



## Human Resource Management and its Impact on the Level of Job Performance: An Analytical Research in the Iraqi Ministry of Interior

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Received: 13/6/2021

Accepted: 4/7/2021

Published: SEPTEMBER/ 2021



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### Abstract:

The current research aims to highlight the role of human resource management with its practices (human resource planning, selection and placement, training and development, performance evaluation, compensation, and incentives) in raising the level of individuals' performance and its dimensions (task performance, contextual performance, unproductive work behavior, and adaptive performance) by explaining the research problem, which can be limited to the low level of performance of individuals, where the researchers use the descriptive analytical approach and the SPSS program in the practical aspect of the research community represented by the general manager and his assistant and directors of directorates, departments and divisions in the General Directorate of Human Resources Management, amounting to 180 individuals, where a sample of 130 individuals was selected. The researchers use the questionnaire and the method of personal interviews for collecting data from the research community. The most prominent statistical methods were used (ratios and frequencies, the arithmetic mean, standard deviation, and confirmatory and exploratory factor analysis). The researchers reached a set of recommendations, the most prominent of which was to continue to adopt work force dependent on university qualifications with accreditation holders of higher university degrees in the specialization of management and human resources and the most important result is that most of the managers are of the male gender and have both higher and primary university qualifications. It is presented at the end of the research.

**Key search terms:** HR management practices: People performance.

## **1. Introduction :**

The current research deals with human resources management with its practices and clarification of its great role in raising the level of performance of individuals in the Iraqi Ministry of Interior, where the General Directorate of Human Resources Management is chosen as a research community because one of the researchers is affiliated with one of its subsidiaries and is interested in developing its work and supporting its quest to overcome the obstacles that lie behind the low level job performance of its members.

The term of the systematic scientific method frames a problem and working to treat it and solve it by scientific methods to achieve the goal behind the research.

The main research problem lies in the low performance of individuals. This is due to the presence of many obstacles and impediments that prevent the development of that performance, raising its level and limiting the role of human resources management in empowering its members. Therefore, it is framed and limited to the following question (Is there an impact of the practices of human resources management represented by B (Human resource planning - selection and appointment - training and development - incentives and rewards - and performance evaluation) on the level of performance of individuals in the General Directorate of Human Resources Management?, to be an expression of the intellectual links between the dimensions of the research variables:

The justifications that prompted the researchers to study the role of human resources management in raising the level of individuals' performance are listed:

- It is the presence of major changes in organizations, such as the continuous change in the assignment of senior positions to general managers and the replacement of ministers from time to time on the work of the surveyed directorate, highlighting the importance of human resource management and its practices as an important means to help the organization overcome the obstacles and constraints resulting from this at the level of the internal and external environments.

Scientific research is a logical and interconnected process, aimed at explaining facts about a certain relationship between two or more variables, and it must be sequenced according to ordered and balanced stages, and the result of working with it is to achieve the goals sought by the organization and its members. Human resources management for its great role in raising the level of performance of its members and working to identify modern practices of human resources management and seeking to apply them to the organization under consideration because of its role in raising the level of performance of individuals and how to apply them correctly.

## 2. The proposed research model and the formulation of its hypotheses

It is designed by the researchers after looking at the research problem and objectives, which shows the relationship between the main research variables and their dimensions, as shown in Figure (1).

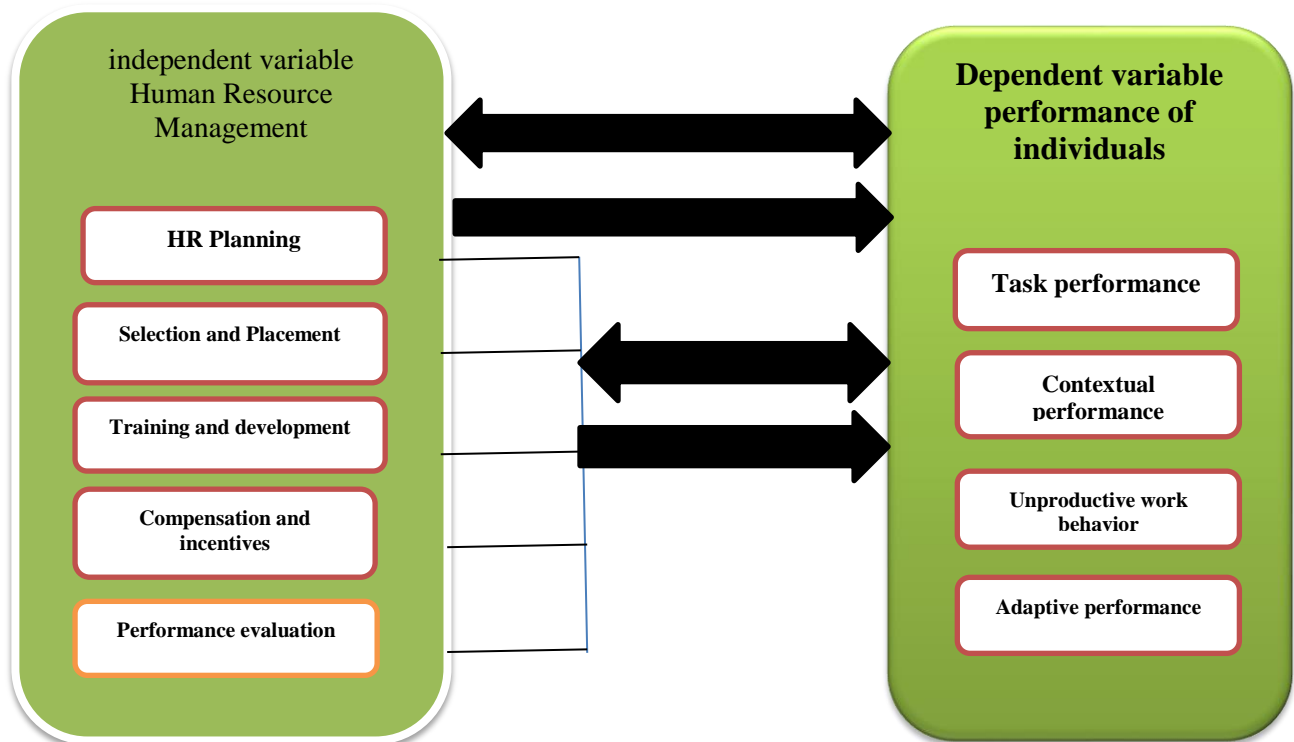


Figure (1) Hypothesized Research Diagram

The main hypothesis is that (human resource management and its dimensions do not affect the performance of individuals in a significant way).

### 3. Procedural tariffs:

**3.1 Human Resources Management:** It is the set of administrative activities and tasks concerned with developing, rehabilitating and maintaining human resources, which contribute to the success of the organization's work in the future.

**3.2 Human resource planning:** a set of basic activities and practices performed by the human resources department, through which the future needs of human resources are determined in terms of number and type.

**3.3 Selection and appointment:** The process of selecting the best candidates for an advertised job and the closest in terms of qualifications to fill it.

**3.4 Training and development:** Training is an effective means aimed at developing the capabilities of the organization's human resources and providing them with modern and advanced skills and capabilities.

**3.5 Compensation and incentives:** The set of external factors and influences and the means and tools that encourage the individual and push him to take a certain approach to obtain the benefits that result from that behavior.

**3.6 Performance evaluation:** Identifying, measuring and managing human performance in organizations.

**3.7 Individual performance:** The real behavior that everyone expresses as the completion of the work produced by the employee in proportion to his role in the organization.

#### **4. Data collection methods and techniques**

**4.1 The questionnaire:** The researchers relied on the questionnaire as a main tool for collecting data and information, as it was designed based on previous studies and adapting some ready-made measures, as shown in Table (1):

Study variables	Vertebrae	The approved source for the scale
The first variable (independent) Human Resource Management	1- Human Resource Planning	(Olaimat,2018)
	2- Selection and appointment	
	3- Training and development	
	4- Compensation and incentives	
	5- Performance appraisal	
The second variable (dependent) performance of individuals	1- Doing the job	(Koopmans,2014)
	2- Contextual performance	
	3- Unproductive work behaviour	
	4- Adaptive performance	

**Table (1) The research variables and their dimensions and the measures by which these variables were measured**

##### **A. Apparent honesty:**

The questionnaire was presented to experts and arbitrators for the purpose of arbitration, represented by a group of professors and specialists in the fields of management and organizational behavior, and the questionnaire was modified according to their observations and obtained an agreement rate of (95%).

##### **B. The stability of the resolution:**

Where the questionnaire was applied to the researcher's sample amounting to (122) individuals from the research community of (180) individuals. The human resource management variable as a whole has a stability coefficient (0.769) and across (29) paragraphs, with a validity coefficient of (0.879), and the variable performance of individuals, which was measured across (32) items, obtained a reliability and validity coefficient (0.755, 0.868).

**Table (2): The validity and reliability of the research dimensions (n = 122)**

Honesty coefficient	Stability coefficient	Number of paragraphs	Coding	Dimensions
0.879	0.769	29	X	Human Resource Management
0.868	0.755	32	Y	Performance of individuals
	0.532	Half-resolution correlation coefficient		
	0.694	Spearman Brown Laboratories		
	0.694	Guttman's Hash Factor		
0.764	Stability of the second half	0.790		Stability of the first half

#### **4.2 Personal interviews:**

The researchers conducted a number of unstructured personal interviews, which included a number of directors of directorates, departments and divisions in the research organization related to the subject of the research and obtained information and answers from them directly and answered their questions and inquiries directed to him in order to achieve scientific sobriety to support and confirm the answers to the results of the questionnaire.

#### **4.3 Search limits:**

**4.3.1 Spatial boundaries:** Included the General Directorate of Human Resources Management in the Ministry of Interior

**4.3.2 Temporal limits:** These are the duration of the exploratory research, the distribution and retrieval of the questionnaire, and it extended for the year (2020-2021).

**4.3.3 Human limits:** An intentional stratified sample of individuals working in the organization in question, represented (the general director, the assistant director general, directors of directorates, department directors, division directors) was chosen from the military only.

**4.3.4 Scientific limits:** The limits of scientific research were to focus on the two research variables, namely, human resource management as an independent variable (X) and the performance of individuals as a dependent variable (Y).

#### **4.4 Statistical methods used in the practical side of the research**

A set of statistical methods were used based on the statistical program (SPSS).

**2.7.1 Ratios and frequencies:** Which show the quality of the statistical results used in the analysis, such as standard error, standard deviation, coefficient of variation and degree of confidence.

**2.7.2 Standard deviation:** To measure the degree of absolute dispersion of the answers values from their arithmetic mean, as the lower its value, the greater the degree of concentration of the answers around the arithmetic mean.

**2.7.3 Arithmetic mean:** One of the most important measures of central tendency to determine the level of answers about items and stability.

**2.7.4 Variation coefficient:** to measure the degree of relative dispersion of the response values from their arithmetic mean, that is, to determine the most homogeneous relative harmony according to the sample answers.

**2.7.5 Pearson correlation coefficient** is used to determine the relationship between two variables.

**2.7.6 Simple regression coefficient:** By which the effect of one independent variable is measured against one approved variable.

**2.7.7 Multiple regression coefficient:** To measure the effect of several variables on one dependent variable.

**2.7.8 The stability coefficient by (Split Half) method:** To calculate the stability coefficient for the paragraphs of the questionnaire.

**2.7.9 Confirmatory factor analysis.**

**2.7.10 Exploratory factor analysis.**

#### 4.5 Community and sample research:

The General Directorate of Human Resources Management in the Ministry of Interior chose a research community, for its specialization in the context of the research variables, and that the researchers are parts of the field of research, as the community included (180) individuals who were intentionally limited, so the researchers resorted to a drunken table to find that the sample size was (122) views, adding (0.05) to the sampling error, which made the research sample (130) and the researchers distributed the questionnaire to them. (3).

**Table (3) Research Population and Sample**

Valid questionnaires for statistical analysis	invalid for statistical analysis	take back distributor	Distribution /Community	the society
122	0	122	130	180
93.8%	0%	93.8%	72.2%	100%
Ratio	Frequency	Sample type		
0.8%	1	Director general		
0.8%	1	Assistant general manager		
4%	5	Directorate director		
19.7%	24	Director of the Department		
74.7%	91	Division Manager		
100%	122	Total		

Source: SPSS V.26 program output

#### 4.6 Research community characteristics:

**4.6.1 Gender:** The results of Table (4) show the percentage of males (81%) with a frequency of (99) views, while the percentage of females was (19%) and with a frequency of (23).

**4.6.2 Age:** The age group of more than (41) years received a rate of (53.3%) and a frequency of (65) views, while the age group (40-36) years got the second place with a frequency of (45) and a rate of (36.9%), while the age group got The age group is (35-31) years with a percentage of (6.6%), so the age group is (30.26) years in the fourth place with a percentage of (3.2%) and with frequency (4).

**4.6.3 Educational attainment:** The percentage of the bachelor's degree was (57.4%), and it ranked first, while the second rank was for the higher diploma category, with a rate of (24.6%), while the master's degree came third with a rate of (12.3%), and the doctorate was ranked fourth with a percentage of ( 3.2%), while the technical diploma was the fifth with a rate of (2.5%).

**4.6.4 Years of service:** The category (15-10) years got a percentage of (32.8%) of the labor force, while the category (10-5) got the second rank with a percentage of (24.6%), while the category (25-20) got the third rank at a rate of (19.6%), the category (20-15) ranked fourth with a rate of (14.8%), and finally the category (more than 25) ranked fifth with a rate of (8.2%).

Table (4) Demographic Characteristics of the Society (n = 122)  
Source: SPSS output

Views	The ratio	Categories	Notes
99	81%	Male	Gender
23	19%	Female	
0%	0	20<	Age
0%	0	25<-21	
3.2%	4	26<-30	
6.6%	8	31<-35	
36.9%	45	36<-40	
53.3%	65	<41	
2.5%	3	Technical Diploma	Qualification
24.6%	30	Higher Diploma	
57.4%	70	Bachelor	
12.3%	15	M.A.	
3.2%	4	PhD	
0%	0	Less than 5	Length of service
24.6%	30	6<-10	
32.8%	40	11<-15	
14.8%	18	16<-20	
19.6%	24	21<-25<-	
8.2%	10	More Than 25	

## 5. Human Resource Management

The practices of human resources management are the decisions and procedures concerned with human resources management at all levels in the business and related to the application of strategies directed towards maintaining competitive advantage, and examples of this are: training, compensation systems, performance evaluation, recruitment and selection, and planning (Al-Qadi, 2012, 13).

Innovative organizations deal with human resource management practices as well as with the organization's strategy to enhance organizational culture, team responsibilities, building relationships with stakeholders through participation and empowerment, which help create and market products and services (Tan et al, 2011, 158).

The following is an explanation of human resource management practices:

### 5.1 Human Resource Planning:

Opinions differed about defining the concept of human resource planning. Where he defined it (Al-Maghrabi, 2019: 48) as “the process of evaluation and forecasting carried out by the organization to determine its needs of different human cadres in terms of quantity and quality at the appropriate time and place, in order to achieve the general objectives of the organization.

Whereas it has been defined by (Reilly, 2020:167) as “a process by which the organization attempts to estimate the demand for labor and to evaluate the volume, nature and source of supply that will be required to meet the demand.

### **5.2 Selection and appointment:**

#### **5.3 Choice:**

The selection process represents the second step in the recruitment process, after the human resource planning stage (Gouda, 2019: 121).

Selection has been defined as the process by which a group of individuals who have been appointed to a particular position in the organization are filtered through a series of stages through which the characteristics and specifications of the persons applying for this job are compared. In other words, choosing the right person in the right place and time (Mohammed, 2017: 145).

(Hassouna, 2011: 67) believes that selection is the process of selecting the best candidates and the most suitable for the job.

From the foregoing, selection can be defined as a series of procedures or steps performed by the organization’s management to select persons applying for a job, reconciling job requirements and aspirations of those individuals.

#### **5.4 Appointment:**

It comes after completing the steps of the selection process, and it is described as the process of enabling the individual who has been chosen to occupy a particular job to perform his job tasks efficiently and effectively in order to achieve the goals and aspirations of the organization, which are usually consistent with his goals and aspirations.

(Abdul Salam, 2017: 98) defines appointment as the work by which the best and most suitable applicants for employment in the organization are selected and enabled to perform the tasks of that job.

The appointment process goes through several stages, according to (Mohammed, 2017: 168), which are:

- a. Employment
- b. Issuance of the initial appointment decision
- c. Initial preparation of the employee
- d. Monitoring and evaluating the employee during the probationary period
- e. Installing and confirming the employee.

#### **5.5 Training and Development:**

The concept of training and development:

Training refers to the process of providing individuals with the knowledge and skills required and necessary to complete the current job. Development refers to learning that goes beyond today's job and has a more long-term focus (Mondy & Martocchio, 2016:213).

Training is the process of teaching new or existing individuals the basic and specific skills they need to perform their jobs and that helps them correct deficiencies in their job performance (Dessler, 2016: 203).

As for development, it is an attempt to provide individuals with the capabilities that the organization needs in the future (Gomez et al, 2012:258).



### **5.6 Performance evaluation:**

There were many definitions that dealt with the performance appraisal process, as (Al-Ta'an, 2013: 209) defined performance evaluation as "a systematic process carried out by the organization in order to make a comparison between the actual performance of individuals and the performance that must be performed by them and taking the necessary measures in light of the results of that process." While (Cascio, 2006) quoted in (Al-Zubaidi and Jassem, 2016: 10) confirms that performance evaluation is "a process of analysis of individuals' work and behavior in it and measuring their suitability and efficiency in carrying out the burdens of the current jobs they occupy and assuming their responsibilities and the possibility of qualifying them to occupy positions of a higher level in the future."

### **5.7 Problems and obstacles facing the performance appraisal process:**

The following is a presentation of the problems and obstacles facing performance appraisal (Abdel-Baqi, 2019: 312):

- A- Absence of performance rates and standards.
- B- Using the evaluation method that is not appropriate for all jobs.
- C- The difficulty of identifying all the elements that affect the performance of individuals.
- D- Ineffectiveness of evaluation models.
- E- The difficulty of determining the acceptable weights for all elements of the assessment.
- F- The tendency of some institutions to secrecy in the reports.
- G- Lack of a job description.

### **5.8 Means of addressing the problems and obstacles of performance appraisal:**

There are many ways to solve the problems and obstacles that face the process of evaluating the performance of individuals, or at least mitigate and reduce them. Those in charge of the evaluation process should be comprehensively trained on the evaluation process.

(Strause & Sales) suggest the method of collective discussion of supervisors with subordinates as a way to discover errors and biases and work to avoid them. By holding periodic meetings or seminars so that supervisors can reach an understanding and knowledge of what they expect from their subordinates, and the factors that should be focused on in evaluating subordinates. However, the most successful and appropriate treatment to overcome these problems and obstacles is mainly limited to the evaluation methods themselves, their accuracy, objectivity and ability to discover individual differences in the performance of individuals to each other. (Hassan & Sultan, 2011: 248).

### **5.9 Compensation and Incentives:**

The interest in studying the motivation of individuals is imposed by the desire to improve their performance and raise their productive efficiency in order to achieve the goals of the organization with high efficiency and effectiveness and at a lower cost. Performance was expressed as a function of the individual's ability, information and motivation. This relationship can be formulated by the following equation:

$$\text{Performance} = \text{Motivation (Ability + Desire)}.$$

Compensation is the monetary and in-kind rewards provided to individuals in the organization in exchange for their services and the aim is to motivate them and distinguish them from their peers in the organization (Mondy & Martocchio, 2016: 247).

As for incentives, they are the factors that aim to arouse the latent forces in the individual that determine the pattern of behavior or behavior required of him by satisfying all his human needs consistent with the goals and aspirations of the organization (Derry, 2011, 298).

Motivation is defined as the activation of efforts to achieve and maintain organizational goals, for individuals and the organization (Hartel, 2007:47).

The motivation process is a set of motives that motivate the will of individuals to act according to certain methods and directions to achieve them (Al-Faris, 2011:77).

### **6. Brief summary of the research community:**

The General Directorate of Human Resources Management in the Ministry of Interior was chosen as a society to apply the practical side, which consists of 9 directorates, 37 departments and 134 divisions and is managed by an employee with the rank of director general, being one of the most important directorates in the surveyed ministry, as it represents the main nerve of the organization in question. As a result of the tasks entrusted to it in terms of planning and attracting individuals with certificates, expertise and high competencies, training and developing them and assigning them to work in the directorates affiliated with the Ministry in proportion to their qualifications, motivating them and evaluating their performance in application of the principle of placing the right person in the right place in order to achieve the goal of the research which is to raise the level of performance of individuals and others. The many and large tasks that there is no room to limit in this simple summary, and the following is an explanation of the vision, mission and values of the General Directorate of Human Resources Management.

**6.1 The vision of the directorate:** Sustainable, efficient, capable and creative human resources capable of achieving the ministry's vision with distinction and efficiency.

**6.2 The directorate's message:** The researched directorate supports the efforts and formations of the ministry and provides services to it in accordance with the Internal Security Forces Law No. 18 of 2011 and the laws in force.

**6.3 Department values:**

- a. Flexibility and adaptability.
- b. Transparency.
- c. Cooperation and partnership.
- d. Innovation and creativity.

- e. Sharing knowledge.
- f. Excellence in providing services.
- g. Empowerment.

#### 6.4 Check the main hypothesis:

The researchers set out in his quest to verify the validity of the main hypothesis (human resources management and its dimensions do not affect the performance of individuals in a positive, moral way), where it is clear that there is a correlation between human resources management with the performance of individuals as a whole (0.542) at the level of morale (0.000), to explain the human resources management what Its percentage is (29.4%) of the changes that occur in the performance of individuals at the level of morality (0.000), and the calculated (F) value (49.867), while its effect was (54.2%) at the same level of morale and the calculated T value (7.062), which is the largest from its tabular value (1.96), while the value of the constant was (0.982), and from all of these results shown in Table (5) the second main hypothesis is rejected and the alternative hypothesis is accepted (human resource management affects the performance of individuals with a positive moral effect).

$$\text{Personnel performance} = 0.982 + (0.542) * \text{Human Resource Management}$$

Table (5) The impact of human resources management and its dimensions on the performance of individuals (n = 122)

The variable, the independent	individual performance							
	$\alpha$	$\beta$	R <sup>2</sup>	Sig	T $\beta$	F	Acceptance	Refusal
Human resource planning	3.284	0.115	0.013	0.206	1.271	1.616	*	
Selection and appointment	1.998	0.575	0.330	0.000	7.695	50.206		*
Training and development	1.883	0.451	0.203	0.000	5.535	30.641		*
Compensation and incentives	3.435	0.082	0.007	0.371	0.899	0.808	*	
Performance evaluation	2.000	0.543	0.295	0.000	7.089	50.261		*
Human Resource Management	2.544	0.542	0.294	0.000	7.062	49.867		*

Source: SPSS V.26 outputs

## 7. Conclusions

The conclusions represent the outputs of the research from its theoretical and applied sides and to complement the researcher's effort.

a. The results of the practical side show the interest of the General Directorate of Human Resources Management in intensive training of its personnel in order to raise the level of their performance, support and develop that level.

b. The organization in question uses modern and advanced planning systems that help it determine its needs of the human resource and support ways of attracting and appointing it.

c. The General Directorate of Human Resources Management uses transparency and openness in evaluating its members and presenting and informing them of the results of that evaluation in order to address the negatives and support the positives and work together by their peers.

d. The General Directorate of Human Resources Management pays more attention to the process of selecting and appointing individuals, which is based on efficiency and actual need away from nepotism, favoritism and partisanship.

e. The failure of the General Directorate of Human Resources Management in the task of employing compensation and incentives, due to the lack of financial allocations and its restriction in this aspect, despite its great importance in motivating individuals and raising the level of their performance.

f. The relative importance of the human resource management practices together contributed to the availability of human resource management at the general level and raising its relative importance to the total of its practices seeking to develop the human resource and raise its functional level.

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## إدارة الموارد البشرية وأثرها على مستوى الأداء الوظيفي - بحث تحليلي في وزارة الداخلية العراقية

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Received: 13/6/2021

Accepted: 4/7/2021

Published: SEPTEMBER/ 2021

هذا العمل مرخص تحت اتفاقية المشاع الإبداعي نسب المصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

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### المستخلص

يهدف البحث الحالي إلى إبراز دور إدارة الموارد البشرية بممارساتها المتمثلة في (تخطيط الموارد البشرية ، والاختيار والتعيين ، والتدريب والتطوير ، وتقييم الأداء ، والتعويضات والحوافز) في رفع مستوى أداء الأفراد وأبعاده (أداء المهمة ، والأداء السياقي ، وسلوك العمل غير المنتج ، وأداء متكيف) من خلال شرح مشكلة البحث التي يمكن حصرها بتدني مستوى أداء الأفراد ، حيث استخدم الباحث المنهج الوصفي التحليلي وبرنامج (SPSS) في الجانب العملي على مجتمع البحث المتمثل بالمدير العام ومعاونيه ومدراء المديرية والإقسام والشعب في المديرية العامة لإدارة الموارد البشرية والبالغ (180) فرداً حيث جرى اختيار عينة منه بلغت (130) فرداً ، واستخدم الباحث الاستبانة واسلوب المقابلات الشخصية في جمع البيانات من مجتمع البحث وكانت أبرز الاساليب الاحصائية المستخدمة من قبل الباحث هي ( النسب والتكرارات الوسط الحسابي والانحراف المعياري والتحليل العاملي التوكيدي والاستكشافي ) وتوصل الباحث إلى مجموعة من التوصيات بتحليل فرضية البحث كانت أبرزها الاستمرار باعتماد، قوة عمل، تعتمد على، المؤهلات الجامعية ، مع اعتماد، أصحاب الشهادات الجامعية العليا، في تخصص، الإدارة والموارد، البشرية وان اهم نتيجة تمثلت بان اغلب المدراء من الجنس الذكوري و يتمتعون بمؤهلات جامعية ، عليا وأولية ، على حد، سواء .حيث جرى عرضها في نهاية البحث.

المصطلحات الرئيسية للبحث/ ممارسات إدارة الموارد البشرية: ، أداء الأفراد.

\*البحث مستل من رسالة ماجستير