources management concept

Human resources, represented by individuals and work groups, are the most critical force and have the most significant influence on the movements that shape the organization. They make decisions that give the organization a chance of success or create problems that lead to losses

and the possibility of failure and collapse. (Al-Jabali, 2009) Therefore, investing, controlling, and managing human resources are critical elements for the progress of human and economic development because human resource management is one of the processes that deal with the relationship between human resources and other departments in an organization. Other processes.

The importance of human resource management

The priority of human resources in the economy will lead to intense conflict and competition among organizations for excellence. Therefore, organizations and governments have begun to pay attention to the issue of knowledge base building, focusing on courses that encourage creativity, as well as training and development to ensure that creativity is maintained. Energy and keeping up (Hassan, 2012). Providing human resources with high intellectual abilities through training and popularization can stimulate production and achieve growth by raising the level of knowledge.

Personnel goals:

The goals of human resource investment are as follows: (Munif, 1983)

❖**Acquisition of Skills:** This is done through transparent and efficient selection of the most qualified and capable candidates, especially at the recruitment stage.

❖**Capability Maintenance:** This is an essential stage of the organization. Its activation can be ensured by a more competitive system that motivates workers, taking into account the satisfaction of all material and moral needs of individuals in the workplace.

❖**Strengthening capabilities:** This experience is achieved by clarifying the role of capabilities in effective management and moving from managing capabilities to managing through capabilities.

❖**Maintaining competence:** through motivation, training and empowerment

Part 2: Practical Framework

The purpose of this study was to validate the statistical analysis results obtained by using a statistical analysis program (SPSS, V27). Cut-off points or allowable criteria are divided into three levels and are determined at three levels of study. Calculate the difference between the highest value on the scale (5) and the lowest value on the scale (1) divided by the three levels $(1-5)/3 = 1.33$ This value is then added to the lowest value on the scale (1) to determine the upper limit of the category and the importance of the category. Table (3) shows this.

Table (3): Arithmetic mean evaluation criteria for Likert scales in axes, dimensions and paragraphs

Arithmetic averages category	Degree of response
2.33-1	To a weak degree
3.672.34-	To a moderate degree
3.68-5	To a great extent

Validity of the study tool

The validity of a research instrument is to ensure that it measures what it was designed to do and to measure the quality and reliability of the research as this confirms its validity:

First: Obvious Honesty:

In order to verify the validity of the content of the questionnaire, its initial version was submitted to a panel of (4) experienced professional arbitrators who were asked to express their opinion on the validity of the passages of the research instrument and the linguistic presentation of the research instrument. Passage, its clarity and suitability to achieve the research objectives, and any comments or changes they saw. Suitable. Based on the changes and opinions submitted by the arbitrator, the arbitrator's proposed changes will be made.

• Stability of learning tools

The research instrument was validated by calculating Cronbach's alpha coefficient. Table (4) shows the value of the reliability coefficient for each axis and the number of items belonging to each axis. When looking at the values of the Cro-Nbach alpha coefficient, it is essential to note that all values are more significant than (0.7). This demonstrates that the research instrument has stable characteristics and that the research instrument has been constructed, prepared, and evaluated acceptably to achieve the intended learning outcomes.

Table (4): Crohn's alpha coefficient used for measuring research instruments

The Axis	The dimension	Number of phrases	Axis stability
the organizational structure	The Strategic direction	5	0.721
	The Flexibility	5	0.873
Human Resource Management		10	0.842
Total stability		20	0.814

The source: Compiled by the researcher according to the SPSS program

Research results and discussion

- **The results are presented and discussed based on the responses of members of the study sample.**

In order to determine the extent of the application of the organizational structure in the Salah al-Din Governorate Office, the arithmetic mean, standard deviation, and percentage were calculated. The results are shown in Table (6):

The first dimension: strategic orientation**Table (6): Arithmetic mean, standard deviation and relative weight of the “strategic direction” dimension.**

In the results in Table (6), the arithmetic mean is (3.698), and the standard deviation is (0.931),

NO.	Paragraphs	Arithmetic mean	standard deviation	Relative weight	Rank
1.	The organization is structured with a clear and known strategic vision	4.10	0.89	82	1
2.	When designing an organizational structure, have precise, specific strategic goals.	3.985	0.827	80	2
3.	The strategic vision and goals of the organizational structure are effectively communicated to all employees	3.190	0.918	63	5
4.	The top leadership of the organizational structure provides clear strategic direction and direction.	3.95	0.871	79	3
5.	Provide the support and resources needed to implement the strategy within the organizational structure	3.265	1.149	65	4
overall average		3.698	0.931	74	-

indicating that the members of the research sample have high consistency in the strategic direction of the organizational structure. It is also clear that all paragraphs have been given high priority, including paragraph (5), which states: “The organization is structured with a clear and well-known strategic vision.” It ranks first with arithmetic mean (4.10) and standard deviation (0.89), while the last ranked paragraph (4) is: “The vision and strategic goals of the organizational structure are effectively communicated to all employees”, the arithmetic mean is (3.190) and the standard deviation is (0.918). These analyses provide useful team leadership and strategic guidance for improving the strategic direction of the organizational structure. This feedback can be used to make decisions and implement improvements to ensure goals are achieved and to increase the efficiency and effectiveness of the organization's organizational structure.

The second dimension: Flexibility:**Table (7): Arithmetic mean, standard deviation and relative weight of flexibility factors**

NO.	Paragraphs	Arithmetic mean	standard deviation	Relative weight	Rank
1	Provide a flexible organizational structure that can adapt and respond to changes in the external environment	4.045	0.963	80	1
2	The organizational structure encourages innovation and experimentation and generates new innovative ideas.	3.87	0.967	77	3
3	Provide the necessary mechanisms and processes to respond quickly to changing market and customer needs.	3.825	0.781	76	4

4	The organization is flexible, allowing roles and responsibilities to change based on current circumstances	3.67	0.856	73	5
5	The organizational structure encourages continuous learning and performance improvement, ensuring adequate flexibility.	3.985	0.827	79	2
overall average		3.879	0.878	78	-

The results in Table (7) show that sample members have a high degree of identification with the flexibility dimension of organizational structure, with the arithmetic mean being (3.879) and the standard deviation being (0.878). It is also evident that all paragraphs are ranked high, with paragraph (4) being ranked first. It states: "Provide a flexible organizational structure that allows adaptation and response to changes in the external environment." It ranks first with arithmetic mean (4.045) and standard deviation (0.963). At the same time, paragraph (3) takes the last position stated: "Organizations have flexibility that allows roles and responsibilities to change according to the current situation." The arithmetic mean is (3.67), and the standard deviation is (0.856); all these results are consistent with the research. (Robinson, 2019) These analyses provide important management paths for improving organizational structure and increasing organizational flexibility. Management can use the results to make more informed decisions and improve efficiency and adaptability to changing labor market demands.

Second Axis: Human Resource Management

In order to determine the level of human resource management in Salah al-Din governorate offices, the arithmetic mean, standard deviation and percentage were calculated. The results are shown in Table:(8)

Table (8): Arithmetic mean, standard deviation and relative weight of human resource management elements

NO.	Paragraphs	Arithmetic mean	standard deviation	Relative weight	Rank
5	The organization provides quality services and products as per set standards	3.74	0.741	74.8	5
7	The organization is characterized by smooth and efficient internal processes that make the best use of available resources	3.66	0.837	73.2	7
3	The stated objectives of the organization are achieved efficiently and effectively.	3.63	0.861	72.6	9
9	The organization is characterized by a qualified work team that is dedicated to its success and further development.	4.25	0.941	85	1
10	Leadership and management in the organization work efficiently and develop the right strategies to achieve goals	3.85	0.853	77	4
2	Effectively uses appropriate technology and tools to improve the organization's operational efficiency and achieve goals.	3.64	0.845	72.8	8
6	Implement procedures to regularly monitor and measure human resource management to	3.68	0.965	73.6	6

	identify areas for improvement and pursue opportunities for continuous improvement.				
8	Have specific policies and procedures to effectively allocate resources and manage time to increase productivity and achieve goals sustainably.	3.87	1.034	77.4	3
1	Organizations take steps to improve collaboration and knowledge sharing between different departments and teams, thereby increasing productivity and innovation.	3.91	0.847	78.2	2
4	Provide employees with professional development and training opportunities to enhance their skills and increase their contribution to the achievement of organizational goals	3.15	0.887	63	10
overall average		3.738	0.881	75	-

The results in Table (8) show that the members of the research sample have basically the same arithmetic mean (3.738) and standard deviation (0.881) of human resource management. It is also evident that all paragraphs receive high marks, with paragraph (9) ranking first, which states: "The organization is characterized by a qualified work team dedicated to the success and growth of the organization." Arithmetic The mean is (4.25) and the standard deviation is (0.941), with clause (4) ranking last, which states: "Provide employees with opportunities for professional development and training to enhance their effectiveness and their contribution to "achieving the organizational objectives" Contribution (calculated as arithmetic mean (3.15) and standard deviation (0.887) All these results are consistent with the research. (Robinson, 2019) Management can use these results to focus on strengthening skilled work teams and developing professional development for employees' opportunities, thereby improving human resource management. Other administrative decisions can also be used to highlight lower-value aspects, thereby improving overall human resource management .

• Test research hypotheses

The first hypothesis: There is a positive correlation at a significant level (0.05) between the organizational structure of the Salah al-Din Provincial Office and human resource management, and it is statistically significant. This hypothesis breaks into two branches:

1. **First sub-hypothesis:** There is a statistically significant correlation between strategic direction and human resource management at the significance level.(0.05)

To test this hypothesis, the Pearson correlation coefficient was calculated. Table (9) shows as follows:

Table (9): Correlation coefficient matrix between strategic orientation and human resource management.

Correlations			
		Strategic Direction	human resource management
Strategic Direction	Pearson Correlation	1	0.698**
	Sig		0.000
	N	80	80

Source: Compiled by researchers based on statistical procedures

**Significance level(0.05)

Table (9) shows the correlation matrix between variables. The correlation coefficient between strategic direction and human resource management is (0.698**), and the significance level is less than 5%. Therefore, it is hypothesized that there is a statistically significant relationship (between strategic orientation and human resource management) at the significance level .(0.05)

1- The second primary hypothesis states that there is a statistically significant correlation between flexibility and human resource management at the significance level (0.05).

Table (10): Correlation coefficient matrix between flexibility and human resources management

Correlations			
		Flexibility	human resource management
Flexibility	Pearson Correlation	1	0.586**
	Sig		0.000
	N	80	80

Source: Compiled by researchers based on statistical procedures

*Significance level(0.05)

Table (10) shows the correlation matrix between variables. The correlation coefficient between flexibility and human resource management is (0.586**), and the significance level is less than 5%. Therefore, it is assumed that there is a statistically significant relationship between flexibility and human resource management at the significance level.(0.05)

Conclusion:

The researchers concluded that the organizational structure of Salah al-Din Province plays a vital role in improving human resource management. Based on the research results, the following conclusions can be drawn:

- 1- Organizational structure helps to channel the efforts of employees and guide them to achieve the goals of the organization effectively. Organizational structure also provides a framework for coordinating activities and operations within an organization, helping to increase productivity and avoid unnecessary overlap and duplication of efforts.
- 2- Efficient power distribution helps improve efficiency. When employees have the authority and decision-making authority commensurate with their responsibilities, they can make decisions faster and complete tasks more efficiently. In addition, simplifying the organizational structure can also improve information flow and facilitate decision-making.
- 3- Effective power distribution helps improve efficiency. When employees have the authority and decision-making authority commensurate with their responsibilities, they can make decisions faster and complete tasks more efficiently. In addition, simplifying the organizational structure can also improve information flow and facilitate decision-making.

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- 4- There is a statistically significant correlation between organizational structure and human resource management at the significance level (0.05).

Recommendations:

Based on the conclusions of the previous review, the following are some recommendations that can be made to improve the efficiency of Salah al-Din Province:

1. Organizational reorganization may be required to improve the management and coordination of activities and tasks. This may include structural reorganization and effective distribution of tasks and responsibilities.
2. There should be a clear and appropriate distribution of authority and responsibility among employees. The organizational structure should also be simplified to facilitate decision-making and improve work processes.
3. Communication and interaction among employees should be encouraged through regular forums, seminars and meetings. The use of modern means of communication such as email and internal applications can also be increased to facilitate communication.
4. Employees must be provided with opportunities for continuous training and development to enhance their efficiency and contribution to the achievement of company goals. This can be done by organizing in-house training or using external courses and workshops.
5. Employee performance should be regularly evaluated and goal achievement monitored. These assessments can be used as a tool to improve efficiency and identify areas requiring further development.

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دور الهيكل التنظيمي في تعزيز الموارد البشرية (ديوان محافظة صلاح الدين نموذجا)

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المستخلص

يستهدف البحث التعرف على دور الهيكل التنظيمي في تعزيز ادارة الموارد البشرية في ديوان محافظة صلاح الدين ولتحقيق اهداف الدراسة تم تطوير استبانة وزعت على عينة عشوائية مكونة من (80) من العاملين في ديوان محافظة صلاح الدين وتم الوصول الى عدد من النتائج أهمها وجود علاقة ايجابية بين التوجيه الاستراتيجي وادارة الموارد البشرية ووجود علاقة ايجابية بين المرونة وادارة الموارد البشرية عند مستوى المعنوية 0.05 وفي ضوء هذه النتائج صيغت مجموعة من التوصيات أهمها: قد يكون من الضروري إعادة هيكلة المنظمة لتحسين توجيه وتنسيق الأنشطة والمهام. يمكن أن يشمل ذلك إعادة الترتيب الهيكلي وتعيين الوظائف والمسؤوليات بشكل فعال.

الكلمات المفتاحية: الهيكل التنظيمي، ادارة الموارد البشرية، ديوان محافظة صلاح الدين.