

UKJAES

University of Kirkuk Journal  
For Administrative  
and Economic Science

ISSN:2222-2995 E-ISSN:3079-3521

University of Kirkuk Journal For  
Administrative and Economic Science



Hussein Mateen Sulaiman. The Impact of Human Resources Management Practice on Organization Performance in Erbil Province. *University of Kirkuk Journal For Administrative and Economic Science* (2025) 15 (2):273-287.

## The Impact of Human Resources Management Practice on Organization Performance in Erbil Province

Mateen Sulaiman Hussein <sup>1</sup>

<sup>1</sup> Department of Business Administration-Production Management and Marketing, Arbil, Iraq

[Matenamedii00@gmail.com](mailto:Matenamedii00@gmail.com) <sup>1</sup>

**Abstract:** This study aims to examine the level of human resource management (HRM) practices and organizational performance in companies within Erbil Province, with a particular focus on gender differences and the relationship between HRM and organizational outcomes. The research adopts a quantitative approach, utilizing descriptive statistical methods and a simple random sample of 200 employees and managers from various companies in Erbil. The sample comprises 59% male and 41% female respondents. Data were gathered through two key questionnaires: one assessing HRM practices, based on the criteria established by Chahar and Vinod (2018), and the other measuring organizational performance, adapted from Zergabachew and Shidega (2023). The data analysis was conducted using SPSS version 26, employing various tools such as descriptive statistics, Cronbach's alpha, t-tests, and correlation analysis.

The findings reveal that employees perceive HRM practices as highly effective, largely due to investments in training programs, development initiatives, and performance management systems. Similarly, organizational performance is reported to be strong, supported by efficient management, employee engagement, and a solid organizational culture. Interestingly, the study found no significant gender differences in how HRM practices were perceived, suggesting these practices are applied equally to both male and female employees. Furthermore, there was no statistically significant correlation between HRM practices and organizational performance, indicating that other factors may also influence performance outcomes. These insights are valuable for companies seeking to refine their HRM strategies and enhance overall organizational effectiveness. To strengthen HRM practices, organizations in Erbil should focus on continuous investments in training programs, transparent performance appraisals, and competitive compensation structures. Additionally, companies should consistently evaluate the effectiveness of their HR strategies through employee feedback and performance data. Establishing or strengthening dedicated HR departments can help identify gaps and implement improvements.

**Keywords:** human resource, human resource management (HRM), organizational performance.

## تأثير ممارسات إدارة الموارد البشرية على أداء المنظمة في محافظة أربيل

م.م. متين سليمان حسين<sup>١</sup>

<sup>١</sup> قسم إدارة الأعمال- إدارة الإنتاج والتسويق، أربيل، العراق

**المستخلص:** تهدف هذه الدراسة إلى دراسة مستوى ممارسات إدارة الموارد البشرية والأداء التنظيمي في الشركات داخل محافظة أربيل، مع التركيز بشكل خاص على الاختلافات بين الجنسين والعلاقة بين إدارة الموارد البشرية والنتائج التنظيمية. يعتمد البحث على نهج كمي، باستخدام الأساليب الإحصائية الوصفية وعينة عشوائية بسيطة من ٢٠٠ موظف ومدير من مختلف الشركات في أربيل. تتكون العينة من ٥٩٪ من الذكور و ٤١٪ من الإناث. تم جمع البيانات من خلال استبيانين رئيسيين: أحدهما لتقييم ممارسات إدارة الموارد البشرية، بناءً على المعايير التي وضعها Chahar و Vinod (2018)، والآخر لقياس الأداء التنظيمي، المقتبس من Shidega و Zergabachew (2023). تم إجراء تحليل البيانات باستخدام SPSS الإصدار ٢٦، باستخدام أدوات مختلفة مثل الإحصاء الوصفي، وألفا كرونباخ، واختبارات t، وتحليل الارتباط.

تكشف النتائج أن الموظفين يرون أن ممارسات إدارة الموارد البشرية فعالة للغاية، ويعود ذلك إلى حد كبير إلى الاستثمارات في برامج التدريب ومبادرات التطوير وأنظمة إدارة الأداء. وبالمثل، أفادت التقارير أن الأداء التنظيمي قوي، مدعوم بإدارة فعالة ومشاركة الموظفين وثقافة تنظيمية متينة. ومن المثير للاهتمام أن الدراسة لم تجد أي فروق كبيرة بين الجنسين في كيفية إدراك ممارسات إدارة الموارد البشرية، مما يشير إلى أن هذه الممارسات تُطبق بالتساوي على كل من الموظفين الذكور والإناث. علاوة على ذلك، لم يكن هناك ارتباط ذو دلالة إحصائية بين ممارسات إدارة الموارد البشرية والأداء التنظيمي، مما يشير إلى أن عوامل أخرى قد تؤثر أيضًا على نتائج الأداء. تُعد هذه الرؤى قيمة للشركات التي تسعى إلى تحسين استراتيجيات إدارة الموارد البشرية الخاصة بها وتعزيز الفعالية التنظيمية الشاملة. ولتعزيز ممارسات إدارة الموارد البشرية، ينبغي على المؤسسات في أربيل التركيز على الاستثمارات المستمرة في برامج التدريب وتقييمات الأداء الشفافة وهياكل التعويضات التنافسية. بالإضافة إلى ذلك، ينبغي على الشركات تقييم فعالية استراتيجيات الموارد البشرية الخاصة بها باستمرار من خلال ملاحظات الموظفين وبيانات الأداء. يمكن أن يساعد إنشاء أو تعزيز أقسام مخصصة للموارد البشرية في تحديد الثغرات وتنفيذ التحسينات.

**الكلمات المفتاحية:** الموارد البشرية، إدارة الموارد البشرية، الأداء التنظيمي.

Corresponding Author: E-mail: [Matenamed00@gmail.com](mailto:Matenamed00@gmail.com)

### Introduction

This study explores the significance of Human Resource Management (HRM) in organizational performance, outlining its objectives, importance, challenges, and hypotheses. It is divided into two main sections: the first examines the theoretical framework of HRM, detailing its concepts and practices, while the second focuses on the research methodology, sample selection, data collection tools, and key findings. The study investigates HRM practices in Erbil Province, where rapid economic, social, and technological changes have pressured organizations to enhance performance. While HRM practices like recruitment, training, and performance management are globally recognized as critical success factors, their specific impact in Erbil remains underexplored. Cultural, economic, and institutional factors influence HRM implementation, creating unique challenges and opportunities. This research aims to bridge this gap by focusing on small businesses, an area often overlooked in existing literature. It addresses key questions regarding gender-based differences in HRM perception and its correlation with organizational performance. Additionally, it highlights the importance of performance measurement in management research and decision-making. By providing empirical data and statistical analysis, the study serves as a valuable resource for future research and organizational improvement. The research objectives include assessing HRM and organizational performance levels in Erbil, examining gender differences, and identifying correlations between HRM practices and performance. The findings will contribute to both academic literature and practical HRM applications, offering insights that enhance workforce management and organizational success.

## **1st: Literature Review**

### **1- Human Resource**

Defining the concept of human resources is one of the most difficult tasks because the concept can be defined from the perspective of many different people as stated in the definition Human Resource is the most vital resource for any businesses and it is the asset of accomplishing the best organizational objectives (Kawani, 2018, P.73). Human resource refers to the stock of productive skills and technical knowledge embodied in labor. It is tangible. Many early economic theories refer to it simply as labor, one of the three factors of production, and consider it to be a fungible resource homogeneous and easily interchangeable (Zakaria et al, 2011, P.48).

On a broader scale, though, an effective HR approach can often set the standard for how a company works as well as how the world views it. There're many different types of HR approaches, but they often start with almost the same cornerstone at their heart: establishing a workplace culture that is associated with committed, efficient and loyal employees. -company is unique and workers of different backgrounds, industries, priorities, aspirations, and so on will be hired. Identifying what sustains and motivates staff and creating a long-term plan around that concept is the key to a successful HR strategy (Al-Khaled and Fenn, 2020, P.23).

Human resource is considered the most important asset of an organization, but very few organizations are able to fully harness its potential. Human resource management does not only have a limited role in the organization, rather, it is to support the organizational goal and objectives. In the success of any organization, the underlying fact is the proper Human Resource Management (HRM) practices as this practice bring different types of people together to gain shared objectives (Suksod and Cruthaka, 2020, P23), HRM practices affect organizational performance through their impact on employees' skills and ability, motivation and work organization. However, human resource management (HRM) must be observed as an important factor to improve OP. In almost every organization, human resource management (HRM) is imperative and involves everyone (Wright & Ulrich, 2017, P78).

### **2- Human Resource Management**

The concept of "human resource management" has been commonly used in the previous decade. Before that, this concept was usually known as "management of personnel. Human resource management is defined as the integrated use of systems, policies, and management practices to recruit, maintain, and develop employees and strengthen an organization's capacity to meet its desired goals (Awla, 2020, P.12259). The goal of human resource management is to help an organization meet strategic goals by attracting, and retaining employees and to manage them effectively so that they deliver productive outputs (Zakaria et al, 2011, P.51). Employees also need to be managed according to rules and regulations to achieve the goals of the organization because it brings welfare. Human resource management or practice includes activities related to the people of the organization. It is the use of human resources to achieve the goals of the organization in the most effective and efficient very possible (Oladimeji and Olushola, 2020, P.47). An important element of human resource management is the people approach to managing people. This approach helps the manager to see his employees as an important resource. It is an approach in which human resources for developing not only to help the organization achieve its goals but also for the self-satisfaction of the people involved. This approach focuses on the development of human resources on the one hand and on the effective management of people on the other (Mishra, 2015, P.93).

Human resource management (HRM) has the key role in the today's competitive work environment. The style and management of human resource systems based on employment policy, comprising a set of policies designed to maximize organizational integration, employee commitment, elasticity, and quality of work (Yılmaz and Bulut, 2015, P.7). An important element of human resource management is the people approach to managing people. This approach helps the manager to see his employees as an important resource. It is an approach in which human resources for developing not only to help the organization achieve its goals but also for the self-

satisfaction of the people involved. This approach focuses on the development of human resources on the one hand and on the effective management of people on the other (Mishra, 2015, P.110).

The human resources management (HRM) function, once responsible for record-keeping and maintenance, has become a strategic partner, sharing boardroom status with departments such as accounting, marketing, and finance (Ferris, 1999, P.388). HRM is responsible for altering the look of the company; it also manages to function as an innovator in terms of organization redesign. The influence of the HR department on the growth of these organizations has been great in relation to efficiency, a company's practice of maintaining and training its employees are some of the benefits that employers give their people to serve as managers and production workers (Othman & Abdullah, 2016, P. 34). Human resource management (HRM) includes tasks like HR preparation, human resources management, strategic recruiting, employee training, growth compensation management, efficiency, worker relations, health care, employee satisfaction as well as provision of employee services. It includes policies and practices set to improve organizational efficiency, engagement of employees and work quality (Khan & Abdullah, 2019, P.48). In different way Marouf and Agid (2021) show, that Human Resource management is a process directed to meet the business's essential objectives. To put it more plainly, HRM is the way toward enrolling, choosing skilled people, giving legal direction, and reasonably preparing and creating professional abilities, particularly to face crises. In addition Mayhew and Seidel (2019) show that the "human resource manager has two basic functions; Overseeing department functions and managing employees, and this is why human resource manager must be wellversed in each of the human resources disciplines such as compensation and benefits, training and development, employees relations, and recruitment and selection". According to

Goodarzi and Bazgir (2015) the basic objectives of human resource management to achieve the desired results from the collective efforts of the people in the organization can be summarized as follows:

- Providing workforce at minimum cost
- Nurturing and developing talent and skills
- Retaining competent people and establishing good relationships among them
- Providing material and spiritual needs as well as satisfaction to employees, in order to achieve the necessary linkage between their personal goals and the goals of the organization.

### **3- Human Resource Management (HRM) practices**

Human Resource Management (HRM) practices are the policies and practices employed by organizations to manage their human resources effectively, ensuring a workforce that can contribute to the organization's success. These practices include recruitment, training and development, performance management, compensation, employee relations, and organizational development. HRM practices are critical for achieving organizational goals, increasing productivity, and maintaining employee satisfaction (Armstrong, 2020, p. 12). In this section, we explore six essential HRM practices in detail and their impact on both employees and the organization.

#### **A. Recruitment and Selection**

Recruitment and selection are the foundational HRM practices that ensure an organization attracts and hires individuals with the necessary skills, qualifications, and cultural fit. Recruitment involves identifying potential candidates through job postings, advertisements, social media, and recruitment agencies. Selection, on the other hand, refers to the process of assessing candidates through interviews, tests, and background checks to choose the best fit for the organization (Breaugh, 2021, p. 118). Effective recruitment and selection lead to higher employee performance, reduced turnover, and better alignment between organizational goals and employee capabilities (Kaufman, 2015, p. 25).



## **B. Training and Development**

Training and development focus on enhancing employees' skills, knowledge, and abilities to perform their current roles and prepare them for future roles. Training typically involves teaching specific skills or knowledge needed for an employee's job, while development focuses on broader skills like leadership, problem-solving, and decision-making (Noe, 2017, p. 34). These practices ensure employees remain competent and engaged while also preparing them for career advancement. Organizations with robust training programs can enhance employee performance, increase job satisfaction, and improve retention rates (Tharenou, Saks, & Moore, 2007, p. 263).

## **C. Performance Management**

Performance management involves setting performance expectations, monitoring employee performance, and providing feedback and support to improve their performance. It is essential for aligning individual goals with organizational objectives and promoting accountability (Aguinis, 2019, p. 44). Performance management systems typically include performance appraisals, regular feedback sessions, and development plans for employees. Effective performance management practices can increase motivation, identify high performers for promotions, and address performance gaps that may affect organizational efficiency (Kuvaas, 2006, p. 520).

## **D. Compensation and Benefits**

Compensation and benefits are vital components of HRM practices, aiming to reward employees for their contributions and retain top talent. Compensation includes salary, bonuses, and other monetary rewards, while benefits encompass non-monetary rewards such as health insurance, retirement plans, and paid time off (Gerhart & Rynes, 2003, p. 57). Competitive compensation and benefits packages attract high-quality candidates, increase job satisfaction, and reduce turnover rates. Organizations that offer equitable compensation are more likely to build a motivated and loyal workforce, leading to better performance and long-term success (Milkovich & Newman, 2020, p. 98).

## **E. Employee Relations**

Employee relations refers to the strategies and practices designed to foster a positive working relationship between employers and employees. This practice includes conflict resolution, communication, grievance management, and employee involvement in decision-making (Guest, 2017, p. 1129). Strong employee relations contribute to higher morale, increased engagement, and reduced workplace conflicts, leading to a more harmonious and productive work environment. Effective employee relations practices ensure that employees feel valued, respected, and heard, which can lead to improved organizational outcomes and employee retention (Budd, 2004, p. 43).

## **F. Organizational Development**

Organizational development (OD) focuses on improving organizational effectiveness and facilitating long-term changes that benefit both the organization and its employees. OD practices often include strategic planning, change management, team development, and culture transformation. By focusing on the overall health and structure of an organization, OD practices aim to create an environment where employees are empowered, innovation is encouraged, and the organization is more adaptable to changes in the market (Cummings & Worley, 2014, p. 81). Successful organizational development leads to improved efficiency, increased employee engagement, and a stronger organizational culture.

## **4- Organizational Performance**

Over the past decades, many changes have taken place in various areas of the organizational world. Due to these changes, organizations face intense competition in quality improvement, increased flexibility, reliability, product line expansion, emphasis on focus on innovation, and short

organizational performance (Goodarzi and Bazgir, 2015, P. 2039). Human resources are the assets of an organization that can help the organization achieve its goals. Human resource management is about the people in an organization. It reflects a new perspective that considers the workforce of an organization as its resources and assets. Human resources are the knowledge, abilities, skills, talents and capabilities of the people in an organization. The values, ethics and beliefs of the individuals working in the organization are also part of human resources. In today's complex context, no company or organization can survive and develop without appropriate human resources (Mishra, 2015, P. 117). Organizational performance can be challenging due to its various criteria, including sustainability, profitability, team satisfaction, and responsiveness to environmental changes. However, organizational performance can be measured using financial measures that are often considering conceptual on paper than in reality. The results are perceive as similar to many other formulas, i.e., a combination of stakeholder deliverables and non-outcome measures (Anwar, and Abdullah, 2021, P.36s).

The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction (Abu-Jarad et al., 2010, P.67). Performance involves "achieving the goals assigned to you by adhering to the company's main directions". Performance is not an objective reality, found somewhere to be estimated and evaluated, but a socially constructed reality, existing in the minds of individuals, if it exists at all (Kawani, 2018, P.74).

The definition of organizational performance mostly focused on the capability and ability of an organization to efficiently utilize the available resources to achieve accomplishments consistent with the set objectives of the company, as well as considering their relevance to its users (Peterson et al., 2003, P.36). Organizational performance can be measured in terms of financial stability and productivity, but when we have to relate human resource planning to organizational performance, we will consider other variables such as efficiency and effectiveness, employee motivation, job satisfaction, and employee trust (Staki, 2018, P.3). Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Hamon, 2003, P.12). Organizational performance is measured using two dimensions: operational performance and financial performance. Operational performance is preoccupied with finding and measuring how well an organization has created value for their customers (Spencer et al, 2009, P.32).

### **Dimensions to Measure Organizational Performance**

Organizational performance is a crucial indicator of the effectiveness and success of an organization. It encompasses a variety of dimensions, which collectively help in assessing how well an organization is meeting its objectives. These dimensions include financial performance, operational performance, customer satisfaction, innovation, employee performance, and social and environmental performance. Understanding these dimensions allows organizations to evaluate their overall success and identify areas for improvement. Below are six key dimensions used to measure organizational performance. As shown below:

#### **A. Financial Performance**

Financial performance is one of the most commonly used and direct measures of organizational performance. This dimension focuses on an organization's profitability, revenue growth, return on investment (ROI), and cost efficiency. Financial metrics such as net profit, return on equity (ROE), and earnings before interest and taxes (EBIT) provide insights into how well an organization is managing its resources and generating value (Kaplan & Norton, 1996, p. 23). Strong financial performance indicates that the organization is achieving its economic goals and sustaining long-term growth. It is also an essential dimension for stakeholders such as investors, creditors, and analysts, who rely on financial indicators to make informed decisions.

## **B. Operational Performance**

Operational performance refers to the efficiency and effectiveness of an organization's internal processes. This dimension measures how well the organization utilizes its resources, including time, materials, and labor, to deliver products or services. Key performance indicators (KPIs) in operational performance include production efficiency, cycle times, defect rates, and capacity utilization (Becker & Huselid, 2006, p. 147). Improving operational performance often leads to cost reductions, higher productivity, and the ability to offer competitive pricing. Efficient operations enable an organization to maintain quality standards while also minimizing waste and inefficiencies, which is critical for long-term sustainability.

## **C. Customer Satisfaction**

Customer satisfaction is a crucial dimension of organizational performance, as it reflects how well an organization meets the needs and expectations of its customers. It is measured through surveys, customer feedback, Net Promoter Scores (NPS), and customer retention rates (Oliver, 1997, p. 280). High customer satisfaction often leads to customer loyalty, repeat business, and positive word-of-mouth referrals, all of which contribute to sustained revenue and growth. For organizations, maintaining a strong focus on customer satisfaction can result in increased market share and a competitive advantage. Additionally, organizations with high customer satisfaction are often better positioned to adapt to changing market demands.

## **D. Innovation**

Innovation is a key dimension for organizations striving to stay competitive in dynamic and fast-paced industries. This dimension involves the ability to introduce new products, services, or processes that add value and differentiate the organization from its competitors (Tushman & O'Reilly, 1996, p. 25). Innovation can be measured by the number of new products developed, the amount of investment in research and development (R&D), and the speed at which new ideas are brought to market. Organizations that foster a culture of innovation are more likely to respond effectively to market changes, attract new customers, and maintain a leadership position in their industry.

## **E. Employee Performance**

Employee performance is a critical dimension that assesses how effectively the organization's workforce contributes to the achievement of its goals. This dimension evaluates factors such as productivity, engagement, job satisfaction, and alignment with organizational values (Bakker & Demerouti, 2007, p. 217). Employee performance can be measured using performance appraisals, 360-degree feedback, and key performance indicators tailored to specific roles. High employee performance is often associated with better organizational outcomes, as engaged and motivated employees tend to deliver higher-quality work, innovate, and contribute positively to the organizational culture.

## **F. Social and Environmental Performance**

In recent years, social and environmental performance has become an increasingly important dimension for measuring organizational success. This dimension evaluates how an organization impacts society and the environment. It includes factors such as corporate social responsibility (CSR) initiatives, sustainability practices, and ethical behavior (Carroll, 1999, p. 278). Social and environmental performance is often measured by an organization's efforts to reduce its carbon footprint, support community programs, and adhere to ethical labor practices. Organizations that prioritize social and environmental performance are viewed more favorably by consumers, investors, and regulatory bodies, as they demonstrate a commitment to responsible business practices and long-term societal impact.

## 2<sup>nd</sup>: Methodology

### 1- Research Method

Research methodology is a systematic approach to solving a research problem. It can be considered as a branch of science that studies how research is done scientifically. It studies the different steps that are usually followed by researchers to study their research problem and the logic behind them. A researcher needs to know not only the research methods/techniques but also the research methodology (Kothari, 2004, P. 8). In this study, the researchers relied on quantitative methods or descriptive statistical methods. This method is one of the methods of scientific research that works on numbers and describes them and is one of the most widespread methods in scientific research.

### 2- Research Population

The research community is a vital component of any study, as it defines the group from which data is collected. In this study, for the first time, small enterprises in Erbil province were identified, totaling about 633 enterprises across different districts. The researcher then selected a sample of 45 small companies, including 38 companies in the central region of the province, four companies in Soran, two companies in Koya and one company in Shaqlawa. Finally, 45 companies were selected as the focus of the study, of which about (420) employees. These companies represent a diverse range of industries, providing a broad perspective on human resource management practices and organizational performance within the region. The selection of these companies aims to gather comprehensive data that reflects the current practices and outcomes in Erbil's business environment.

### 3- Sample of Research

Determining the sample size is a crucial aspect of research methodology that involves selecting the number of observers or replicates to include in a statistical sample. While a larger sample size can increase precision in some cases, there are situations where the increase in precision is insignificant or nonexistent (Kaur, 2021). The researcher employed a simple random sample of 200 employees and managers from companies in Erbil province, following Morgan's formula. According to this formula, when the total population is approximately 420 individuals, a sample size of 200 is considered representative for the study. The gender distribution reveals that 59% of the respondents are male, while 41% are female, indicating a slight male dominance within the sample. Regarding marital status, 64% of the participants are married, with the remaining 36% being single.

In terms of age, the workforce appears to be relatively young, as 43% fall within the 18-22 age groups, followed by 26.5% between 23-27 years. A smaller proportion, 13.5%, belongs to the 28-32 age range, with only 6.5% aged 33-37 and 10.5% above 37 years.

When it comes to education, a significant 58.5% hold a Bachelor's degree, and 19.5% are undergraduates. Furthermore, 18.5% have earned a Master's degree, while a small 3.5% have obtained a PhD. Finally, the majority of respondents (90%) are employees, with only 6.5% serving as HR managers and 3.5% as heads of departments. Demographical variable of sample research show that in table 1.

**Table (1):** Demographical Variables

Variable		Frequency	%	M	S. D
Gender	Male	118	59	1.4100	0.49307
	Female	82	41		
	<b>Total</b>	<b>200</b>	<b>100</b>		
Marital State	Single	72	36	1.6400	0.48120
	married	128	64		
	<b>Total</b>	<b>200</b>	<b>100</b>		
Age	18- 22 Year	86	43	2.1500	1.32525
	23-27 Year	53	26.5		
	28-32 Year	27	13.5		



	33-37 Year	13	6.5		
	Above 37 Year	21	10.5		
	<b>Total</b>	<b>200</b>	<b>100</b>		
<b>Education Level</b>	<b>Undergraduate</b>	39	19.5		
	<b>Bachelor's Degree</b>	117	58.5		
	<b>Master Degree</b>	37	18.5	2.0600	0.72041
	<b>PHD</b>	7	3.5		
	<b>Total</b>	<b>200</b>	<b>100</b>		
<b>Job Position</b>	<b>HR Manger</b>	13	6.5		
	<b>Employee</b>	180	90		
	<b>Head of Department</b>	7	3.5	1.9700	0.31559
	<b>Total</b>	<b>200</b>	<b>100</b>		

### 3<sup>rd</sup>: Research tools

Researchers rely on a variety of tools such as interviews, observations, and questionnaires to collect data. In this study, questionnaires were used to collect data and information as follows:

#### 1. Human Resource Management

The researchers relied on specific criteria derived from (Chahar and Vinod, 2018) to collect data related to human resource management, and assessing human resource management according to individuals working in Erbil Province companies. The questionnaire consists of 24 items and 5 options for each item there are available. —“Strongly Agree,” “Agree,” “Neutral,” “Disagree,” and “Strongly Disagree”.

#### 2- Organization performance

The researchers used specific criteria from Zergabachew and Shidega (2023) to collect data on organizational performance, focusing on the perspectives of individuals working in companies within Erbil Province. The questionnaire included 7 items, each with 5 response options: “Strongly Agree,” “Agree,” “Neutral,” “Disagree,” and “Strongly Disagree.”

#### Validity and Reliability

Before sending the questionnaire to the participants, the researchers translated the scale from English to Kurdish because Kurdish is the official language in Erbil province English and Kurdish language experts.

After the measures were prepared and translated into Kurdish, the researchers tried to find reliability for the measures so that the (Cronbach's Alpha) statistical tool was used to find reliability. It turned out that the stability level for the human resource management criterion is (.863) which is an appropriate and stable ratio for the study to be conducted with this criterion. Also, the reliability level for the performance measure of the organization is (.831) which is a high level of reliability and suitable for this measure to conduct research in this society. As shown in table 2.

**Table (2):** reliability of scales

Variables	Cronbach's Alpha	N items
Human Resource Management	.863	24
Organization Performance	.831	7

#### Data Collection and Procedures

The researchers employed a questionnaire-based approach to collect data, ensuring that participants felt comfortable and secure while providing responses. The questionnaire emphasized participant privacy and confidentiality as a fundamental principle of the research process. Participants were assured that no personal or identifying information would be collected or disclosed, and that all data

would be used strictly for scientific purposes. After designing and validating the questionnaire, the researchers conducted field visits to the Erbil province, targeting companies across various industries to form a comprehensive research sample. A total of 40 companies were initially approached, with the goal of gathering a diverse and representative sample for the study. Out of these, 36 companies agreed to collaborate with the researchers and allowed access to their employees for data collection.

During these visits, the researchers clearly communicated the purpose and objectives of the study to the participating companies and their employees. This transparency helped to build rapport and ensure voluntary participation. Employees from the selected companies were invited to fill out the questionnaire, and participation was optional. The researchers ensured that no coercion or pressure was applied, reinforcing the voluntary nature of the study. The questionnaire was designed to be easy to understand, with a focus on gathering meaningful insights related to the research topic.

#### 4<sup>th</sup>: Results and discussions

In this section, the researchers present the most important results according to the objectives of the study as follows:

##### 1-Find out level of human resource management in Erbil province

The first objective is to determine the level of human resource management among employees of companies in Erbil province. The researchers relied on a one-sample T-test to find the results. The hypothetical mean is (72) but the accounting mean is (88.85) with a standard deviation of (14.47) for the sample size of (200) employees of companies. It was also found that the achievement t value is 14.465 for an expression level of 0.05 with a freedom score of 199. This shows that employees have high level of human resource management because the accounting Mean is higher than the hypothetical Mean. Also statistically significance because P value less than 0.05. As presented in Table 3.

**Table (3):** T-test level for human resource management

Variable	N	M	SD	Mean hypothesis	T- test	Sig 2 tailed	df
Human Resource Management	200	88.85	14.47	72	16.465	.000	199

Note: N = Number of Sample, M= Mean, SD= Standard Division, Sig 2tailed = P value, df= Degree Freedom.

##### 2-Find out level of Organization Performance in Erbil province

After the researchers found the results of the first objective, they extracted the results of the second objective with a statistical tool (One Sample T-test), which is to determine the level of organizational performance. It turned out that the accounting mean is (26.82) with standard division is (5.39) for the sample size of (200) employees, while the hypothetical mean is (21) which shows that the employees have a high level of organizational performance, because The accounting mean is larger than the hypothetical mean, and it turned out that the value (t) The extracted is (15.252) and the P value is (.000) with an expression level of (0.05), which proves that there is statistical significance because the P value is less than 0.05. As shown in Table (4).

**Table (4):** T-test level for organizational performance

Variable	N	M	SD	Mean hypothesis	T- test	Sig 2 tailed	df
organizational performance	200	26.82	5.39	21	15.252	.000	199

Note: N = Number of Sample, M= Mean, SD= Standard Division, Sig 2tailed = P value, df= Degree Freedom.

##### 3-Find out human resource management according to gender (Male and Female)

The third aim is to determine the level of human resource management according to gender variables (male and female) in Erbil province. The researchers relied on the statistical tool (Independent Sample T-test) to find these results. The results show that the mean for males is equal

to (M= 88.91) with a standard deviation of (SD= 13.51) for a sample size of (N= 118) male employees. The mean for females is equal to (M= 88.75) and the standard deviation (SD= 15.83) for the sample size of (N= 82) female employees. It was also found that the test value (T-test) is equal to (0.076) for the degree freedom score (df= 198) with an expression level of It was also found that the value (P value = 0.941) These results show that gender does not affect the level of human resource management, because there is no statistical significance because the value (P value) is greater than 0.05. As shown in Table (5).

**Table (5):** Level of human resource management according to gender variables (male and female)

Gender	N	M	SD	T- test	Sig 2 tailed	Df
Male	118	88.91	13.51	0.076	0.941	198
Female	82	88.75	15.83			

Note: N = Number of Sample, M= Mean, SD= Standard Division, Sig 2tailed = P value, df= Degree Freedom.

#### 4-Find out Organization Performance according to gender (Male and Female)

The fourth aim of the study was to assess the level of organizational performance based on gender variables (male and female) in Erbil province. The researchers used the Independent Sample T-test as the statistical tool to analyze the data. The results indicated that the mean score for male employees was (M = 27.51) with a standard deviation of (SD = 5.42), based on a sample size of (N = 118). For female employees, the mean score was (M = 25.81) with a standard deviation of (SD = 5.22), based on a sample size of (N = 82). The T-test value was (t = 2.228) with a degree of freedom (df = 198), and the p-value was (p = 0.027). Since the p-value is less than 0.05, the results indicate a statistically significant difference between male and female; The analysis shows a significant difference in organizational performance between male and female employees, with male employees scoring higher. This difference is statistically significant (p < 0.05). These findings are summarized in Table 6.

**Table (6):** Level of organization performance according to gender variables (male and female)

Gender	N	M	SD	T- test	Sig 2 tailed	Df
Male	118	27.51	5.42	2.228	.027	198
Female	82	25.81	5.22			

#### 5-Correlation between human resource management and organization performance

The fifth aim of the study was to investigate the correlation between human resource management (HRM) and organizational performance. The analysis was conducted using the Pearson correlation coefficient to understand the strength and significance of the relationship. The results showed that the mean score for human resource management was (M=88.85), with a standard deviation of(SD= 14.47) For organizational performance, the mean score was(M= 26.82), with a standard deviation of(SD= 5.39) The Pearson correlation coefficient was found to be( $\beta = 0.045$ )the significance value (p = 0.527) was much greater than the standard threshold of 0.05, suggesting that the correlation is not statistically significant. This means that there is no meaningful relationship between HRM practices and organizational performance based on the data analyzed in this study. These results indicate that the HRM strategies being implemented are not strongly linked to performance outcomes. As shown in table 7.

**Table (7):** correlation between human resource management and organization performance

Variable	Mean(M)	SD	Pearson correlation	Sig (2 Tailed)
Human Resource Management	88.85	14.47	0.045	.527
Organizational Performance	26.82	5.39		

## 6<sup>th</sup>: Discussion and conclusion

The first objective aims to assess the level of human resource management (HRM) among employees in companies in Erbil province. The findings indicate that employees experience significantly high levels of HRM. This result is consistent with the results of previous studies, especially the study (Kawani, ٢٠١٨; Staki, 2018; and Anwar and Abdullah, 2021).

Several factors may explain why the level of HRM among employees is high. One possible reason is that firms in the province may invest heavily in HRM practices, such as employee training, development programs, and strong performance management systems. These investments can contribute to a well-designed and supportive work environment that enhances employee satisfaction and engagement. In addition, an emphasis on modern HR practices, such as clear communication, inclusive benefits, and employee participation in decision-making, may further strengthen the perceived quality of HRM among staff. In addition, high levels of HRM can be affected by a competitive business environment, where companies recognize the importance of strong HRM practices to attract and retain top talent. By prioritizing human resource initiatives, organizations can ensure that their workforce remains motivated and committed, ultimately driving organizational success.

The second objective of the study was to determine the level of organizational performance among employees in companies in Erbil province. The results indicate that employees exhibit a high level of organizational performance. This finding is consistent with the results of (Yilmaz et al, 2015; Staki, 2018; and Anwar and Abdullah, 2021).

There are several possible reasons behind this high level of organizational performance. One reason could be the existence of well-designed management systems and efficient work practices that align employee efforts with organizational objectives. When employees understand what is expected of them and are supported with appropriate resources and guidance, it fosters an environment conducive to high performance. Additionally, effective leadership and a clear organizational vision can motivate employees to work diligently and achieve performance goals. Another contributing factor may be the focus on employee engagement and job satisfaction within these firms. When organizations invest in their workforce by providing training opportunities, recognizing achievements, and maintaining open communication, employees are likely to feel valued and motivated. This in turn boosts their overall productivity and performance. Furthermore, a positive organizational culture that promotes teamwork and collaboration can motivate employees to perform at a higher level, benefiting the organization as a whole.

The third objective of the study was to determine whether the level of human resource management (HRM) differs between male and female employees in Erbil province. The findings suggest that there is no significant difference in HRM levels between the two genders. This indicates that male and female employees experience HRM practices similarly within the organizations studied. One reason behind these results could be that companies in Erbil province implement HRM policies that are gender-neutral and equally accessible to all employees. Organizations may be making conscious efforts to ensure fairness and inclusivity in their HR practices, such as providing equal opportunities for training, development, and career advancement. By focusing on equity in HR management, companies can create a balanced work environment that does not favor one gender over the other.

The fourth aim of the study was to assess whether organizational performance differs between male and female employees in Erbil province. The results indicate that there is a statistically significant difference in organizational performance based on gender, with male employees outperforming their female counterparts. This suggests that gender may play a role in shaping organizational outcomes within the studied companies. One possible reason for the difference in organizational performance could be related to workplace dynamics or expectations. In some cases, male employees may be more frequently assigned tasks or roles that align with higher performance metrics, or there may be subtle biases in how performance is evaluated. Gender-based differences in job roles or responsibilities could also contribute to the disparity, with male employees possibly having more opportunities for career advancement or greater involvement in performance-driven



initiatives. Additionally, the difference in performance could reflect broader societal or organizational factors. For instance, male employees might experience different levels of support, mentoring, or leadership opportunities compared to female employees. Organizational culture may favor certain communication styles, leadership approaches, or work behaviors that could unintentionally benefit one gender over the other. On the other hand, female employees may face challenges such as work-life balance pressures or societal expectations that could impact their performance. However, it is important to note that the observed difference may also be influenced by other factors, such as the specific industry, company policies, and the roles performed by male and female employees within the organization.

The fifth objective of the study was to investigate the relationship between human resource management (HRM) and organizational performance. The findings indicate that there is no statistically significant relationship between HRM practices and organizational performance. This suggests that in the context of this study, HRM strategies implemented by organizations do not directly influence or improve performance outcomes. These results are the opposite of research (Kawani, 2018; Staki, 2018; Yilmaz et al, 2015 ) but similar to those of (Anwar and Abdullah, 2021).

A possible reason for this lack of association could be that while HRM practices are important, other factors may be more effective in driving organizational performance. For example, external factors such as market conditions, economic factors, or organizational culture can have a stronger impact on performance than HRM alone. Organizations may also have other operational strategies, such as marketing initiatives or technological advances, that play a more central role in shaping performance outcomes. In addition, HRM practices may not have been effectively aligned with the specific needs or objectives of the organization. If HRM strategies are not designed to address unique challenges or opportunities within a firm, their impact on performance can be minimal. It is also likely that HRM practices in place are more focused on employee well-being and satisfaction, rather than directly improving organizational performance measures such as productivity, profitability, or efficiency. Another explanation could be that the full impact of HRM practices may take a long time to materialize, and the study may not have captured the long-term effects that these strategies have on performance.

## **1- Conclusions**

This study examined the relationship between human resource management (HRM) practices and organizational performance in companies located in Erbil province. The results indicate that HRM practices are perceived to be at a high level by employees, which suggests that companies in the region are investing significantly in their human resources. These efforts include a focus on employee training, development, and performance management systems, all of which contribute to creating a positive and motivating work environment. This focus on HRM has likely played a role in fostering employee satisfaction, engagement, and ultimately, organizational success. However, despite the high levels of HRM practices, the study found no direct correlation between HRM and organizational performance. This highlights that while effective HRM is crucial, it may not always translate directly into performance outcomes. Organizational performance is influenced by a variety of factors, such as leadership quality, organizational culture, market conditions, and external economic factors, which can have a greater impact on performance than HRM alone. This disconnect between HRM and organizational performance suggests that companies may need to adopt a more holistic approach, integrating HRM with other organizational strategies to optimize overall performance.

Furthermore, the study also explored whether there are gender-based differences in HRM practices and organizational performance. The results showed no significant differences between male and female employees in terms of HRM practices, indicating that companies in Erbil are implementing gender-neutral HRM policies. This reflects a growing commitment within organizations to ensure equality and fairness in the workplace, allowing both male and female employees to access the same opportunities for career advancement and development.

## 2- Recommendations

Based on the findings of this study, several recommendations can be made for companies in Erbil to improve their HRM practices and organizational performance:

- A. Enhance Employee Development Programs: While HRM practices were found to be effective, companies should continue investing in employee development, training programs, and performance management systems. These initiatives can further improve employee engagement and organizational performance.
- B. Promote Inclusive and Equitable HR Practices: Companies should maintain or strengthen gender-neutral HRM policies to ensure equal opportunities for all employees. Promoting inclusivity and fairness will help enhance employee satisfaction and contribute to a positive work environment.
- C. Focus on Leadership and Organizational Culture: To further improve organizational performance, companies should focus on fostering strong leadership and a positive organizational culture. Providing clear communication, recognition, and a supportive work environment will help employees align their efforts with organizational goals.
- D. Evaluate Long-Term Effects of HRM: Although no direct correlation between HRM and organizational performance was found, it is important for companies to regularly assess the long-term impact of HRM practices. Tracking employee satisfaction, retention, and productivity over time can provide a clearer picture of how HRM strategies affect performance outcomes.
- E. Encourage Employee Engagement: Companies should invest in employee engagement initiatives that focus on recognition, feedback, and employee involvement in decision-making processes. Engaged employees are more likely to perform at higher levels, contributing to the organization's success.

## References

- 1- Abu-Jarad, I. Y., Yusof, N. A., & Nikbin, D. (2010). A review paper on organizational culture and organizational performance. *International journal of business and social science*, 1(3).
- 2- Aguinis, H. (2019). *Performance management* (4th ed., p. 44). Pearson Education.
- 3- Al-Khaled, A. A. S., & Fenn, C. J. (2020). The impact of strategic human resource management practices on organizational performance. *BERJAYA Journal of Services & Management*, 14, 53-60.
- 4- Anwar, K & Abdullah, N. (2021). The impact of Human resource management practice on Organizational performance. *International Journal of Engineering, Business and Management*. 5. 35-47. 10.22161/ijebm.5.1.4.
- 5- Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed., p. 12). Kogan Page.
- 6- Awla, K., S (2020). Human Resource Management Practices and Organizational Support effect on Employee Commitment in Erbil Hospitals. *Solid State Technology*, Volume: 63 Issue: 6.
- 7- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115> (p. 217).
- 8- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: A five-phase approach. In T. G. Cummings (Ed.), *Handbook of Organization Development* (pp. 147-168). SAGE Publications.
- 9- Bn Aoin, Hanan Mohammed (2017). Impact of human resource management on organizational performance within firms in Saudi Arabia. *Saudi Electronic University. International Journal of Advanced Research*. ISSN 2320-5407.
- 10- Breugh, J. A. (2021). Recruitment and selection. In J. L. Greenhaus & G. A. Callanan (Eds.), *The handbook of career theory* (pp. 417-432). Cambridge University Press.
- 11- Budd, J. W. (2004). Employment with a human face: Balancing efficiency, equity, and voice (p. 43). *Industrial Relations Research Association*.
- 12- Carroll, A. B. (1999). Corporate social responsibility: A case approach. *Business & Society Review*, 104(3), 278-294. <https://doi.org/10.1111/0045-3609.00050> (p. 278).
- 13- Chahar, Dr & Hatwal, Vinod. (2018). Human Resource Management Practices and Its Impact on Employees Engagement and Performance Human Resource Management Practices and Its Impact on Employees... 17. 9. 16-35.
- 14- Creswell, J. (2012). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (4th ed.). Upper Saddle River, NJ: Pearson Education.
- 15- Cummings, T. G., & Worley, C. G. (2014). *Organization development and change* (10th ed., p. 81). Cengage Learning.
- 16- Ferris, G. (1999). Human resources management: some new directions. *Journal of Management*, 25(3), 385-415. doi:10.1016/s0149-2063(99)00007-0.

- 17-Gerhart, B., & Rynes, S. L. (2003). Compensation: Theory, evidence, and strategic implications. Sage Publications (p. 57).
- 18-Goodarzi, H.T., & Bazgir, R. (2015). The Impact of Hrm Practices on Organizational Performance. Indian Journal of Fundamental and Applied Life Sciences ISSN: 2231– 6345 (Online) An Open Access, Online International Journal Available at [www.cibtech.org/sp.ed/jls/2015/02/jls.htm](http://www.cibtech.org/sp.ed/jls/2015/02/jls.htm) 2015 Vol. 5 (S2), pp. 2036-2045.
- 19-Guest, D. E. (2017). Human resource management and employee well-being: A review of the evidence. International Journal of Human Resource Management, 28(8), 1127-1152 (p. 1129).
- 20-Hamon, T.T. (2003), "Organizational effectiveness as explained by social structure in a faith-based business network organization", unpublished doctoral dissertation, Regent University, Virginia Beach, VA.
- 21-Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action (p. 23). Harvard Business Press.
- 22-Kaufman, B. E. (2015). Theoretical perspectives on work and the employment relationship (7th ed., p. 25). Industrial Relations Research Association.
- 23-Kaur, Simarjeet. (2021). Sample Size Determination. International Journal of Current Research. 09. 48365-48367.
- 24-Kawani, S., H, H (2018). The Impact of Human Resource Practices on Organizational Performance: A Study of Businesses in Kurdistan. International journal of Engineering, Business and Management (IJEEM), [Vol-2, Issue-6, Nov-Dec, 2018]. ISSN: 2456-7817.
- 25-Khan, S., & Abdullah, N. N. (2019). The impact of staff training and development on teachers' productivity. Economics, Management and Sustainability, 4(1).
- 26-Kothari. C. R (2004). Research Methodology (Methods and Techniques). Published by New Age International. Second edition. ISBN (13) : 978-81-224-2488-1.
- 27-Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: Mediating and moderating roles of work motivation. International Journal of Human Resource Management, 17(3), 514-533 (p. 520).
- 28-Marouf, H and Agid, J., H (2021). The Role of Human Resources Management in Reducing the Spread of Infectious Diseases A Study Applied in Government Hospitals in A Minority Kurdistan Iraq (2021- 2020). Qalaai Zanist scientific Journal. Vol. (6), No (4), Autumn 2021, ISSN 2518-6566 (Online) - ISSN 2518-6558 (Print).
- 29-Mayhew, R. and Seidel, M. (2019). Primary Responsibilities of a Human Resource Manager. Chron. Retrieved from <https://smallbusiness.chron.com>primar> .(Accessed 8th may, 2020)
- 30-Milkovich, G. T., & Newman, J. M. (2020). Compensation (12th ed., p. 98). McGraw-Hill Education.
- 31-Mishra, B. R (2015). Human Resource Management. Utkal University. Directorate of Distance & Continuing Education Bhubaneswar. B.COM (H) – Elective 1 - Semester V.
- 32-Noe, R. A. (2017). Employee training and development (7th ed., p. 34). McGraw-Hill Education.
- 33-Oliver, R. L. (1997). Satisfaction: A behavioral perspective on the consumer (p. 280). McGraw-Hill.
- 34-Osewa, Oladimeji Sogo & Osewa, Olushola Titilope (2020). Human Resource Management: Functions, Challenges and the Assessment of the Methods of Enhancing Employees Performances and Preventing Industrial Conflicts to its Bearable Minimum in an Organization. International Journal of Applied Engineering and Management Letters (IJAEML), 4(2), 96- 110. DOI: <http://doi.org/10.5281/zenodo>.
- 35-Othman, M., & Abdullah, N. N. (2016). The conceptual assessment of Malaysian entrepreneurship environment and economic contribution. Journal of Resources Development and Management, 20.
- 36-Peterson, W., G. Gijsbers, and M. Wilks (2003). An organizational performance assessment system for agricultural research organizations: concepts, methods, and procedures. ISNAR Research Management Guidelines, 2003. 7.
- 37-Rani, Preeti (2023). Impact of HR Practices on Organizational Performance: With Special Reference to. International Journal of Management Technology and Engineering. 1. 121-130.
- 38-Spencer, X. S. Y., Joiner, T. A., & Salmon, S. (2009). Differentiation strategy, performance measurement systems and organizational performance: Evidence from Australia. International Journal of Business, 14(1).
- 39-Staki. F. E (2018). Effects of Human Resource Practices on Organizational Performance. A Case of Veta in Dar Es Salaam and Morogoro Regions. University of Tanzania. Master Degree.
- 40-Suksod, P., & Cruthaka, C. (2020). The Relationship between Human Resources Practices and Organizational Performance in Pharmaceutical Industry of Thailand. Systematic Reviews in Pharmacy, 11(3).
- 41-Tharenou, P., Saks, A. M., & Moore, C. (2007). A review and critique of research on training and organizational-level outcomes. Human Resource Management Review, 17(3), 251-278 (p. 263).
- 42-Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. California Management Review, 38(4), 8-30. <https://doi.org/10.2307/41165852> (p. 25).
- 43-Wright, P. M., & Ulrich, M. D. (2017). A road well-traveled: The past, present, and future journey of strategic human resource management. Annual Review of Organizational Psychology and Organizational Behavior, 4.
- 44-Yılmaz, R. and Bulut, F, M (2015). The Effect of Human Resources Management on Organisational Performance. KNUV 2015; 2(44): 5-13.
- 45-Zakaria, S & Fadzilah, W & Wan Y, Wan F. (2011). Transforming Human Resources into Human Capital. Information Management and Business Review. 2. 48-54. 10.22610/imbr. v2i2.882.