

The Role of Human Resources Management Practices in Enhancing Job Performance - A Case Study in Korek Communications Company

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ABSTRACT

The population of the study consists of all employees of selected Korek telecom study revealed that an HRM practice has a significant effect on the performance of sector telecom. The hypothesis testing result indicated that the HRM practice components (training development, selection, job definition, employee participation in employee performance have a significant effect on the performance of sector telecom and should be able to increase the performance by

*definition, selection and
employee performance*

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establishing effective human resource management practices. through surveys with 81 employees. regression analysis using SPSS revealed employee performance and human resource management Based on the findings, the researcher established that there is a positive correlation between the factors. therefore, it can be concluded that employee performance levels by (80.8%) in tandem with the levels of human resource management across all four dimensions. the first hypothesis, according to which there is a significant relationship between employee performance and human resources according to the effect of HRM on employee performance the R square was 0.653 indicating a positive and statistically significant connection between the variables, which the researcher discovered via the data. the analysis's findings make it clear that the independent variable human resource management significantly affects the dependent variable employee performance. also found that employee training helps improve organizational performance, employee performance, and productivity.it was discovered that the model's significance level was (0.000), which is less than the presumptive significance level (0.05).

1.1 Introduction

Organizations are increasingly acknowledging the essential role that human resources management (HRM) practices play in encouraging employee job performance and organizational success in today's dynamic and competitive business landscape. This recognition is occurring at an increasing rate. Managing human capital in an efficient manner has become an increasingly important factor in determining both performance and sustainability for organizations as they attempt to maintain their competitive advantage. Having this distinction highlights how important it is to have a comprehensive awareness of the complex relationship that exists between HRM practices and the enhancement of job performance (Rasheed et al., 2011).

The management of human resources involves a wide range of actions with the goal of maximizing the contributions of employees to the goals of the organization for which they work. Human resource management strategies have an impact on a variety of aspects of employee behavior and performance, including recruiting and selection, training and development, performance evaluation, compensation, and employee relations. Furthermore, the changing nature of work, which is characterized by technology improvements, globalization, and altering demographics, highlights the necessity of adaptable human resource management strategies that coincide with the aims of the business while also addressing the different requirements and expectations of a workforce that spans many generations. When seen in this light, it is essential for businesses that are looking to build a competitive edge through their human resources to investigate the role that HRM practices play in improving job performance. By gaining an understanding of the ways in which various HRM interventions influence employee motivation, engagement, satisfaction, and ultimately performance, organizations are able to modify their strategies in order to achieve the best possible results (Hawken et al., 2010).

The purpose of this study is to investigate the complex link that exists between human resource management methods and increased work performance. It tries to understand the mechanisms through which human resource management practices influence employee performance outcomes by evaluating theoretical frameworks, empirical evidence, and practical insights within the area of human resource management. Furthermore, it investigates the difficulties and opportunities that are inherent in the process of implementing effective human resource management techniques and provides advice for organizations that are looking to harness HRM methods in order to improve job performance and achieve sustainable success.

1.2 Hypotheses

H0 There is a significant relationship between HRM on employee performance

H1: There is a significant relationship between training and development on employee performance.

H2: There is a significant relationship between job definitions on employee performance.

H3: There is a significant relationship between selections on employee performance.

H4: There is a significant relationship between employee participation on employee performance.

1.3 Research Objective:

1. To determine whether human resource management practices affect the performance of employees.
2. To find out the effect of training and development, job definition and selection on the employee's performance.
3. To facilitate the decision makers of the telecom sector of Korek Telecom to follow the suitable HRM practices which can improve the performance of the employees of this sector.

1.4 Research Problem

The study indicates that while HRM practices are not widely implemented in Korek Telecom, they are crucial for the success of the sector telecom.

1.5 Study Population

The target community consists of administrators in the Iraqi Cellular Communications Company (Korek Telecom), including a manager, department head, observer and administrative supervisor in the Kurdistan region of Iraq, and their number is 81 employees.

1.6 Theoretical/Conceptual Framework

The study aimed to establish a connection between employee performance as the dependent variable and HRM as the independent variable. The research model demonstrates how HRM practices, such as training development, job definition, and selection affect employee performance.

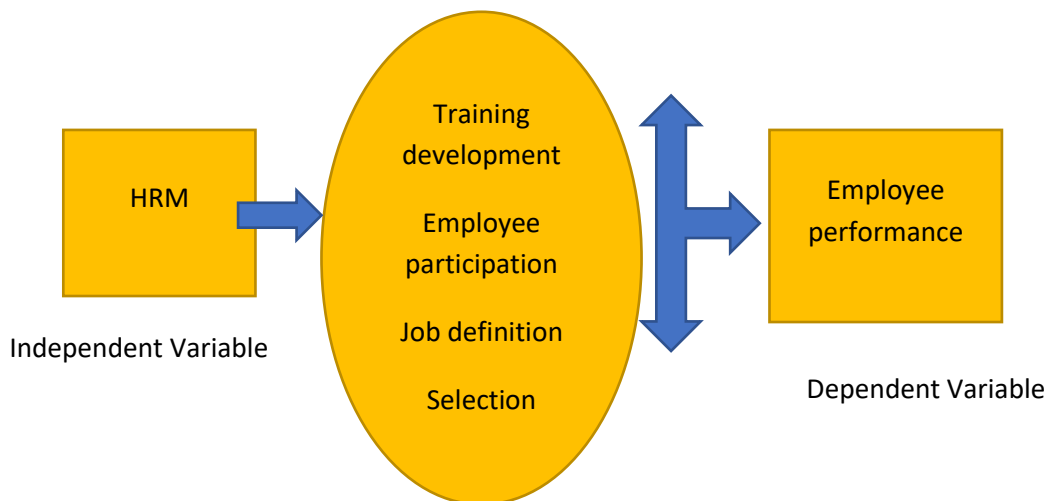


Figure :(1.1) Conceptual model of research

2. Literature review:

According to the increased attention it is receiving in the subject of human resource management, the effect that HRM has on a company's success has gained prominence. Several studies indicate that certain HR practices can improve a company's performance, however, many experts believe that these studies need to take a more conceptual and practical approach (Delery & Shaw, 2001; Wright & Boswell, 2002). While workers are now considered an organization's most valuable asset, very few organizations feel the full benefit of their presence (Davenport & Pruzak, 2000; Schein, 2006; Syed-Khsa & Rowland, 2004). The number of experimental research looking at how certain HRM practices affect employees' performance has increased (Becker & Huselid, 2006; Bowen & Ostroff, 2004). Different HR approaches exist that can impact an organization's success either alone or in combination with other organizations. Nevertheless, it is difficult to evaluate the outcome (Ahmad & Schroeder, 2003).

2.1 The concept of Human Resource Management (HRM)

Human resource management (HRM) is a strategic method of supervising an organization's most important resource: its personnel. It entails orchestrating a range of activities and procedures aimed at recruiting, selecting, developing, motivating, and retaining workers to achieve organizational goals. In addition to handling administrative duties such as payroll and benefits, HRM involves creating and executing policies, programs, and initiatives that are in line with the organizations overall goals and objectives (Afaq & Anwar, 2008).

The idea of human resource management (HRM) emphasizes the crucial role of human resources in driving organizational performance and achieving success. It recognizes that employees are not just resources but rather essential contributors to the organization's competitive advantage. HRM focuses on regarding employees as strategic allies, giving priority to their growth, involvement, and welfare to foster a favorable work atmosphere and attain long-lasting business results (Ahmed, et al., 2003).

Strategic alignment is a crucial element of HRM, as it involves aligning HR practices with the strategic goals of the firm in order to achieve long-term success. In addition, HRM is responsible for talent acquisition and retention, which includes implementing strategies to attract and retain highly skilled individuals through efficient recruitment processes, competitive remuneration packages, and activities aimed at enhancing employee engagement and job satisfaction. Performance management is a crucial task that involves supervising the creation and execution of systems to evaluate and improve employee performance. This is achieved by establishing goals, providing feedback, and offering opportunities for career growth (Ranya, 2009).

2.2 The Most Important Practices of Human Resource Management

Human resource management (HRM) is a diverse set of methods that are focused on efficiently overseeing an organization's staff in order to accomplish its goals and objectives. Among the multitude of HRM practices, a few essential ones emerge as notably significant:

Recruitment and Selection: Acquiring and choosing the appropriate individuals is crucial for achieving organizational triumph. HRM activities in this area encompass the creation of job descriptions, promotion of job openings, evaluation of resumes, execution of interviews, and selection of applicants who demonstrate the requisite skills, credentials, and values to succeed in their positions (Othman, 2009).

Employee training and development is a crucial investment for improving skills, knowledge, and performance. The HRM practices in this region encompass the evaluation of training requirements, the creation and implementation of training initiatives, the provision of mentoring and coaching prospects, and the facilitation of continuous learning and development opportunities to foster professional advancement (Paul and Anantharaman, 2004).

Performance management includes the establishment of explicit performance expectations, the provision of consistent feedback, and the assessment of employee performance in relation to planned goals and objectives. The HRM practices in this region encompass the establishment of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives, the implementation of performance evaluations, the identification of areas requiring enhancement, and the provision of constructive feedback and coaching to foster employee growth (Wright, et al., 2003).

Compensation and Benefits: Equitable and competitive compensation and benefit packages are crucial for attracting, inspiring, and retaining highly skilled individuals. HRM activities in this region encompass conducting pay surveys, formulating compensation frameworks, managing employee benefits programs (such as health insurance, retirement plans, and paid time off), and ensuring adherence to legal and regulatory mandates (Wright & Boswell, 2022).

In today's competitive corporate world, these HRM practices are crucial for efficiently managing the organization's personnel, optimizing employee performance and engagement, and achieving organizational success. Organizations can achieve their corporate objectives and build a positive work culture by intentionally and regularly following these strategies, which will also help them attract and retain top personnel.

2.3 The Concept Job Performance

Job performance is the measure of how well employees fulfill their job duties and contributes to the achievement of organizational objectives. It includes the conduct, activities, and results demonstrated by employees while performing their job responsibilities. Job performance is a crucial element of organizational effectiveness since it directly influences productivity, job quality, customer satisfaction, and overall organizational performance (Singh, 2004).

Job performance can be comprehended in multiple dimensions:

1. Task Performance: This aspect of job performance pertains to the proficiency and productivity with which individuals carry out their primary job responsibilities. The requirements encompass the precise execution of given duties, adherence to specified timeframes, and attainment of performance objectives. Task performance is crucial for ensuring that necessary job activities are executed promptly and proficiently (Schein, 2006).

2. Contextual Performance: Contextual performance, sometimes referred to as organizational citizenship behavior (OCB), encompasses voluntary actions that surpass the formal job requirements and contribute to the overall company atmosphere. Instances of this behavior may include assisting colleagues, engaging in group tasks, offering to take on extra duties, and demonstrating a favorable disposition towards the company. Contextual performance improves the overall efficacy of a company by fostering collaboration, cooperation, and a favorable work environment (Rahman, 2006).

2.4 The Importance of Job Performance

The significance of work performance is of utmost relevance in relation to the achievement and efficiency of an organization. Job performance pertains to the way in which people carry out their designated tasks and obligations in the workplace. It includes many aspects such as task performance, contextual performance, and adaptive performance, all of which have a substantial impact on the overall functioning and success of an organization (Qureshi et al., 2007). The direct impact of job performance on organizational productivity is one of the main reasons why it is vital. Consistent and proficient task performance by

personnel results in increased productivity and output levels. Consequently, this leads to enhanced operational efficiency, heightened profitability, and a distinct advantage in the market. Moreover, elevated levels of job performance play a significant role in attaining organizational goals and objectives, as employees strive towards shared ambitions and produce outcomes that are in line with the organization's strategic vision (Mubashar et al., 2007).

Furthermore, work performance is crucial in upholding and improving the quality of products and services provided by a firm. Employees that demonstrate exceptional performance are more inclined to generate work of superior quality, follow to established norms and protocols, and fulfill client expectations. Consistently producing high-quality results not only promotes customer happiness and loyalty but also improves the organization's reputation and brand image in the market (Hooper & David, 2009).

Moreover, there is a strong correlation between job performance and both employee engagement and job happiness. When employees possess a sense of competence and accomplishment in their positions, they are more inclined to encounter job satisfaction and obtain a sense of pleasure from their employment. Consequently, this results in elevated levels of employee engagement, motivation, and dedication to the firm. Employees who are engaged are more inclined to exceed their assigned responsibilities, demonstrate discretionary effort, and make positive contributions to the overall work atmosphere.

2.5 The Most Important Dimensions of Job Performance

The key factors of job performance cover diverse aspects that collectively contribute to an employee's effectiveness and contribution inside the organization. These aspects offer a complete framework for measuring and assessing the performance of employees. Several crucial aspects of job performance encompass:

Task Performance: Task performance pertains to the proficiency of employees in efficiently carrying out their fundamental job obligations and duties. This dimension evaluates the proficiency of individuals in carrying out certain tasks

and activities that are relevant to their job functions. The variables encompassed in this include accurately completing assignments, meeting deadlines, attaining performance targets, and conforming to established procedures and standards (Rasheed et al., 2011).

Contextual Performance: Contextual performance, sometimes referred to as organizational citizenship behavior (OCB), refers to voluntary actions that surpass the formal job requirements and contribute to the overall company atmosphere. This dimension assesses the extent to which employees participate in activities that contribute to the overall operation and efficiency of the organization. Instances of contextual performance encompass assisting colleagues, engaging in team endeavors, offering to take on extra duties, and demonstrating favorable dispositions towards the organization (Shahzad et al., 2008).

Adaptive performance refers to the capacity of individuals to adjust and respond effectively to evolving work requirements, circumstances, and surroundings. This component evaluates the ability of individuals to exhibit adaptability, analytical thinking, innovation, and perseverance when faced with novel problems, uncertainties, and modifications in the work setting. Adaptive performance is crucial in businesses that are dynamic and fast-paced, as employees need to constantly adapt to changing situations in order to retain their productivity and effectiveness (Hawken et al., 2010).

3. Methodology

As of 2023, the corporation employed 650 people in total. It is therefore nearly difficult for this study to poll every employee of the organization. For this reason, a practical sampling technique was used in this study to choose a sample from the entire population for research purposes. Seventy-five Telekom Korek employees made up the study's sample. The sample size was determined after rejections due to incomplete responses, and the respondents were selected based on their convenience and willingness to participate in the survey.

Due to significant structural changes brought about by technological advancement, the telecommunications sector is now fiercely competitive. The sector is the fastest-growing and fifth-largest in the world (Hawken, Lovins, & Lovins, 2010).

The respondents were willing to participate in our survey and were available; convenience sampling was utilized to choose the sample. As a result, the sample may or may not accurately reflect the entire population. Form paper was used to gather the replies. A total of 85 questionnaires were sent out to the workers of companies 81 of these were fully completed, indicating a 90% response rate. These were utilized as the sample and to evaluate the findings.

Statistical analysis software was utilized for the study of the collected data. The data was analyzed using SPSS version 25, a statistical package for social sciences. To perform descriptive statistics like regression and correlation analysis, as well as to examine variations in the regression coefficient, the SPSS program and Cronbach's Alpha were utilized. Using Pearson's Correlation Coefficient was the method used for data analysis. The technique was employed to examine the connection between HR procedures and workers' performance.

Self-administered questionnaires were distributed to telecom organization personnel in order to collect data. On a Likert scale that went from A (strongly disagree) to E (strongly agree), they were to respond to each question on the questionnaire. For each issue posed, the respondents were asked to indicate if they strongly disagreed, disagreed, were neutral, agreed, or strongly agreed. There were five sections to the questionnaire. Part, one dealt with demographics, including age, gender, and educational attainment. Years of service, rank, data, etc. Employee performance was the dependent variable in Segment Two. Training development, employee involvement, job definition, selection, and employee participation were covered in Segment Three.

4. Methodology

4.1 About the Korek Telecom

Is Iraq's mobile carrier with the quickest rate of growth. The largest and most dependable mobile network is provided by the. The nationwide network's state-of-the-art technology guarantees that we provide best-in-class services with the greatest network quality. Serving Iraq's eighteen provinces, Customers, companies, and government agencies may now enjoy the flexibility of mobility with Korek's extensive variety of wireless communications services. Utilizing the most advanced GSM technology, Korek's primary point of differentiation is in offering clients the highest calibre network and services at the most competitive price. To run and offer GSM services, Korek Telecom is a shared limited company that is registered in Iraq. The oldest telecom business in Iraq, Korek began operations in 2000, mostly in the country's north, after receiving a national mobile license on August 17, 2007.

5. Result and Data Analysis

Distribution of Research Participants Based on Personal Information: To understand the distribution of research participants according to their characteristics or personal attributes, Table (1) was utilized. This table represents the distribution of research participants according to categories of these attributes, including (gender, age, educational level, rank, and years of service), as shown below:

1. In terms of the distribution of research sample participants by gender, it appears that the majority were males, constituting a participation rate of 50.62%, compared to females with a participation rate of 49.38%. On the other hand, it is evident that the proportions of females and males are relatively close, or rather; the two proportions were almost equal with only a one percent difference in favor of males.
2. It was found that the majority of the researchers to whom the questionnaire was distributed fell within the age category ranging from 26 years to 30 years, accounting for a participation rate of 44.44%. This group ranked first in terms of importance. The second-highest participation rate (37.04%) belonged to the

sample individuals whose ages fell within the range of 31 to 40 years. The third-highest participation rate was for individuals whose ages were below 25 years, reaching 12.35%. Finally, the participation rate was very low for individuals aged between 41 and 50 years, amounting to 6.17%. Based on the participation rates of researchers and their age categories, it can be inferred that the majority were somewhat mature young adults within the age range of 26 to 40 years. This somewhat reflects their level of understanding of the research topic and contributes to relatively good results, which can be relied upon or considered.

3. As for the distribution of researchers according to their educational level, it became evident that the majority held a Bachelor's degree, with a participation rate of 59.26%, ranking first in terms of participation rate. Furthermore, it was also evident that those with a Master's degree occupied the second position in importance, with a participation rate of 33.33%. In terms of participation from individuals with a diploma from an institute, it was clear that their participation rate was minimal at 4.94%, ranking third. Finally, it is noted that the remaining category, holders of a Doctorate degree, had a very low participation rate that cannot be considered. Based on the aforementioned information, it is evident that the majority of participants in the relevant study had good educational qualifications, holding Bachelor's and Master's degrees. The results of this study are reflective of the opinions of these two categories of participants to some extent, indicating maturity and precision in the opinions within the research sample. Therefore, it is possible to trust and rely on the results and conclusions derived from the current study.

4. As for the researchers' levels according to a hierarchy of managerial positions, it was evident that the majority participating in the titled research were from the third rank (Assistant Manager), constituting a contribution rate of (59.26%). In the second rank, participation came from managers, specifically the second managerial level, with a participation rate of (33.33%). In the last rank, participation was observed among both employees and senior managers, with a total of four cases for each category. The respective contribution rates were (4.94%) and (2.47%).

5. Lastly, concerning the distribution of researchers based on years of service, it was apparent that the majority of participants in the relevant study fell within the category of ten years of service or more, with a participation rate of (40.74%). In the second category, researchers with service years ranging from six to nine years ranked, constituting a participation rate of (32.10%). The third category consisted of researchers with service years ranging from two to five years, with a contribution rate of (25.93%). Finally, very limited contribution was observed from individuals with less than two years of service, almost negligible and not worth considering, with only a single participation.

Table (1) Distribution of the respondents according to personal information

personal information	Categories	Frequency	Per cent
Age	<25	10	12.35%
	26-30	36	44.44%
	31-40	30	37.04%
	41-50	5	6.17%
	Total	81	100%
Gender	Male	41	50.62%
	Female	40	49.38%
	Total	81	100%
the level of education	High School	0	0.00%
	Institute	4	4.94%
	Bachelor	48	59.26%
	Master	27	33.33%
	Doctorate	2	2.47%
	Total	81	100%
Rank	manager Top level	2	2.47%
	manager	27	33.33%
	Deputy Director	48	59.26%
	Employee	4	4.94%
	Total	81	100%
Years of employment	<2	1	1.23%

	2-5	21	25.93%
	6-9	26	32.10%
	>=10	33	40.74%
	Total	81	100%

Description of Research Variables: The data in tables (2, 3, 4, 5, 6) concerning frequency distributions and percentage descriptions of the research variables reveal the following through analysis:

1. The variable "Training and development" indicates that (80.86%) of the sample individuals agree with this variable. The rate of neutrals was (8.64%), while the rate of disagreement was (10.49%). The mean and standard deviation were (4.02) and (0.66) respectively. This implies that the sample participants agree with this variable, as the mean surpasses the hypothetical mean of (3) according to the adopted Likert pentagon scale. Moreover, the relative significance index (agreement rate) for the mentioned variable reached (80.37%), as shown in Table (2).

2.

Table(2) Description of Training and Development Axis

questions	#	Strongly Disagree	Disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
TD1	Fi	0	3	4	42	32	4.27	0.72	85.43%
	%	0.00%	3.70%	4.94%	51.85%	39.51%			
TD2	Fi	0	9	6	43	23	3.99	0.90	79.75%
	%	0.00%	11.11%	7.41%	53.09%	28.40%			
TD3	Fi	0	3	4	38	36	4.32	0.74	86.42%
	%	0.00%	3.70%	4.94%	46.91%	44.44%			

TD4	F i	5	14	14	32	16	3.49	1.17	69.88%
	%	6.17%	17.28 %	17.28 %	39.51 %	19.75 %			
Training and developm ent _TD	F i	5	29	28	155	107	4.02	0.66	80.37%
	%	1.54%	8.95%	8.64%	47.84 %	33.02 %			
		10.49%			80.86%				

prepared by the researchers based on the Statistical Program (SPSS)

3. The variable "Selection" indicates that (63.37%) of the sample participants agree with this variable. The rate of neutrals was (18.52%), while the rate of disagreement was also (18.52%). The mean and standard deviation were (3.63) and (0.99) respectively. This signifies that the sample participants agree with this variable, as the mean exceeds the hypothetical mean of (3) according to the adopted Likert pentagon scale. Furthermore, the relative significance index (agreement rate) for the mentioned variable reached (72.51%), as indicated in Table (3).

Table(3) Description of Selection Axis

Questions	#	Strongly Disagree	Disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
SE1	fi	5	13	15	31	17	3.52	1.17	70.37%
	%	6.17%	16.05%	18.52 %	38.27 %	20.99 %			
SE2	fi	2	11	16	35	17	3.67	1.04	73.33%
	%	2.47%	13.58%	19.75 %	43.21 %	20.99 %			
SE3	fi	5	8	14	34	20	3.69	1.14	73.83%
	%	6.17%	9.88%	17.28 %	41.98 %	24.69 %			

Selectio n_SE	fi	12	32	45	100	54	3.63	0.99	72.51%
	%	4.94%	13.17%	18.52%	41.15%	22.22%			
	18.11%		63.37%						

prepared by the researchers based on the Statistical Program (SPSS)

4. The variable "Employee Participation" indicates that (67.08%) of the sample participants agree with this variable. The rate of neutrals was (16.87%), while the rate of disagreement was (16.05%). The mean and standard deviation were (3.70) and (1.02) respectively. This implies that the sample participants agree with this variable, as the mean surpasses the hypothetical mean of (3) according to the adopted Likert pentagon scale. Additionally, the relative significance index (agreement rate) for the mentioned variable reached (74.07%), as depicted in Table (4).

Table (4) Description of Employee Participation Axis

Questions	#	Strongly Disagree	Disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
EP1	fi	3	8	19	29	22	3.73	1.08	74.57%
	%	3.70%	9.88%	23.46%	35.80%	27.16%			
EP2	fi	7	4	15	33	22	3.73	1.17	74.57%
	%	8.64%	4.94%	18.52%	40.74%	27.16%			
EP3	fi	6	11	7	38	19	3.65	1.20	73.09%
	%	7.41%	13.58%	8.64%	46.91%	23.46%			
Employee Participation_EP	fi	16	23	41	100	63	3.70	1.02	74.07%
	%	6.58%	9.47%	16.87%	41.15%	25.93%			

		16.05%		67.08%			
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prepared by the researchers based on the Statistical Program (SPSS)

5. The variable "Job Definition" indicates that (79.42%) of the sample participants agree with this variable. The rate of neutrals was (10.70%), while the rate of disagreement was (9.88%). The mean and standard deviation were (3.96) and (0.82) respectively. This signifies that the sample participants agree with this variable, as the mean surpasses the hypothetical mean of (3) according to the adopted Likert pentagon scale. Moreover, the relative significance index (agreement rate) for the mentioned variable reached (79.14%), as shown in Table (5).

Table (5) Description of Job Definition Axis

Questions	#	Strongly Disagree	Disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
JD1	fi	3	7	8	39	24	3.91	1.04	78.27%
	%	3.70%	8.64%	9.88%	48.15%	29.63%			
JD2	fi	2	8	10	39	22	3.88	1.00	77.53%
	%	2.47%	9.88%	12.35%	48.15%	27.16%			
JD3	fi	0	8	10	37	26	4.00	0.92	80.00%
	%	0.00%	9.88%	12.35%	45.68%	32.10%			
JD4	fi	0	6	8	44	23	4.04	0.83	80.74%
	%	0.00%	7.41%	9.88%	54.32%	28.40%			
Job Definition_JD	fi	3	21	26	120	73	3.96	0.82	79.14%
	%	1.23%	8.64%	10.70%	49.38%	30.04%			
		9.88%			79.42%				

prepared by the researchers based on the Statistical Program (SPSS)

1. The variable "Employee Performance" indicates that (74.07%) of the sample participants agree with this variable. The rate of neutrals was (13.99%), while the rate of disagreement was (11.93%). The mean and standard deviation were (3.87) and (0.72) respectively. This implies that the sample participants agree with this variable, as the mean surpasses the hypothetical mean of (3) according to the adopted Likert pentagon scale. Additionally, the relative significance index (agreement rate) for the mentioned variable reached (77.37%), as depicted in Table (6).

Table (6) Description of Employee Performance Axis

Questions	#	Strongly Disagree	Disagree	Neutral	agree	Strongly agree	Mean	Std. Deviation	Agreement ratio
		1	2	3	4	5			
EMP1	fi	2	5	12	44	18	3.88	0.91	77.53%
	%	2.47%	6.17%	14.81%	54.32%	22.22%			
EMP2	fi	1	8	14	36	22	3.86	0.97	77.28%
	%	1.23%	9.88%	17.28%	44.44%	27.16%			
EMP3	fi	2	7	12	41	19	3.84	0.97	76.79%
	%	2.47%	8.64%	14.81%	50.62%	23.46%			
EMP4	fi	7	7	10	30	27	3.78	1.24	75.56%
	%	8.64%	8.64%	12.35%	37.04%	33.33%			
EMP5	fi	7	7	13	33	21	3.67	1.20	73.33%
	%	8.64%	8.64%	16.05%	40.74%	25.93%			
EMP6	fi	1	4	7	36	33	4.19	0.88	83.70%
	%	1.23%	4.94%	8.64%	44.44%	40.74%			
Employee Performance_EMP	fi	20	38	68	220	140	3.87	0.72	77.37%
	%	4.12%	7.82%	13.99%	45.27%	28.81%			

		11.93%		74.07%			
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prepared by the researchers based on the Statistical Program (SPSS)

2. Reliability Coefficient for Research Variables: Through Table (7), which represents the estimation of the reliability coefficient for the research variables based on the items included in each variable, in addition to all questionnaire items, it is evident that the reliability coefficient for the research variables ranged between (0.700, 0.923). Similarly, the reliability coefficient was computed for the entire questionnaire items, and its value was (0.936). It's worth noting that the accepted statistical value for the reliability coefficient should be greater than (0.7). Based on the aforementioned information, it can be concluded that the items comprising the research variables, as well as all questionnaire items, exhibited acceptable reliability coefficients. This also indicates the stability of the questionnaire items since they exceeded the accepted value.

Table (7): Cronbach's Alpha for study axes

Study axes	Cronbach's Alpha	N. paragraphs
Training and development _TP	0.700	4
Selection _SE	0.866	3
Employee Participation _EP	0.853	3
Job Definition _JD	0.880	4
HRM	0.923	14
Employee Performance _EMP	0.783	6
All paragraphs of the questionnaire	0.936	20

prepared by the researchers based on the Statistical Program (SPSS)

First Hypothesis: Table (8), which represents the correlation coefficient values and their statistical significance level using the correlation matrix between the variable "Employee Performance" and the variable "Human Resource Management (HRM)" with its four dimensions (Job Definition - JD, Employee

Participation - EP, Selection - SE, Training and development - TP), the researcher aimed to test the first hypothesis, which states that "There is a significant relationship between Employee Performance and Human Resource Management (HRM) collectively." The researcher found, through the results, a positive and statistically significant correlation between the variables with a correlation coefficient value of (0.808**) at a significance level of (0.05). This confirms the presence of a positive association between the variables. It can be inferred that as the levels of Human Resource Management with its four dimensions collectively increase, the levels of employee performance also increase by (80.8%). The opposite is also true. Therefore, the first hypothesis, as formulated by the researcher, is accepted.

Table (8): Correlation Matrix

#		Employee Performance _EMP	HRM
Employee Performance _EMP	Pearson Correlation	1	.808**
	Sig. (2-tailed)		.000
HRM	Pearson Correlation	.808**	1
	Sig. (2-tailed)	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

Second Hypothesis:

Simple linear regression analysis was utilized to determine the effect of the independent variable represented by "Human Resource Management (HRM)" with its four dimensions (Job Definition - JD, Employee Participation - EP, Selection - SE, Training and development - TP) collectively on the dependent variable represented by "Employee Performance (EMP)." This was done to test the second hypothesis which states that "There is a significant effect of Human Resource Management (HRM) on Employee Performance (EMP)." Through the results of the analysis shown in Table (9), it is evident that there is a significant effect of the independent variable "Human Resource Management (HRM)" on the dependent variable "Employee Performance (EMP)." The significance level

of the model was found to be (0.000), which is lower than the assumed significance level (0.05) set by the researcher. Additionally, the calculated F-statistic value was (148.856), exceeding the tabulated F-value (3.97) with degrees of freedom (1, 79), indicating the statistical significance of the effect at a (0.05) significance level.

Based on these mentioned results, it can be concluded that there is a significant effect of Human Resource Management (HRM) on Employee Performance (EMP). In other words, to induce a change (increase) in Employee Performance (EMP), the levels of Human Resource Management (HRM) must increase among the employees in the studied company, and vice versa. Thus, the second hypothesis formulated by the current study is accepted.

Furthermore, from the results, it is also evident that the regression model parameters, including the intercept (B0) and slope (B1), were statistically significant, and based on the significance level of (0.001) and (0.000), respectively. These values were both lower than the assumed significance level (0.05) or based on the calculated test statistic (T) values of (3.474) and (12.201), respectively, exceeding the tabulated values of the test statistic (1.992) at degrees of freedom (79) and a significance level of (0.05). The intercept value (B0) was found to be (0.870), indicating that without any change in the levels of Human Resource Management (HRM), the value of Employee Performance (EMP) remains constant at (0.870). The slope value (B1) was (0.784), indicating that a unit change in the levels of Human Resource Management (HRM) leads to a change in Employee Performance (EMP) by (0.784). This change can be relied upon to interpret the causal relationship between the independent variable "Human Resource Management (HRM)" and the dependent variable "Employee Performance (EMP)."

Additionally, through the analysis, it was also found that Human Resource Management (HRM) explains (65.30%) of the variance occurring in Employee Performance (EMP), as indicated by the coefficient of determination (R Square - R²). The remaining (34.70%) is attributed to other influencing factors not included in the model adopted by the researcher in the current study. In other words, any change in Employee Performance (EMP) in general can be attributed

to a change in the levels of Human Resource Management (HRM), whether it is negative or positive, in the same direction. Human Resource Management (HRM) explains (65.30%) of this change in employee performance, according to the opinions of the research sample of employees in the studied company.

Table (9) The Effect of HRM on Employee Performance

R Square	0.653
F_ Value	148.856
F(Significance)	0.000
Intercept Coefficient	0.870
T_ Value (Significance)	3.474 (0.001)
Slope Coefficient	0.784
T_ Value (Significance)	12.201 (0.000)

prepared by the researchers based on the Statistical Program (SPSS)

6. Conclusion

This study was conducted to find out how certain things a company does with its employees affect how well they do their work at Korek Telecom. The researchers looked at four important things a company does to see if they make a difference in how well employees do their jobs.

They find that training is really important and makes a huge difference in how well employees perform. They also found that providing feedback on how well employees are doing their jobs is somewhat important, but not as much as training. They also found that allowing employees to have a say in making decisions didn't make much of a difference in how well they did their jobs.

This research found similar results to a previous study conducted by Singh in 2004; both studies showed that training and compensation are important to both the organization and its employees. This study also found that employee training helps improve organizational performance, employee performance, and productivity. This allows organizations to be better prepared to compete and

remain successful. The researcher wanted to test the hypothesis that there is a relationship between employee performance and human resources management. The results showed that there is a positive and significant relationship between these variables.

The analysis's findings make it clear that the independent variable "Human Resource Management (HRM)" significantly affects the dependent variable "Employee Performance (EMP)." The model's significance level was discovered to be (0.000), which is less than the researcher's presumptive significance threshold of (0.05).

7. Recommendation

Regardless of some limitations, this study contributes well to understanding and validating the relationship between HRM practices and employee performance in the telecom sector of Korek Telecom. Recommendations studies can take large samples and focus on other industries as well, to validate the results of the present study. Studies can also include other HRM practices in their models and some other variables, which can mediate or intervene in the relationship between HRM practices and employee performance.

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به‌رزکردنه‌وه‌ی ئەدای کارمه‌ندان له ڕێگەی پراکتیکه‌کانی به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌ کاریگه‌ره‌کان: لیکۆلینه‌وه‌یه‌کی که‌یسی کوّمپانیای کوّره‌ک تیلیکۆم له‌ هه‌ولێر/ عێراق

پوخته:

ئهو لیکۆلینه‌وه‌یه‌ تیشک ده‌خاته سه‌ر گرنگی پراکتیکه‌کانی به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌کان له‌ باشت‌کردنی ئەدای کارمه‌ندان، به‌ تایبەت له‌ که‌رتە گه‌شه‌سەندووه‌کانی وه‌ک په‌یوه‌ندییه‌کان. توێژینه‌وه‌که‌ له‌ پسپۆری په‌یوه‌ندییه‌کانی کوّره‌ک کاریگه‌ری ڕێکاره‌کانی به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌کان له‌ سه‌ر ئەدای کارکردن له‌ ڕێگەی راپرسییه‌وه‌ له‌ گه‌ڵ ۷۵ کارمه‌ند تاقیکرده‌وه‌. شیکاری پاشه‌کشه‌ به‌ به‌کارهێنانی به‌رنامه‌ی SPSS و کاریگه‌رییه‌ به‌رچاوه‌کانی هه‌لبژاردن، وه‌ به‌شداریکردنی کارمه‌ند، راهێنان و وه‌سفکردنی کار له‌ سه‌ر ئەنجامدان ئاشکرا کرد. سه‌ره‌پای نه‌وه‌ش، ڕێژه‌کانی متمانه‌پێکراوی پرسیارنامه‌که‌ (راپرسیه‌که‌) سه‌قامگیری دۆزینه‌وه‌کانی توێژینه‌وه‌که‌ بیان دووپات‌کرده‌وه‌. له‌ ئەدای کارمه‌ندان و به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌کان وه‌ به‌ گشتی په‌یوه‌ندییه‌کی گه‌وره‌یان هه‌یه‌. به‌ پشت‌بەستن به‌ دۆزینه‌وه‌کان، توێژه‌ر به‌ په‌یوه‌ندییه‌کی ئەڕینی له‌ نێوان هۆکاره‌کاندا دامه‌زراند. بۆیه‌ ده‌توانرێت بڵێین که‌ ئاستی ئەدای کارمه‌ندان به‌ ڕێژه‌ی (80.8%) به‌رز ده‌بێت‌وه‌ هاوکات له‌ گه‌ڵ ئاستی به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌کان له‌ سه‌رانسه‌ری هه‌ر چوار په‌هه‌نده‌که‌دا. یه‌که‌م گریمانه، که‌ به‌پێی ئهو گریمانه "په‌یوه‌ندییه‌کی به‌رچاو له‌ نێوان ئەدای کارمه‌ند و به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌کان به‌کۆمه‌ڵ هه‌یه‌"، ئه‌وه‌یه‌ که‌ توێژه‌ره‌که‌ ده‌ستی کرد به‌ لیکۆلینه‌وه‌. "به‌های ڕێژه‌ی په‌یوه‌ندی (0.808**) له‌ ئاستی‌کی گرنگیدا له‌ (0.05) ئاماژه‌یان به‌ په‌یوه‌ندییه‌کی ئەڕینی و ئاماری گرنگ کردووه‌ له‌ نێوان گۆڤاوه‌کاندا، که‌ توێژه‌ر له‌ ڕێگەی داتا‌کانه‌وه‌ دۆزیویه‌تی‌وه‌. ئەنجامه‌کانی شیکارییه‌که‌ ئه‌وه‌ پوون ده‌کهنه‌وه‌ که‌ گۆڤاوه‌ سه‌ربه‌خۆکه‌ "به‌رپوه‌بردنی سه‌رچاوه‌ مروّییه‌کان کاریگه‌رییه‌کی به‌رچاوی له‌ سه‌ر گۆڤاوه‌ وابه‌سته‌" ئەدای کارمه‌ند هه‌یه‌. ده‌رکه‌وت که‌ ئاستی گرنگی مۆدێله‌که‌ (0.000) بووه‌، که‌ که‌مت‌ره‌ له‌ ئاستی گرنگی گریمانه‌یی (0.05).

رفع مستوى أداء الموظفين من خلال ممارسات إدارة الموارد البشرية الفعالة: دراسة حالة لشركة كورك تيليكوم في أربيل، العراق.

المخلص:

يؤكد هذا البحث على الدور المحوري الذي تلعبه ممارسات إدارة الموارد البشرية في تعزيز أداء الموظفين، خاصة في القطاعات سريعة النمو مثل مجال الاتصالات السلكية واللاسلكية. حيث أجريت دراسة ميدانية في إحدى شركات الاتصالات بمدينة كورك لتقييم مدى تأثير ممارسات إدارة الموارد البشرية على أداء الموظفين. شملت الدراسة عينة مكونة من 75 موظفًا. تم جمع بياناتهم باستخدام استبيان برنامج التحليل الإحصائي المعروف باسم (SPSS) باستخدام تقنية تحليل الانحدار. كشفت الدراسة عن وجود تأثير كبير لأربعة عناصر رئيسية من ممارسات إدارة الموارد البشرية على أداء الموظفين، وهي:

(1-عملية اختيار الموظفين، 2- مستوى مشاركتهم 3- والتدريب والتطوير الوظيفي 4- وضوح المهام والمسؤوليات المحددة في الوصف الوظيفي). أظهرت الدراسة وجود علاقة ارتباطية إيجابية بين فعالية ممارسات إدارة الموارد البشرية وتحسن أداء الموظفين. لوحظ ارتفاع في مستويات أداء الموظفين بنسبة تصل إلى 80.8% بالتوازي مع تحسن وتطوير ممارسات إدارة الموارد البشرية في المجالات الأربعة المذكورة. حيث ركزت الدراسة على اختبار فرضية مفادها وجود علاقة ذات دلالة إحصائية بين جودة أداء الموظفين وكفاءة إدارة الموارد البشرية بشكل عام. تم اختبار الفرضية باستخدام تحليل الانحدار والذي أظهر وجود ارتباط إيجابي وذات دلالة إحصائية بين المتغيرات محل الدراسة. أشارت قيمة معامل الارتباط والتي بلغت (0.808) عند مستوى دلالة يقل عن (0.05) إلى قوة العلاقة بين المتغيرين. أكدت مستوى دلالة النموذج البالغ (0.000)، وهو أقل بكثير من مستوى الأهمية المفترض (0.05)، على وجود علاقة مؤكدة بين المتغيرات. تؤكد نتائج الدراسة على وجود ارتباط وثيق بين جودة ممارسات إدارة الموارد البشرية وتحسن أداء الموظفين. وبالتالي، يمكن للشركات التي تسعى لتعزيز أداء موظفيها التركيز على تطوير وتفعيل سياسات إدارة الموارد البشرية بشكل فعال.