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Enhancing Human Resources Synergy by Using the Intellectual Principles of Social Mobilization Theory

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Abstract: The main idea of the researcher is to try to discover the influence exerted by the theory of social mobilization in enhancing human resources synergy, in a way that enhances their performance levels, which in turn is reflected in enhancing the overall performance of their organization, and thus maintaining its competitive position. The problem has been pointed out. There is a deficiency in investing in the principles of social mobilization theory and using this to enhance the effectiveness of human resources. Therefore, the importance of the research is to propose a set of solutions to address this problem, and one of the most important goals that the research seeks is to diagnose the extent of the organization under study's interest in applying it and investing in the relationship between them. In order to achieve these goals, the descriptive analysis method was adopted, as a questionnaire was designed according to a number of ready-made indicators after adapting it to suit the organization and the field of research (Al-Nisour University College), which was distributed to a sample of teachers and employees working in the college, numbering (129) individuals, and after processing Data using a set of statistical tools available in the statistical program (SPSS.V23). A number of results were reached that confirmed the validity of the main hypothesis of the research. Accordingly, the research recommended the necessity of following up on the developments reached by researchers and specialists in the field of human resources synergy, and investing the results of their research in enhancing knowledge of these variables in the local environment.

تعزيز تداؤبية الموارد البشرية باستخدام المنطلقات الفكرية لنظرية التعبئة الاجتماعية

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المستخلص

تتجسد الفكرة الرئيسة للباحث في محاولة اكتشاف التأثير الذي تمارسه نظرية التعبئة الاجتماعية في تعزيز التداؤبية بين الموارد البشرية، بالشكل الذي يعزز من مستويات الاداء الخاص بهم والذي ينعكس بدوره على تعزيز الاداء العام لمنظمتهم، ومن ثم الحفاظ على المركز التنافسي الخاص بها. وقد اشارت مشكلة الى وجود قصور في استثمار منطلقات نظرية التعبئة الاجتماعية وتوظيف ذلك في تعزيز تداؤبية الموارد البشرية، وعليه فان اهمية البحث تتمثل في اقتراح مجموعة من الحلول للتصدي لهذه المشكلة، ومن اهم الاهداف التي يسعى اليها البحث هو تشخيص مدى اهتمام المنظمة المبحوثة بتطبيقها واستثمار العلاقة بينها. ومن اجل تحقيق هذه الاهداف اعتمد المنهج الوصفي التحليل اذ تم تصميم استبانة وفقاً لعدد من المؤشرات الجاهزة بعد تكييفها لتلائم المنظمة ميدان البحث (كلية النور الجامعة)، والتي تم توزيعها على عينة من التدريسيين والموظفين العاملين في الكلية والبالغ عددهم (129) فرداً، وبعد معالجة البيانات باستخدام مجموعة من الادوات الاحصائية المتاحة في البرنامج الاحصائي (SPSS.V23)، تم التوصل الى عدد من النتائج اكدت صحة الفرضية الرئيسة للبحث، وعليه فقد اوصى البحث بضرورة متابعة المستجدات التي توصل اليها الباحثون والمختصون في مجال ادارة الموارد البشرية، واستثمار نتائج بحوثهم في تعزيز المعرفة الخاصة بهذه المتغيرات في البيئة المحلية.

الكلمات المفتاحية: التداؤبية، الموارد البشرية، نظرية التعبئة الاجتماعية، المنظمة.

The First Axis: Introduction

Social interactions and relationships between human resources working within the organization constitute one of the main drivers of their feelings and emotions at work, which can be reflected in the nature of the behaviors and actions that they carry out among each other, which can play an important role in influencing Their morale and motivation at work, and the extent of their readiness to carry out the tasks and duties assigned to them, and in order to invest these relationships in the best possible way by the organization, it has begun to use a number of theories that explain these relationships, and perhaps the most prominent of these theories is the theory of social mobilization, which indicates how to study the factors Influencing social relations between human resources working within the organization. On the other hand, human resources possess a set of knowledge, skills and abilities that are considered of high value to them and to their organization, and which it is necessary to invest in the best possible efficiency. This can

be achieved through the synergy of human resources, which enhances the state of interaction and integration between them in a way that enhances the value of their knowledge and skills. Their capabilities and enhances the degree of their contribution to achieving the goals of their organization. From here, the main idea of the research emerged, which is to employ social mobilization theory to enhance the human resources synergy, Considering that human resources synergy represents the evolving trend of managing employees within the organization, this is achieved by achieving interaction between their skills and knowledge and investing them jointly, enhancing their value and the value of the results achieved from them, so that the output of a group of employees becomes many times the output that each of them can achieve individually. This is achieved by achieving knowledge accumulation among them and skill integration between them to address the problems they face at work and developing the necessary mechanisms to improve the performance of their organization, and then achieving a set of valuable core capabilities for the organization as a whole, which can enhance its competitive value in the markets in which it operates. The researcher was able to summarize the research problem with a main question that stated: Is there sufficient awareness among the top management at Al-Nisour University College about how to employ the theory of social mobilization in enhancing the human resources synergy? Therefore, the importance of the research is to propose a set of recommendations that would enhance knowledge. On the mechanism of applying the theory of social mobilization in investing in human resources efforts by enhancing their cooperation after preparing standards according to a number of global indicators and standards. The most prominent goals that the research seeks are also identified in the researcher's attempt to diagnose the extent of interest of Al-Nisour University College in applying the theory of social mobilization and the human resources synergy. Within it, as well as discovering the nature of the relationship between these two variables. This research also attempts to address the scientific gap represented by the absence of any study that combines the theory of social mobilization with the dynamism of human resources, by reviewing a group of previous intellectual efforts and examining their cognitive and philosophical foundations, to provide a new source for the Iraqi library that can be relied upon in preparing a group of future studies. The research also seeks to address the intellectual dilemma

represented by the disagreement of researchers and those interested in the possibility of relying on the dynamism of human resources on the theory of social mobilization in its achievement or vice versa, due to the contradictions in their ideas and orientations.

The Second Axis: The Theoretical Propositions of Human Resources Synergy and Social Mobilization Theory and The Theoretical Relationship Between Them:

In this axis, we will try to identify the most important theoretical and cognitive propositions that researchers and those interested have addressed when they study the concept of human resource permanence and the theory of social mobilization and the nature of the relationship that brings them together, in a way that enhances the researcher's ability to formulate hypotheses for his current research and build the hypothetical scheme whose validity he is trying to test. As in the following paragraphs:

Social Mobilization Theory: Human resources perform the tasks and duties assigned to them within the organization, through interaction with each other, cooperation, and working in a group spirit, as well as within work teams with diverse tasks and specializations. Therefore, by virtue of this work, they come into contact with a variety of human resources with varying cultural backgrounds, capabilities, skills, and academic qualifications. As a result, groups emerge, some of whom are influential and try to influence others, while others are followers and try to imitate their colleagues at work (Engels & Müller, 2019). Hence, researchers and specialists in the field of human resources synergy have been interested in studying the most important theories that explain these behaviors. Perhaps the most prominent of these theories is the theory of social mobilization, which has varied approaches and trends that researchers and those interested have addressed when studying it. Therefore, the definitions that have been presented to it have varied and multiplied, as it is known as the theory. Which attempts to explain the most important factors that affect the behavior of human resources from a social perspective, when they interact with each other and determine the nature of the relationships that bring them together (Zhu, 2020). This definition emphasizes the role played by social mobilization theory in helping the organization control the behaviors of its human resources and invest them in a way that is consistent with the goals it seeks.

According to the competitive approach, this theory is known as the theory that attempts to unify the efforts and energies of human resources, to implement the activities of their organization in a way that is difficult for its competitors to imitate or imitate (Muliavka, 2020). Here, the important role played by social mobilization theory is highlighted in achieving the organization's competitive superiority in its environment and sustaining it for the longest possible period. From the point of view of decision-making, social mobilization theory is known as the theory that explains how to unify the capabilities of human resources to collect, analyze and extract information in a way that supports the decisions necessary to address the problems facing the organization when striving to achieve its goals (Benjamin, 2021). The theory of social mobilization has also been defined as the tool adopted by the organization to achieve justice and equality among its human resources, in a way that enhances their spirit of initiative and leadership to achieve their social goals (Matias et al, 2021). Here, the nature of the interrelation between the theory of social mobilization and the success of the entrepreneurial projects that the organization seeks becomes clear to us. This theory is also known as a tool that can be applied through its application to control the exceptional circumstances that may occur within the organization, which may result in chaos, confusion, and some conflicts among its human resources (Jampel et al., 2021). It has also been defined as one of the administrative approaches adopted by the organization to achieve harmony between the orientations of its leadership and the expectations and desires of its human resources in a way that enhances the degree of compatibility and harmony among them (Tracy, 2021). From an organizational perspective, the theory of social mobilization has been defined as the contemporary trend adopted by the organization to enhance the degree of commitment and loyalty of its human resources towards its direction, in a way that ensures the investment of the resources available to it in achieving its goals (Peng & Doherty, 2022). This definition confirms that social mobilization theory plays an important role in enhancing the organization's ability to retain its talented human resources, with rare and valuable characteristics and capabilities. In almost the same direction, this theory is known as one of the contemporary trends adopted by the

organization to achieve harmony and synergy between its organizational identity and the personal identity of its human resources, to ensure unification and synergy of efforts towards the common results that they seek to achieve (Lai et al., 2022). Focusing on the results resulting from the social human resources synergy, social mobilization theory has been defined as the theory that explains the most important social, cultural, political and economic results that result from the interactions that occur between human resources working within the organization (Syed & Silva, 2023). This definition emphasizes, in its intellectual content, the diversity and multiplicity of fields that result in social mobilization within contemporary organizations. From an administrative point of view, this theory has been defined as one of the contemporary trends adopted by the organization, when dividing tasks and responsibilities among its human resources in a manner that is compatible with their skills, knowledge, and abilities, to achieve the best possible results (Atta & Holst, 2023). Accordingly, social mobilization theory plays an important role in achieving compatibility between the job description and design and the job description to ensure reaching the best results that the organization seeks. After discussing the previous ideas, the researcher can define social mobilization theory as the theory that explains how to build formal and social relations between human resources within the organization, and invest them in unifying their efforts, coordinating their behaviors, and investing the resources available to them, in implementing the tasks and duties assigned to them to achieve the goals of their organization, in a way that enhances Its competitive position in the surrounding environment.

Human Resources Synergy: Many researchers and those interested in the field of human resources synergy have been interested in creating a set of methods and methods that contribute to enhancing their ability to carry out the tasks and duties assigned to them, which in turn is reflected in achieving the intended results for the organization as a whole. Perhaps the most prominent of these concepts related to achieving this is human resources synergy. Which was studied from multiple aspects and approaches, which led to the emergence of a clear difficulty in finding an accurate and clear definition of it. From a marketing point of view, human resources synergy is

defined as the process of interaction and synergy that takes place between the organization's internal customers (its human resources) and the organization's external customers (the beneficiaries of its services), in a way that contributes to achieving results that are consistent with the expectations of all stakeholders with whom it deals (Aurand et al, 2005). Human resources synergy is considered a tool that the organization resorts to in order to address any conflict or conflict between the interests of the parties dealing with it. As for the ethical and behavioral approach, he defined human resources discipline as the tool that management adopts to achieve integration between the ethical standards approved within the organization and the behaviors that human resources take when carrying out the tasks and duties assigned to them, in a way that ensures compliance with all instructions and legislation issued by top management. To manage the organization's operations (Plant & Ran, 2009). Here, it can be said that human resources synergy is one of the disciplinary tools that can be used to rationalize the behaviors followed within the organization. Accordingly, it has been pointed out that human resources synergy carries within its content multiple terms that emphasize integration, compatibility, grouping, congruence, alignment, coupling and dependence that occurs between human resources and which contributes to helping them achieve their goals and the goals of their organization in a consistent manner (Clint, 2010). Here, it becomes clear to us that there are many intellectual and practical approaches related to human resources synergy. In reference to the importance of integration between members of the organization's supply chain, human resources synergy has been defined as the tool that the organization adopts to achieve integration between the efforts of the parties it deals with when providing the inputs, it needs to carry out its operations, and between the parties that carry out the necessary activities to transform these inputs into high-value outputs. And among the parties that contribute to delivering these outputs are the parties that need them at the appropriate time and place, in a way that enhances their ability to enhance the degree of loyalty and satisfaction of their customers and retain them in the future (Nejati et al., 2017). According to the system approach, human resources synergy has been defined as the process of interaction that takes place

between human resources working within the organization, as they are subsystems within a larger system, which is the organization, in a way that helps their organization achieve integration between it and the environment in which it operates, which constitutes the most comprehensive system for the whole (Komang et al., 2019). Here, human resources synergy emphasizes the idea of interaction and integration, not only at the level of individuals, but also at the level of the organization, the environment, and other systems. According to the interaction approach, human resources synergy has been referred to as the strongest type of interaction that occurs between two or more human resources when executing a specific function, which contributes to achieving results of higher value if this function were implemented individually (Yu et al., 2020). This definition emphasizes the importance of the role played by human resources synergy in achieving the value achieved for them and their organization or for all parties dealing with it. Focusing on the importance of integration between organizations, human resources synergy was defined as the result that is achieved when the knowledge and experiences of human resources working in two or more organizations are integrated, and the integration between them has been achieved, in a way that enhances the ability of these human resources to achieve results of high value that outperform competitors. which could not have been achieved before the merger between these organizations (Libiao et al., 2022). Here the nature of the direct relationship that combines the effectiveness of human resources and the sustainability of its competitive advantage becomes clear to it. Human resources synergy is also known as the integration process that takes place between a group of intangible assets, which contributes to achieving a group of tangible results of high value (Abel Mawuko et al., 2022). Here an important idea emerges the organization of human resources synergy place between their intangible skills, knowledge and experience, but it contributes to achieving measurable results from a mathematical standpoint, in other words, the results of which can be felt. From a chemistry point of view, human resources synergy was referred to as the ability of four human resources to achieve results equivalent to the ability of five human resources, as their knowledge, information and abilities were exchanged with each other, shared and employed in carrying out the tasks and duties assigned to

them (Hendra & Hatamar, 2023). The previous idea of definition can be embodied in the following mathematical equation ($2 + 2 = 5$). From a profitability point of view, human resources synergy is defined as the organization's ability to achieve high levels of profits, by achieving integration between the efforts of its human resources at all organizational levels, and at a much higher level than the profits that could be achieved in the absence of such integration in efforts (Junaidah et al, 2023). Here it becomes clear to them the nature of the direct relationship between the effectiveness of human resources and the profitability of their organization and its ability to provide the necessary liquidity to finance its various projects that ensure its survival and continuity of work. After reviewing the previous concepts, the researcher can rely on their intellectual foundations in defining human resources synergy procedurally for the purposes of the current research, as it is one of the contemporary administrative trends that the organization adopts to achieve integration between the experiences, knowledge, skills, and capabilities of its human resources, in a way that enhances the degree of its contribution to achieving the strategic goals that it seeks. To it, thus enhancing its ability to achieve the profitability it seeks, expanding its market share and sustaining its competitive advantage.

After reviewing the previous ideas, it becomes clear to the researcher that the theory of social mobilization plays an important role in strengthening social relations between human resources working within the organization, and this in turn is reflected in their desire and willingness to cooperate and work in a team spirit with each other, and then exchange their knowledge and information among themselves, in a way that It contributes to enhancing their capabilities and skills, and this in turn enhances the consistency of joint work between them, which contributes to achieving their goals and the goals of their organization at the same time. On this basis, the main hypothesis of the research was formulated, which will be referred to in the third axis. Hence, the scientific value or scientific addition of the research is represented by discussing the intellectual foundations that explain the nature of the role played by social mobilization theory in supporting the ability of organizations operating in competitive environments to enhance the rates of synergy among their human resources, given that these resources are the

main driver for achieving their competitive advantage and building their core capabilities that can be relied upon in defending their market share.

The Third Axis: Research Methodology

The descriptive analytical method was used in completing the current research in its theoretical and applied aspects because it attempts to study the researched phenomenon in all its aspects. After learning about the research methodology, the researcher can formulate a hypothetical plan for the research, as shown in Figure (1).



Figure (1): Hypothetic research chart

After reviewing the main idea of the hypothetical plan of the research, which is the possibility of enhancing the responsive variable (human resources synergy), through the use of the explanatory variable (social mobilization theory), the main hypothesis of the research can be formulated, which indicates (there is a significant correlation and effect with statistical significance at the level (0.01) for the theory of social mobilization in enhancing human resources synergy inside Al-Nisour University College). In order to test the accuracy and validity of this hypothesis, the researcher designed a questionnaire for the purpose of collecting research data, The main reason for choosing the questionnaire is due to the nature of the variables being studied, as they are more descriptive than quantitative. Therefore, the data that the research seeks to collect are descriptive data that are consistent with the orientations of the questionnaire, in addition to the role of the questionnaire in helping the researcher to study the phenomenon being studied from all its aspects and not limiting it to a specific orientation or a specific idea. The items on social mobilization theory were designed based on the ideas of (Atta & Holst, 2023), while the items on human resources synergy were designed based on the ideas of (Hendra & Hatamar, 2023). In order to ensure that the questionnaire is appropriate for the research objectives and its ability to provide the researcher with the required data, it

was subjected to confirmatory and exploratory factor analysis tests, and the results for its items exceeded the standard value of (0.96). The researcher also conducted a test of the apparent validity of the questionnaire by presenting it to a number of arbitrators specialized in the field of business administration. Many of its paragraphs were reformulated and others were deleted, until it stabilized at its current state with ten paragraphs. The questionnaire also achieved a percentage of agreement between the arbitrators amounting to (92%). The researcher also conducted a reliability test on the questionnaire, as it was distributed to a sample of (25) individuals, and after (20) days it was redistributed to them. After conducting a reliability analysis using the Cronbach alpha coefficient, the reliability rate reached (89%), which is a very good percentage and indicates a good It is clear that the questionnaire is able to give the same results if it is distributed to the same sample more than once over long periods of time. The research sample consisted of (129) individuals from the human resources working within Al-Nusour University College, whether they were teaching staff, employees, or administrators. The main reason for choosing Al-Nusour University College as a field for applying the research is its direct reliance on human resources in implementing many of their tasks and duties. It also competes in a sector that directly relies on human resources in education. The researcher deliberately chose this sample in a random manner to provide the opportunity for all employees within the college to participate in the researched sample, and then work on adapting it to be consistent with the goals that the research seeks to achieve.

Fourth Axis: Analyzing, Discussing, And Interpreting Data to Test the Research Hypotheses and Verify the Validity of Its Hypothetical Plan:

In this section, we will attempt to discuss and explain the most prominent results that were reached after processing the data statistically, and after confirming the possibility of applying measures of central tendency to it after conducting a normal distribution test on the data that was obtained. The results that were reached exceeded the standard value of (0.05), and through Table (1) we can summarize the most prominent results of the descriptive analysis of the relevant paragraphs of the social mobilization theory.

Table (1): Descriptive analysis of social mobilization theory

Paragraphs	Agreement rate	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance	Appreciation
The researched organization works on adopting a teamwork method in employing its human resources.	%89	3.9	0.68	0.17	0.83	very good
The researched organization encourages the spirit of cooperation and teamwork among its human resources.	%91	4.1	0.58	0.14	0.86	very good
The researched organization supports informal social interactions and relationships among its human resources.	%88	3.8	0.71	0.19	0.81	very good
The researched organization attempts to explain the most important factors behind the behavior of its human resources.	%79	2.9	0.83	0.29	0.71	good
The researched organization coordinates the various outcomes that can occur as a result of the behaviors of its human resources.	%86	3.6	0.69	0.19	0.81	very good
The researched organization emphasizes the importance of achieving compatibility between job design and job description to achieve the intended results.	%84	3.4	0.74	0.22	0.78	good

Paragraphs	Agreement rate	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance	Appreciation
The researched organization divides its available resources among its human resources in a manner consistent with the responsibilities assigned to them.	%92	4.2	0.54	0.13	0.87	very good
The researched organization relies on empowerment and delegation of powers to mobilize its human resources towards the goals it seeks.	%85	3.5	0.69	0.20	0.80	very good
The researched organization implements a set of programs that contribute to enhancing the loyalty and loyalty of its human resources towards it.	%90	4	0.58	0.15	0.85	very good
The researched organization seeks to retain its human resources with rare and high value capabilities.	%88	3.8	0.68	0.18	0.82	very good
Social Mobilization Theory	%87	3.7	0.67	0.18	0.82	very good

It is clear from Table (1) that the theory of social mobilization was measured within the framework of ten items, and it achieved a percentage agreement of (87%), which is a very good percentage and exceeded the standard value of agreement, which amounted to (66.7%), and clearly indicates the interest of Al-Nisour University College By strengthening social relationships and ties between its human resources, in a way that enhances the degree of their loyalty and belonging to it, and then enhancing their desire to exert their maximum energies and capabilities in its services

and carrying out its activities and tasks. The value of the arithmetic mean for the total social mobilization theory reached (3.7), which is higher than the value of the hypothetical arithmetic mean, and confirms the interest of Al-Nisour University College in applying the social mobilization theory at a high level from a statistical standpoint when dealing with its human resources. The value of the standard deviation reached (0.67) and confirms the consistency of the answers of the members of the research sample when dealing with the paragraphs of the social mobilization theory. The value of the coefficient of variation came to confirm the decrease in dispersion, as it reached (0.18). The theory of social mobilization also achieved a relative importance of (0.82), which is higher than the relative importance of human resources synergy, and the statistical estimate for all paragraphs of the theory of social mobilization ranged between (good-very good). Table (2) can illustrate the results of the descriptive analysis of human resources synergy:

Table (2): Descriptive analysis of human resources synergy

Paragraphs	Agreement rate	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance	Appreciation
Synergy contributes to enhancing knowledge of human resources within the researched organization.	%89	3.9	0.69	0.18	0.82	very good
The synergy helps develop the core capabilities of human resources within the organization under study.	%93	4.3	0.51	0.12	0.88	very good
The synergy works to provide the information that human resources need to carry out their functions within the organization under investigation.	%88	3.8	0.72	0.19	0.81	very good
Synergy enhances human resources expertise within the researched organization.	%84	3.4	0.82	0.24	0.76	good

Paragraphs	Agreement rate	Arithmetic mean	standard deviation	Coefficient of variation	Relative importance	Appreciation
Human resources synergy helps enhance the profitability of the organization under study.	%90	4	0.59	0.15	0.85	very good
Human resources synergy contributes to expanding the market share of the organization under study.	%79	2.9	0.92	0.32	0.68	middle
Human resources synergy leads to the sustainability of the competitive advantage of the organization under study.	%87	3.7	0.67	0.18	0.82	very good
Human resources synergy plays an important role in achieving harmony between the expectations of stakeholders dealing with the organization under study.	%78	2.8	0.93	0.33	0.67	middle
Human resources synergy plays an important role in helping the researched organization retain its customers.	%91	4.1	0.49	0.12	0.88	very good
Human resources synergy contributes to helping the researched organization achieve its strategic goals.	%86	3.6	0.71	0.20	0.80	very good
Human Resources Synergy	%87	3.6	0.71	0.20	0.80	very good

It is clear from Table (2) that the Human resources synergy was measured within the framework of ten items, and it achieved a percentage

agreement of (87%), which is a very good percentage and exceeded the standard value of agreement, which amounted to (66.7%), and clearly indicates the interest of Al-Nisour University College By supporting programs related to human resources synergy, by creating the appropriate climate for work in a way that enhances the value of the results achieved from their tasks and duties. The value of the arithmetic mean for the total Human resources synergy was (3.6), which is higher than the value of the hypothetical arithmetic mean, and confirms the interest of Al-Nisour University College in enhancing the Human resources synergy at a high level from a statistical standpoint when dealing with its human resources. The value of the standard deviation reached (0.71) and confirms the consistency of the answers of the research sample members when dealing with the human resources synergy paragraphs. The value of the coefficient of variation confirmed the low dispersion as it reached (0.20). Human resources synergy also achieved a relative importance of (0.80), which is less than the relative importance of human resources synergy, and the statistical estimate for all items in human resources synergy ranged between (good - very good), with the exception of paragraphs (sixth and eighth).

After discussing and interpreting the results of the descriptive analysis of the two variables of the study (social mobilization theory and human resource management), it is possible through Table (3) to clarify the results of the correlation and influence relationships that combine them, through which the main hypothesis of the research can be tested.

Table (3): Results of correlations and influence between the research variables

Evaluation	Moral	f	R2	r	B	a	explanatory variable
Positive effect	0.01	29.57	%45	**0.67	0.93	0.87	Social Mobilization Theory

It is clear from Table (3) that the calculated value of (f) amounted to (29.57), which exceeds its tabulated value, and confirms the significance of the influence exerted by the theory of social mobilization in enhancing the Human resources synergy inside Al-Nisour University College, with a level of significance (0.01) and with confidence limits (0.99). These results confirm the ability of the current regression model to describe and explain

the relationship of influence between these two variables. The value of the constant was ($a = 0.87$), which confirms that there is an interest on the part of Al-Nisour University College of (0.87) to enhance the productivity of its human resources even in the absence of applying the theory of social mobilization. As for the value of ($B = 0.93$), this result confirms that the change The theory of social mobilization by one unit will lead to enhancing the ability of Al-Nisour University College to enhance the productivity of its human resources by (0.93). The value of the correlation between social mobilization theory and human resources synergy reached (0.67^{**}), which is a direct and significant relationship with a significance level of (0.01), while the value of (R^2) reached (45%), which confirms the ability of social mobilization theory to explain 45 % of the ability of Al-Nisour University College to enhance the Human resources synergy, and 55% of the variance is explained by other factors that were not included in the current regression model, It is a diverse group of variables that can exist inside or outside the Eagles University College. Perhaps the most important variables inside the college are the philosophy of the senior management in dealing with human resources and its desire to enhance their morale and invest their energies in carrying out their tasks and then achieving the strategic goals of the college, in addition to a diverse group of variables in the external context surrounding the college, which exerts an important influence on the college's ability to invest the synergy of its human resources, which is led by competition between it and the colleges and universities that work with it within the same sector. It is possible to rely on the results that have previously been interpreted to accept the main hypothesis of the research, which states: (There is a statistically significant correlation and effect at the level of (0.01) for the theory of social mobilization in enhancing the human resources synergy inside Al-Nisour University College). Accordingly, the researcher can redraw the hypothetical model for the research after verifying its validity, as follows:

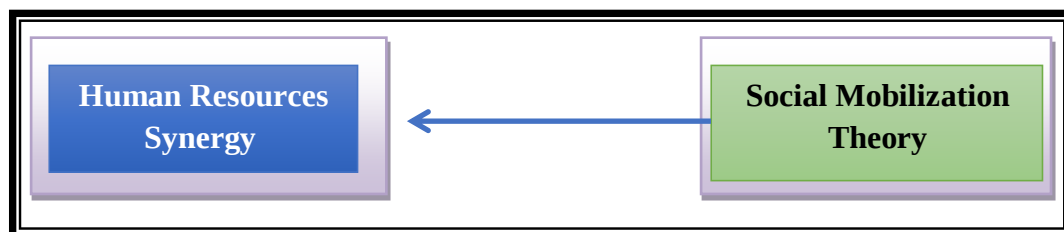


Figure (2): Hypothetical research model

Fifth Axis: Conclusion

Al-Nisour University College: is interested in strengthening social relationships and ties among its human resources, in a way that enhances the degree of their loyalty and affiliation to it, and thus enhancing their desire to exert their maximum energies and capabilities in its services and implementing its activities and tasks. However, the researcher recommends that the Deanship of Eagle University College encourage social and informal relationships. Among its human resources, in a way that strengthens their conviction of the importance of the role they play in achieving its goals and maintaining its position in society. The results of the analysis also confirmed that Al-Nisour University College supports programs related to human resources synergy, by creating the appropriate climate for work in a way that enhances the value of the results achieved from their tasks and duties. Accordingly, the researcher recommends the necessity of Al-Nisour University College to look at the experiences of developed countries in the field of human resources synergy. And trying to invest their results and employ them in the local environment in order to raise the level of results achieved from their performance of the tasks and duties assigned to them. It is clear to us that the application of the principles of social mobilization theory plays an important and statistically significant role in enhancing the work of human resources inside Al-Nisour University College. However, the researcher recommends the necessity of implementing a group of training workshops and educational seminars that enhance the culture of human resources through the necessity of building social relationships between them and cooperation. And share the information and knowledge available to them in a way that achieves consistency in carrying out the tasks and duties assigned to them.

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