
IMPORTANCE OF HUMAN RESOURCE MANAGEMENT AND ITS ROLE IN ACHIEVING INSTITUTIONAL EXCELLENCE, UNIVERSITY OF BAGHDAD AS A ROLE MODEL

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Abstract

The purpose of this study is to explore the importance of human resource management at the University of Baghdad and its role in the success of the institution. The study was conducted on a sample of (200) university employees, and data were collected through the distribution of questionnaires. Data were analyzed using the statistical program SPSS. The results indicate that human resource management plays a vital role in the institutional success of the University of Baghdad. Your responsibilities will be to lead and organize work teams, recruit and select qualified employees, deliver ongoing development and training programs, and implement reward and incentive policies. Furthermore, the study links the performance and achievement of recovery goals of universities to various human resource management principles.

The study recommends improving recruitment and personnel selection policies, providing ongoing development and training programs, promoting a culture of teamwork, and implementing reward and incentive policies. We also recommend promoting a culture of innovation and creativity and achieving a work-life balance for employees.

Keywords: Human Resources Management Strategy, Institutional Excellence, University of Baghdad.

Introduction

Human resource management is considered one of the fundamental and critical elements for the success of organizations in all sectors, whether business, industry, government, or non-profit organizations. The University of Baghdad is one of the exemplary companies that understands the importance of human resource management and its role in achieving institutional excellence. The University of Baghdad is so essential that we must study the role of human resource management in achieving its institutional success. The dominant form of appropriate human resource management is considered a critical factor in achieving the strategic goals of the university (Hariri, 2018, 76). A strong, highly qualified management team with rich knowledge of human resource management plays a vital role in making the university a progressive and prosperous institution. The main task of the Human Resources Department of the University of Baghdad is to recruit and select effective and suitable cadres for the various tasks of the University. Additionally, it provides ongoing training and development to employees to develop their skills and increase their productivity. Human

resource management also promotes a culture of teamwork and establishes a positive work environment (Al-Hamoud, 2013, 55). In addition, the Human Resources Department of Baghdad University plays a vital role in evaluating employee performance and providing appropriate rewards and benefits to motivate and retain outstanding cadres. It also helps in managing public relations and effective communication within the organization. In short, human resource management at the University of Baghdad is the most critical link in the chain of institutional success. Its mission is to provide, develop, motivate, and retain qualified personnel to promote the development of the University and successfully achieve its strategic goals.

Research problem:

Researchers lack the time and resources available to conduct research. Comprehensive application of all necessary research methods and data collection within the allotted time and resources is difficult to achieve.

Additionally, researchers have difficulty obtaining the data and information they need to conduct their studies, especially internal information from the University of Baghdad. To obtain these data, researchers need to have appropriate engagement and collaboration with human resources and critical members of the university.

Additionally, researchers are faced with the challenge of accurately determining the impact of human resource management on achieving institutional excellence at the University of Baghdad. This requires analyzing the numerous variables that influence organizational excellence and assessing the contribution of human resource management individually. These analyses relying on different groups at the University of Baghdad may pose additional challenges.

To overcome these potential problems, the researcher carefully planned the study, set specific and reasonable goals, and allocated an appropriate budget to conduct the study and collect the necessary data. Researchers are also working to establish partnerships with relevant parties within the University of Baghdad to assist in obtaining necessary data and information. The use of intelligent research tools and practical analysis of data also helps in achieving the desired objectives of the study.

The importance of studying:

The importance of studying human resource management and its role in achieving institutional excellence at Baghdad University is as follows:

1. Human resource management plays a vital role in providing, developing, and motivating the right employees, thereby improving individual and team performance. Human resource management develops individual skills and guides employees to achieve company goals.
2. Human resource management helps create a positive work environment where employees feel motivated and encouraged. Encourage collaboration and effective communication among employees and between employees and management, which has a positive impact on morale, creativity, and teamwork.

3. The Human Resources Department is committed to coordinating efforts and human resources to promote the achievement of the institutional goals of Baghdad University, such as B. Providing quality education, promoting scientific research, and developing society.
4. Talent retention and development are essential components of the role of human resource management. By providing development and training opportunities and creating employee-friendly reward and benefits programs, human resource management can retain quality talent and help achieve organizational excellence.
5. Human resource management is one of the factors affecting social and economic development. Recruiting and developing local workers improves employment and community development.

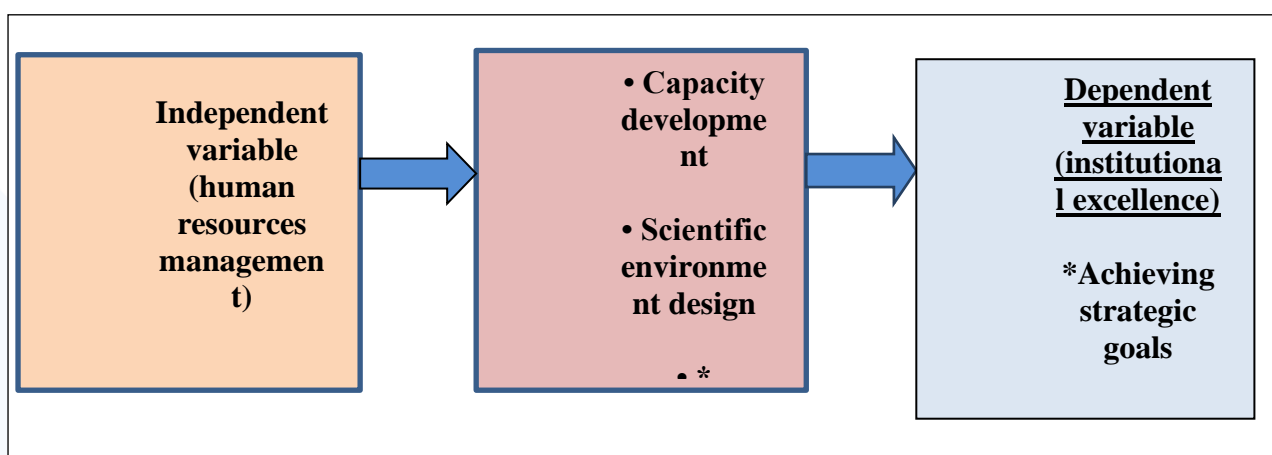
Research purposes:

Research objectives are the potential results you hope to achieve by conducting research. The objectives of a study vary depending on the type of study, area of expertise, and research question. However, some common goals of research on human resource management and its role in achieving organizational excellence may include:

1. Identify the relationship between human resource management and organizational excellence.
2. Analyze the impact of human resource management strategies on individual and team performance.
3. Identify best practices in human resource management.
4. Main suggestions for improving school human resources management.

Default search scheme

Hypothesis diagrams are designed to illustrate the logical relationships between primary or relevant sub-study variables. The diagram represents a series of relationships connecting the study variables shown in the diagram (1).



- 1- **The first primary hypothesis:** There is a statistically significant positive relationship at a significance level of 0.05 between human resource management and the achievement of strategic goals. This relationship is divided into sub-hypotheses, including:

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- **First sub-hypothesis:** There is a significant positive relationship between capability development and strategic goal achievement (significance level 0.05).
 - **Second sub-hypothesis:** There is a significant positive relationship (significance level 0.05) between the design of the scientific environment and the achievement of strategic goals.
 - **Third sub-hypothesis:** There is a statistically significant positive relationship (significance level 0.05) between the use of rewards and incentives and the achievement of strategic goals.
- 2- **Second primary hypothesis:** There is a statistically significant positive relationship between human resource management and improvement in academic excellence at a significance level of 0.05 as it is divided into sub-hypotheses including:
- **First sub-hypothesis:** There is a significant positive relationship between developing skills and improving academic performance (significance level 0.05).
 - **Second sub-hypothesis:** There is a significant positive relationship (significance level 0.05) between shaping the scientific environment and increasing excellence in academic fields.
 - **Third sub-hypothesis:** There is a statistically significant positive relationship (significance level 0.05) between the use of rewards and incentives and improvement in academic performance.

Part One: Theoretical Framework

Human resources management concept

Human resource management is considered one of the most critical management functions because it focuses on the human factor, and people are considered the most valuable and valued resource of an organization and have the most significant impact on productivity. Human resource management and development is considered an essential pillar of most companies as it aims to improve organizational capabilities and enable companies to attract and develop the necessary skills to cope with current and future challenges. In short, human resource management means the optimal utilization of the human factor in an organization, and the efficiency and success of the organization in achieving its goals depend on the level of competence, competence, experience, and enthusiasm of this human factor (Radwan, 2012, 94). Therefore, management scientists are interested in establishing principles and foundations that help achieve the most significant possible benefit for everyone in the company. Created by Human Resources

•Develop human resource management skills

You have the opportunity to take advantage of available resources and may choose to find free downloads. The company's website was launched in 2010, nearly 20 years ago. 101). Most of them provide the following resources:

1. English: You have the opportunity to care about people's health and well-being. It involves a variety of products, equipment, and devices. (Major 2004–43)
2. Access the software: You can choose to use the application and download the entire application. You are the only source found on the website. (Friday 2016–36)

3. Information about available sources: You have the opportunity to become familiar with the software and software products you need. (Major 2004–45)

4. Check available resources: You have the opportunity to use the application. Over time, you have allowed me to read and read the application É. (Source: 2010, 111)

5. Download function: Click the download function to use the download function of the company website to find the content and information you need. (63 as of 2018)

You've spent time applying to find free software and free apps on your computer. It's not an easy task.

- **Designing a scientific human resources management environment**

The purpose of a scientifically designed human resources management environment is to create a suitable working environment that helps achieve company goals and improve employee satisfaction and performance. The design of scientific environments involves a variety of elements, including (Al-Shorouki, 2010, 30)

1- Organizational structure: clarifying the organizational structure of human resources management, dividing authority and responsibilities, and clarifying positions and responsibilities. This helps improve the organization and effectiveness of human resource management. (Sinawi, 2015, 82)

2- Human Resources Policies and Procedures: This includes establishing and documenting specific policies and procedures regarding recruitment, compensation, benefits, training and development, performance management, and protection of employee rights. This helps create consistent and fair rules that emphasize fair treatment of employees. (Hassan, 2010, 92)

3- Human resources equipment and technology: including providing necessary equipment, tools, and technology for effective human resources management. This equipment may include information systems and computer programs needed to manage recruitment, payroll, evaluation, etc. (Hariri, 2018, 73)

4- Healthy and safe working environment: Scientific environmental design provides employees with a healthy and safe working environment. This includes ensuring safety and health protection in the workplace and ensuring the availability of safety features and preventive measures. (Al-Shorouki, 2010, 39)

5- Organizational culture and values: This includes improving the organization's culture and values in terms of human resource management. This means integrating the values of respect, equality, collaboration, and innovation into all aspects of human resource management. (Hajar, 2018, 72)

Designing an effective scientific human resource management environment can improve performance, increase employee satisfaction, and achieve organizational sustainability.

- ***Apply reward and incentive policies to human resource management**

It is an integral part of the strategic aspect of motivating and encouraging employees to perform at their best and achieve organizational goals. Here are the basic steps for implementing these guidelines:

- 1- **Set Clear Goals:** Before implementing a reward and incentive policy, specific goals must be set for employees to achieve. These goals should be measurable and aligned with the goals of the organization. (Abdul Karim, 2018, 59)
- 2- **Select appropriate rewards and incentives:** Identify the types of rewards and incentives that will motivate employees, such as B. Financial rewards, non-financial incentives (such as promotions and training), and recognition of achievements. (Abdel Latif, 2017, 72)
- 3- **Establish a fair and just system:** Standards and principles for the distribution of rewards and incentives must be established. The system should be implemented fairly and transparently so that employees are treated equally and equal opportunities are provided to everyone. (Dura, 2010, 120)
- 4- **Regularly review and evaluate performance:** Regular performance evaluation of employees is an integral part of implementing reward and incentive policies. Managers must provide immediate and constructive feedback and inform employees of successful experiences and opportunities for improvement. (Magrabi 2016, 46)
- 5- **Provide coaching and training:** Ongoing coaching and training must be provided to employees to help them achieve their goals and develop the skills needed to improve their performance. These elements may include internal or external trainers, workshops, and educational programs. (Sinawi, 2015, 85)

Applying reward and incentive policies can be effective in improving employee performance and satisfaction and achieving organizational goals. It is an integral part of strategic human resource management for any successful organization.

Second: Institutional discrimination

Institutional excellence is defined as a state of managerial creativity and organizational excellence that achieves superior levels of performance and implementation in production, marketing, finance, and other processes in the organization and produces results and achievements that exceed competitors and customers, satisfying all stakeholders (Al-Shorouki 2018).

*** Objectives of institutional excellence management**

The goals and benefits of adopting and applying excellent approaches to institutional performance are clear: (Hajer. 2018)

- 1- Strong focus on customer-centric organizational culture
- 2- Improve employee confidence in the organization and performance
- 3- Increase community engagement and accountability
- 4- Improve employee morale and organizational satisfaction
- 5- Improve the quality of results, whether products or services
- 6- Teach management and employees how to identify, organize, and analyze customer service and satisfaction issues.
- 7- Maintain and satisfy customers

8- Create an institutional environment that supports and sustains the continuous improvement process.

The second section: field study

•Distribute and collect the questionnaire

The University of Baghdad is one of the largest universities in Iraq. It employs the most significant number of employees in various departments, including teaching staff, administrative and technical staff, etc. The researchers conducted a comprehensive survey among university faculty, during which (250) questionnaires were distributed and (200) questionnaires were collected. One questionnaire (50) was missing, so the total number of questionnaires for the study population was (200).

•Effectiveness of data collection tools

The researcher calculated the validity coefficient using the (Cro-Nbach Alpha) coefficient using the Statistical Package for the Social Sciences (SPSS) program. The validity coefficient of the human resource management variable of the data collection instrument is (0.810), while the (Cro-Nbach Alpha) coefficient of the institutional discrimination variable is (0.897), that is, (0.897). This is very acceptable for the analytical purposes of this study.

•Characteristics of study elements (sample demographics)

Table 1 Sample demographic data

Demographic characteristics	Category	Repetition and proportions	
Gender	male	102	%51
	female	98	%49
academic performance	Bachelor's	42	21%
	Master's	112	56%
	PhD	46	23%
Length of service	Less than 5	19	10%
	10<-5	23	12%
	15<-10	81	41%
	20<-15	55	28%
	More than 20	22	11%

It is clear from Table (1) that the characteristics of the study population are mostly male, as their percentage reached (51%), while their percentage reached (49%). It is concluded from this that the majority of administrative tasks are occupied by males. It was found that the majority of the members of the study population were holders of (Master’s degrees), as their percentage reached about (56%), while the smallest percentage was those with (Bachelor’s) degrees, as their percentage amounted to about (21%). This shows that the majority of

members of the study population are from a class with education. high. Which, of course, has a positive impact on institutional discrimination through human resources management. It is also expected that their academic qualifications will contribute to institutional discrimination, which makes it easier to obtain correct answers to a large percentage of the questions asked in the questionnaire. As for years of experience, Table (1) showed that (41%) of the community members had (10-15) years of experience, while the lowest percentage was for years of experience (less than 5 years), which amounted to about 10%.

- Analyze responses from members of the research community to critical aspects of the study
- Questionnaire Part 2 (Human Resources Management)

Table (2) shows the human resource management measurement indicators.

No.	Phrase	SMA	standard deviation
First: Develop human resource management skills			
1	Management is fully invested in the further development of skills and knowledge in the field of human resources management	3.79	1.15
2	You will have access to ongoing training and development opportunities in the area of human resources management	3.31	0.89
3	The effectiveness of the training you attend will help improve your people management skills	4.86	0.38
4	You will have enough freedom to practice and implement the skills taught in Human Resource Management	3.87	0.87
5	Increase opportunities for managers to participate in HR management training and events to promote a culture of continuous development	4.83	0.34
The overall mean and standard deviation		4.132	0.726
Second: Design a scientific human resources management environment			
1	Satisfaction with the quality of facilities and equipment available to me in the Human Resources Department	3.24	1.33
2	The work environment of the Human Resources Management department is designed to promote collaboration and communication among employees.	3.04	1.02
3	Work areas used by HR ensure privacy and confidentiality	2.42	1.03
4	There are opportunities for communication and information exchange between members of the human resources department and the organization's management and employees.	3.77	1.13
5	There is a design that makes it easier to access the information and tools you need to work effectively in human resource management.	3.31	0.89
Population means and standard deviation		3.156	1.08
Third: Implement human resources management reward and incentive policies			
1	Reward and incentive policies implemented by your company promote productivity and innovation.	4.86	0.37
2	They believe that the reward and incentive policies implemented by the organization promote fairness and equality among employees	3.34	0.99
3	Clearly and comprehensively articulate the company's rewards and incentive policies for all employees.	4.78	0.63

4	The organization's reward and incentive policies cover all levels and roles, including senior management.	3.84	0.95
5	Regularly assess the impact of reward and incentive policies and their improvement and impact on organizational performance.	4.42	0.75
Population means and standard deviation		4.25	0.74

source: Prepared by the researcher based on SPSS

1- Table (2) shows that the general arithmetic means the overall mean of human resource management capability development reaches (4.132), and the standard deviation of the capability development dimension is (0.726). Sales (effectiveness of training received to improve people management skills) received the highest average score. The arithmetic mean reaches (4.86) with a standard deviation of (0.38). At the same time, Sales (obtaining continuous training and development opportunities in the field of human resource management) has the lowest arithmetic mean of (3.31) with a standard deviation of (0.89). This has enabled increased investment in resource management training and development opportunities. As the quality of existing training continues to evolve and improve, development efforts can also be directed toward expanding the dimensions that still require improvement.

2- Table (2) shows that the overall mean of the general arithmetic mean of human resource management scientific environment design is (3.156), and the standard deviation is (1.08). In this dimension, the paragraph, including "There are opportunities for communication and information exchange between members of the human resources department, management members and employees in the organization", has the highest arithmetic mean, reaching (3.77), with a standard deviation of (1.13). The item (work areas used by human resources departments with privacy and confidentiality regulations) has the lowest arithmetic mean, reaching (2.42), with a standard deviation of (1.03). Efforts are made to shape the scientific environment of human resources management to improve communication and information exchange opportunities and improve data protection and confidentiality levels. What can be done is to expand the dimensions that still need improvement to ensure the best employee experience in HR management.

3- Table (2) shows that the overall mean of the general arithmetic mean of the application of human resource management reward and incentive policies is (4.25), and the standard deviation is (0.74). In this dimension, the following paragraph: (There are opportunities for communication and information exchange between members of the human resources department, management members, and employees in the organization.) The arithmetic mean is the highest, reaching (4.86). The standard deviation is (0, 37). In contrast, the arithmetic means the sum of the paragraph (I believe that the reward and incentive policies adopted by the organization promote justice and equality among employees) reaches the lowest (3.34). The standard deviation reaches (0.99). Focus on improving communication and information-sharing opportunities between the HR management team, senior management, and employees. Efforts can also be made to improve and develop reward and incentive policies to promote fairness and equality among employees within the organization.

• **Section three (Institutional Discrimination Axis)**

Table 3 is a measure of institutional discrimination.

No.	Phrase	SMA	standard deviation
First: Achieve the strategic goal of institutional differentiation			
1	Treatment takes place in an academic environment that is as fair and equal as possible.	4.67	0.75
2	Members of some student groups have been discriminated against or targeted in academic settings.	2.27	1.03
3	The feeling of being favored by someone based on factors other than academic ability.	4.74	0.59
4	Difficulty in obtaining equal academic development opportunities.	2.03	1.25
5	Gender, race, or religious differences impact evaluations and perceptions of academic opportunity.	4.15	1.07
Population means and standard deviation		3.57	0.94
Second, the academic level continues to improve.			
1	Feeling upset or upset due to academic discrimination	2.52	1.53
2	Discrimination affects self-confidence and academic ability	2.02	0.92
3	Feelings of discrimination can affect academic development and future opportunities	4.86	0.45
4	Organise training for faculty or staff on the topic of discrimination and how to respond to it in academic settings	3.83	1.08
5	Preference will be given to male and female students with excellent academic ability, regardless of personal characteristics.	3.61	1.06
Population means and standard deviation		3.37	1.008

source: Prepared by the researcher based on SPSS

1- Based on the results in Table (3), the institution appears to be generally consistent in achieving its strategic goals related to institutional differentiation. Her overall GPA remains at 3.57, indicating reasonable efforts to address academic discrimination. Dealing with the “feeling of being favored by someone based on factors other than academic ability” section seems challenging. This segment received the highest arithmetic mean (4.74), which means that awareness of the existence of preferences for certain people based on factors other than academic ability is growing. Management should focus on ensuring fair and equal opportunities for all, regardless of certain personal factors. The arithmetic means of the item “Difficulties in achieving equal opportunities for academic development” is low (2.03), indicating that there are clearly challenges in providing equal opportunities for academic development to individuals. The administration should seriously consider this issue and strive to create a learning environment that treats all students equally and provides them with equal development opportunities. Based on the above guidelines, it is recommended that policies and guidelines for dealing with discrimination in academia be improved. These improvements may include implementing awareness and training programs for faculty and staff and improving existing procedures and policies to reduce discrimination and promote equity and justice in academic settings.

2- According to the results in Table (3), the data shows that the increase in discrimination in academia as part of institutional discrimination is improving as the overall arithmetic mean is 3.37. This can be seen as a positive sign that strategies and measures to combat discrimination in academia are mutually reinforcing. The study found that discrimination has

a substantial impact on academic development and future opportunities, with the mean of the item “Feeling that discrimination impacts academic development and future opportunities” being 4.86 and having a low standard deviation of 0.45, which is very high. Immediate action should be taken to address this challenge and increase opportunities for students to grow academically and shape their futures. The item “Discrimination affects self-confidence and academic ability” had a lower mean (2.02) and a standard deviation of 0.92. This indicates that discrimination causes a decrease in individual self-confidence and academic abilities. The administration should strive to enhance students’ confidence and improve their academic skills through appropriate programs and initiatives. Based on the findings, it is recommended that the government intensify its efforts to combat discrimination in academic fields and provide equal opportunities for academic development to all students. Particular attention should be paid to those items that score higher and highlight your organization's strengths. At the same time, management should focus on areas with lower average scores and make corresponding improvements within the framework of the applicable strategic plan.

• **Test research hypotheses**

First: The first primary hypothesis: There is a significant positive relationship between human resource management and the achievement of strategic goals (significance level is 0.05).

Table No. (4) Correlation coefficient

Independent variables Dependent variable	Capacity development	scientific, environmental design	Application of reward and incentive policies
achieve strategic goals	**0.523	**0.564	**0.675
sig	0.000	0.000	0.000

source: Compiled by the researcher according to the SPSS program

Table (4) shows:

- 1- The positive correlation between developing skills and achieving strategic goals at an ethical level (0.523**) is less than (0.05). Therefore, the hypothesis, which states: "There is a 0.05 statistically significant positive relationship between skill development and goal achievement at the moral level, is accepted. This strategy"
- 2- There is a positive correlation (0.564**) between shaping the scientific environment and achieving strategic goals, with a significance level less than (0.05). Therefore, the following hypothesis is accepted: “There is a statistically significant positive relationship between the design of scientific environments and the achievement of strategic objectives at a 0.05 significance level”.
- 3- There is a positive correlation (0.675**) between the application of rewards and incentives and the achievement of strategic goals, with a significance level less than (0.05). Therefore, we accept the hypothesis: “There is a statistically significant positive relationship between the application of policies, rewards, incentives, and the achievement of strategic objectives at a significance level of 0.05.”

Developing skills, shaping the academic environment, and implementing rewards and incentive policies contribute to the achievement of the University's strategic goals. This can be achieved by providing employees with the necessary skills and knowledge, creating an environment that encourages learning and creativity, and motivating them through appropriate reward and incentive systems.

Therefore, the first central hypothesis is accepted: There is a significant positive relationship between human resource management and the achievement of strategic goals (significance level 0.05).

Second: Second central hypothesis: There is a statistically significant positive correlation between human resource management and academic excellence at the 0.05 significance level.

Table No. (5) Correlation coefficient

Independent variables Dependent variable	Capacity development	scientific, environmental design	Application of reward and incentive policies
academic excellence	**0.489	**0.657	**0.595
sig	0.000	0.000	0.000

source: Compiled by the researcher according to the SPSS program

Table (5) shows:

1. There is a specific positive correlation between skill development and academic performance, with a correlation coefficient of 0.489**. This means that the more an individual's skills are developed, the greater the chance of academic excellence. If the significance is less than 0.05, the relationship is approximately 95% statistically significant.
2. There is also a positive correlation between the design of the scientific environment and academic excellence, with a correlation coefficient of 0.657**. This means that the design of scientific environments has a positive impact on academic excellence. A significance of less than 0.05 means that the relationship is approximately 95% statistically significant.
3. Furthermore, the results show that there is a positive correlation between the use of rewards and incentives and academic excellence, with a correlation coefficient of 0.595**. This means that effective use of rewards and incentives can help improve academic performance. A significance of less than 0.05 means that the relationship is statistically significant at approximately 95% of the time.

Therefore, the second central hypothesis is accepted: There is a statistically significant positive relationship between human resource management and academic excellence at a significance level of 0.05.

Results

Researchers have made some crucial points about the importance of human resource management and its role in the success of an organization:

1. Human Resource Management plays a vital role in the institutional success of the University of Baghdad. The role includes leading and organizing work teams, recruiting and

selecting qualified staff, delivering ongoing development and training programs, and implementing reward and incentive policies.

2. The performance of the University and the achievement of its recovery objectives are linked to various human resource management principles. This includes promoting innovation and creativity, providing an appropriate and supportive work environment, and promoting a culture of teamwork.

3. Human resource management at the University of Baghdad faces various challenges that require effective strategies. These challenges include retaining and attracting talented employees, managing change and innovation, and promoting diversity and equal opportunity.

4. The results also indicate that when HR management has a clear leadership role, the chances of organizational success increase. This includes establishing effective and open communication between management and employees, as well as promoting transparency and trust.

Recommendations:

Based on a study at the University of Baghdad on the importance of human resource management and its role in institutional success, researchers make the following recommendations:

1- It is recommended that a transparent recruitment process based on qualifications and competencies is adopted, with rigorous candidate assessment criteria and controls in place. Recruiters should also be trained to ensure they hire the best candidates.

2- Regular and specialized training programs should be developed and implemented to enhance the skills and capabilities of employees. This includes providing leadership development programs, technical skills, and soft skills.

3- It is recommended to strengthen the teamwork culture and promote collaboration between different teams and departments. Effective interaction and communication among employees must be encouraged, and incentives must be adopted to strengthen team spirit and achieve common goals.

4- Recommend the application and implementation of effective reward and incentive policies to motivate and recognize employees who perform their duties well. These policies must be fair and transparent and provide rewards based on outstanding individual and team performance.

5- Employees must be encouraged to come up with new ideas and suggestions to contribute to the continuous improvement of the work of the University. Mechanisms and platforms should be established to collect, adopt, and implement ideas.

6- Programs and policies must be provided to improve the work-life balance of employees. This can be achieved through flexible working hours or the provision of health care, maternity leave, and paid time off.

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