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HUMAN RESOURCES MANAGEMENT PRACTICES AND THEIR IMPACT ON ACHIEVING HIGH PERFORMANCE

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ABSTRACT

This search aims to Identify My variable search Practices Resources Humanity By removing them (recruitment, Training, and development, Prosthetics And incentives evaluation performance) and performance High Beyond (improvement continuous, sharing Employees) are problem search That their impact Practices Materials And humanity in the performance High And it has It was completed Approval Curriculum Descriptive Analytical. It was done to choose In kind. Its number is (60) individuals from Lab texture Hilla, And he was baptized Choose (Spss) to extract Results. It arrives search to that there impact Practices Resources Humanity in the performance High in The laboratory the subject.

KEYWORDS: Management Practices, improvement continuous, sharing Employees.



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INTRODUCTION

The contemporary world is witnessing rapid changes, whether at the economic, commercial, or specialized level or the technological and cognitive level. The fast and fantastic development witnessed by communications and the Internet and their uses in various economic fields resulted from factors such as this unforgiving situation, and a fundamental question arises: How can organizations perform the expected work? It is upon itself, mired in its problems and affected by an unsuitable economic situation, to rely on its human resources to turn the situation around, turn into conflict from its broad door, and win the bet of the future. Therefore, human resources are essential in achieving the desired goals and objectives. Their understanding is complemented by their influential role in raising the efficiency of the organization's management and its effectiveness in performing its tasks. Its activities result from the efficiency and effectiveness of the organization itself and the extent of its ability to excel and compete internally and externally. All of this is achieved if it is good at attracting, selecting, and appointing distinguished, qualified, and listed competencies. It is carefully planned, taken care of, preserved, maintained, and developed, and a fair system for salaries, competencies, and incentives is established. Objectivity is adopted in entertainment decisions by Fair considerations and standards that are clear to everyone and have a degree of transparency.

The First Section

Research Methodology

Firstly: The Research Problem

Human resources management practices are considered tal as they help the resources maintain effectiveness. Human resources management refers to the philosophy, policies, procedures, and practices related to managing employees in the organization accordingly. Institutions must find modern methods that suit and adapt to the environmental changes

present in them. Therefore, applying these practices of planning, recruitment, training, job design and analysis, performance evaluation, and motivation would enable them to achieve this, as all companies in general are needed. Practicing the strategic practices related to human resources on an ongoing basis because of its importance in achieving high levels of performance and in comparison with competitors from other companies requires companies to recognize the nature of the strategic practices of human resources management and how these practices can affect their performance. The study problem can be framed with the following questions :

- 1- What is the extent of human resources management practices in the researched laboratory?
- 2- What is the level of high performance in the researched laboratory?
- 3-What is the correlation and influence between human resources management practices and high performance?

Secondly: Research Importance

The importance of this study stems from the importance of human resources, considered the most expensive and vital resource capable of achieving the organization's goals, especially in light of the intensification of competition and the rapid environmental changes that require organizations to keep up with constantly. The importance of this study is evident in identifying the role of human resources management through a set of practices and their significance. The application of these practices is outside the scope of the traditional patterns of these roles, especially since some are considered newly applied in Arab environments. It also sheds light on highlighting the relationship. Between human resources management practices and the performance of employees in companies, the study's results contribute to raising performance because they give a clear picture of the aspects that should be paid attention to and

given priority.

Third: Research objectives:

A- Identifying modern human resources management practices and the extent of their application to organizations and their effects on performance

2- Determine the level of correlation between human resources management practices and high performance.

3- Measuring the impact of high-containment management practices in enhancing human resources capabilities. 4- Highlighting human resources management practices and high performance.

Fourthly: Hypothetical outline of the research:

The systematic treatment of the research problem requires the design of a hypothetical diagram that indicates the applied relationship between the research variables, an expression of the temporary solutions proposed by the researcher to answer the questions mentioned in the research problem, and then the possibility of measuring the research variables individually and as a whole so that it embodies the research problem and its objectives.

Fifth: Research Hypotheses

The first hypothesis: there is a significant correlation between human resources management practices and high performance.

The second hypothesis: there is an impact relationship of human resources management practices in high performance.

The Theoretical Aspect of the Research

First: Human Resources Management Practices

The Concept of Human Resources Management Practices

Human resources management practices represent a distinctive approach to the formation of employee behaviors and various work attitudes, which in turn affect the performance of the organization (Huselid, 2015:44) job satisfaction and commitment are the main employee attitudes and behaviors that shape the results of human resources management practices (Guthrie, 2011:24) therefore, satisfied and committed employees have a strong desire to

continue in the organization and do more on its behalf, thereby enhancing its performance. (Olayo, 2018:104) indicates that these behaviors are acquired by employees within the workplace through HRM policies, practices and processes that they bring with them when they enter the organization. In this context (Gerhart, 2007:92) defines human resource management practices as a set of mixed factors representing practices, policies and systems that positively influence the behavior, attitudes and performance of individuals towards the organization. Human resource management practices are also defined as processes specialized in securing and increasing the skills of employees and promoting and supporting communication and cooperation between them to support the development of the organization (ohari & Elarabi, 2014:49) and, it has been explained (Shahraki, al et, 2011:42), that the most important areas of Human Resource Management include, recruitment, training and development, compensation and incentives and performance evaluation.

As defined by (Dessler, 2009, 81) are the policies and practices followed in the implementation of HR-related aspects of the management situation including HR Planning, Job Analysis, recruitment, selection, mentoring, compensation, performance evaluation, training, development and work participation. As for Tamimi, he defined it as a set of practices carried out by Human Resources Management, which include (planning, recruitment and recruitment, training, incentives and compensation, and performance evaluation) and are interrelated and sequentially practiced by human resources management for the purpose of obtaining and retaining human resources (Tamimi, 19:2017)

-The Importance Of Human Resources Management Practices

* The development of the human element is a process of great importance for the organization. among the features of this process are the following (belqidon 18:2012) the development of human resources represents an

investment for the organization in the form of increasing and improving overall productivity and then reaching quality standards and meeting the challenges posed by the competitive environment.

- * Mentoring new individuals and introducing them to various types of given activities and jobs.

- * Teach and guide how and the quality of performance expected from employees.

- * Improve the skills, increase the capabilities of individuals and raise their performance level to match the performance standards set for them, in a way that makes them feel that the institution is their second home

- * Preparing individuals to take up future jobs ,or preparing them several times to face all technological, information and marketing changes that affect their services and performance.

- * Preparing individuals to face the challenges imposed by external environments on enterprises in several areas, including the globalization of Labor and the spread of competitive spaces between goods and services produced with different specifications, sizes, advantages and quality.

- * Human Resource Development helps to create qualified human capital, and therefore provides the organization with distinctive capabilities that help it adapt to changes in a complex environment.

3-dimensions of human resources management practices

A-Employment

The recruitment process for individuals is described as exploring candidates for vacancies currently or in the future, as it is the process of connecting those who offer jobs and those who want to fill them, and it is also the study of suitable individuals to fill vacancies at work , attracting and attracting them, and the process of selecting the best of them to work afterwards (Dora and Sabbagh, 77:2008). it is defined as a set of activities seeking to attract qualified individuals to work in the organization in order to satisfy the desires and goals of both

parties, as it is the process of identifying and attracting prospective employees and then appointing them to fill a place in the organization (Erekat, 2010: 33).

B-training and development

The training and development process comes after the stage of the recruitment process, which is a process that is of great importance in raising the productive efficiency of workers by keeping pace with the development in working methods ,improving their skills and abilities on the one hand, and on the other hand changing their behavioral patterns that they follow in the performance of their work. training is considered one of the basic pillars of sound management, and is considered one of the necessary pillars for development and self-development and organizational so that the human element becomes more knowledgeable and able to carry out its job tasks appropriately and required (buzrin, 2017 :62). That the term training and development are two interrelated concepts and form a single framework , Therefore, the training process focuses on developing the skills of current employees to give them skills and behaviors that help them improve their level of work performance ,while development deals with the development of new values ,knowledge and skills that enable the individual to accomplish his tasks with high efficiency and also enable him to reach a higher career position in the future, so it is better to combine these two concepts with one concept, which is training (Rajoub, 64:2014). proceeding from this, training (Dessler, 2011:292) has been defined (Dessler, 2011: 292) as giving new or existing employees skills it is an effort aimed at upgrading the employee's practical, scientific and compliant competencies with abilities and skills And the behavioral patterns that he uses to improve his effectiveness in achieving his career goals. As he

knows it.

C. compensation and incentives

Definition of compensation when individuals decide to take a job in any organization, they take into account many factors such as working conditions, the reputation of the organization, training and development opportunities, job familiarity, but most of all, they focus more on the rewards and incentives for that job, that is, how attractive the job is in terms of monetary and non-monetary compensation. From the point of view of the employer (organization), compensation and wages are a powerful tool in promoting the strategic goals of the organization, because wages have a significant impact on the attitudes and behavior of employees, in terms of attracting them to the organization and staying in it, and they also entail a high cost for the organization and this requires great scrutiny of these wages and compensation (Itika, 2011: 115) compensation has been defined as all types of wages and bonuses that employees receive for the work they do, whereas employee compensation is defined as (all forms of wages and returns, salaries, wages, moral and material incentives) that he receives because of his work in a particular job, and these compensation may be financial (direct and indirect), direct such as material incentives, salaries and dividends, and indirect such as Social Security, Insurance, vacations and educational assistance. As for non-financial compensation, it represents moral incentives, which may be in the form of social morale, job security and good treatment, psychological comfort, books of thanks and praise ...Etc. (Dessler, 2011: 375)

D-performance evaluation

An employee's performance is considered a criterion by which an organization can judge the level of performance of the individual who works for it, and this requires constant training by it to improve his career level, as training is considered one of the most important means that hones an individual's skills and provides him with scientific expertise that increases his

performance level more effectively (buzrin, 2017 :62). Performance evaluation is defined as " studying and analyzing the performance of employees for their work and observing their behavior and actions during work, in order to judge their success and level of efficiency in doing their current work, and also to judge the possibilities of growth and progress of the individual in the future and his assumption of greater responsibilities or promotion to another job. Performance evaluation is also defined as the process of identifying, evaluating and developing an employee's work performance in the organization, so that organizational goals and objectives are effectively achieved, and at the same time, employees benefit in terms of recognition, receiving feedback, and providing professional guidance. the performance evaluation process is an important part of the life of the organization because it serves a range of functions/ purposes such as solving performance problems, setting goals, managing incentives, rewards, discipline and isolation, and it is also considered a powerful tool to rely on in rewarding employee performance, as this process helps to analyze his achievements and assess his contribution to the overall goals of the organization (Dickinson, 1993: 91)

Second: High Performance

First: The Concept Of High Performance

The topic of high performance and its measurement systems is one of the most controversial topics, and it also poses an important challenge for organizations as well as being a major focus around the efforts and ideas of leaders because it is an important goal that organizations seek to achieve (sayhoud, 158: 2017) high performance organizations also seek to increase awareness levels among employees and make the needs of the organization in mind as well as encouraging employees to become leaders (Dabbagh, 336: 2018)

High performance is referred to as a system of human resource management skills, which works to empower and motivate employees, and develop human capital, with a focus on

commitment to work and creating value for the organization, in order to reach performance levels(Amana, 228:2015) it can be noted that high performance organizations are those that are able to deal and adapt effectively to external environmental requirements and changes by continuously improving their processes and containing and strengthening their employees to reach the best results in a period of time of at least five to ten years(Jafar, 173:2017) high performance is defined as a system of human resources management skills, which works to empower and motivate employees, and develop human capital, focusing on commitment to work and creating value for the organization, in order to reach performance levels (Amana, 228: 2015) it can be noted that high performance organizations are those that are able to deal and adapt effectively to external environmental requirements and changes by continuously improving their operations and containing and enhancing their employees to reach the best

results in a period of time of at least five to ten years (Jafar, 173: 2017) these are sustainable goals and specific criteria with high ambition proposed by the leaders of organizations to work These standards and goals work to attract the attention of employees and harness their energies, as well as motivate them in a sustainable manner in order to ensure the achievement of goals and the sustainability of high performance outputs.(Wang et al.,2021:4) High performance is also defined as an interrelated set of human resource management practices that develop the organization and its performance through job commitment, following training systems,rewards and encouraging participation in decision-making, that is, this is done by a set of actions performed by employees, beyond the tasks of selection, development and motivation(Meyer, 2018:9)

-The Importance Of High Performance

الاهمية النسبية	معامل الاختلاف %	الانحراف المعياري %	الوسط الحسابي	اجابات افراد العينة					الفقرة	البعد
				لا اتفق تماما	لا اتفق	محايد	اتفق	اتفق تماما		
1	15.16	45.5	3	0	3	24	3	0	1	التوظيف
3	19.89	58.3	2.93	0	6	20	4	0	2	
4	20.29	61.5	3.03	0	5	19	6	0	3	
2	16.17	49	3.03	0	3	23	4	0	4	
	10	30	3	الوسط الحسابي والانحراف المعياري ومعامل الاختلاف للبعد						

The importance of high performance is represented by the fact that it is of great importance to organizations as it represents the final product of all internal activity processes,

which is reflected on their stability and growth(Hamash, 2020 :42) as organizations become more stable and survival the higher their levels in terms of performance

الاهمية النسبية	معامل الاختلاف %	الانحراف المعياري %	الوسط الحسابي	اجابات افراد العينة					الفقرة	البعد
				لا اتفق تماما	لا اتفق	محايد	اتفق	اتفق تماما		
2	16.49	49	2.97	0	4	23	3	0	5	التدريب والتطوير
4	21.43	64.3	3	0	6	18	6	0	6	
1	16.17	49	3.03	0	3	23	4	0	7	
3	17.78	52.1	2.93	0	5	22	3	0	8	
	9.83	29.31	2.98	الوسط الحسابي والانحراف المعياري ومعامل الاختلاف للبعد						

Table (4) shows the arithmetic mean, standard deviation and coefficient of variation for paragraphs after performance evaluation

The above tables, which show the arithmetic mean, standard deviation and coefficient of difference for each paragraph of the axis of human resources management practices, show the following :-

1 - Table (1) measures the post-employment, which represents one of the practices of Human Resources Management, where it is noted the different degree of presence of employment in the community in question, paragraph (1) received the first rank and an average degree, while paragraph (3) received the last rank among the paragraphs of employment, which indicates the need for the management of the organization under study to create an encouraging and supportive environment to attract standard (30) and a coefficient of difference of (10).

2- Table (2) measures the post-training and employment, which represents one of the dimensions of human resources management practices, where it is noted the different degree of availability of training and employment in the community in question, as paragraphs (5,7) got the first and second ranking, while paragraphs (8,6) got the third and fourth ranking among the paragraphs of training and employment, which indicates the need for the research laboratory management to focus on training programs that support the development of teamwork and in a way that ensures the provision of the best

means to acquire skills for improving and developing work, in general, it shows that there is a mediocre degree of interest in training and development among employees in the examined organization, After training and development, he obtained a general arithmetic mean of (2.98), a standard deviation of (29.31) and a coefficient of difference of (9.83).

3- Table (3) measures the dimension of compensation and incentives, which represents one of the dimensions of human resources management practices, where it is noted the different degree of availability of compensation and incentives in the society in question, Paragraphs (12,9) received the first and second ranking, while paragraphs (11,10) received the third and fourth ranking among the paragraphs of compensation and incentives, which indicates the need for the management of the organization in question to adopt a performance evaluation system for the purpose of determining the rewards and incentives that outstanding employees deserve, as well as focusing on wages and benefits in kind as the most important incentives, In general, it shows that there is a higher than average degree of interest in compensation and incentives among employees in the community in question, but it is below the level of good, as after compensation and incentives, an overall arithmetic mean of (2.98), a standard deviation of (29.31) and a coefficient of difference of (9.83) were obtained.

4- Table (4) measures after performance

evaluation, which represents one of the dimensions of human resources management practices, where it is noted the different degree of availability of performance evaluation in the community in question, as paragraphs (16,13) got the first and second ranking, while paragraphs (15,14) got the third and fourth ranking among the paragraphs of performance evaluation, which indicates the need of the company on the need to evaluate performance on a collective basis and in before it happened, In general, it shows that there is a lower than

average degree of interest in the dimension of performance evaluation among employees in the community in question, as after the performance evaluation, he obtained a general arithmetic mean of (2.95), a standard deviation of (30.14) and a coefficient of difference of (10.21).

2-describe the answers to the dimensions (high performance)

The results of the respondents' answers to the paragraphs after continuous improvement

الاهمية النسبية	معامل الاختلاف %	الانحراف المعياري %	الوسط الحسابي	اجابات افراد العينة					الفقرة	البعد
				لا اتفق تماما	لا اتفق	محايد	اتفق	اتفق تماما		
1	8.76	26.3	3.00	0	1	28	1	0	17	التحسين المستمر
3	21.78	61	2.80	0	9	18	3	0	18	
4	22.89	64.8	2.83	0	9	17	4	0	19	
2	16.75	53.1	3.17	0	2	21	7	0	20	
	9.01	26.58	2.95	الوسط الحسابي والانحراف المعياري ومعامل الاختلاف للبعد						

Table (6) shows the arithmetic mean, standard deviation and coefficient of variation for

paragraphs after the participation of employees

الاهمية النسبية	معامل الاختلاف %	الانحراف المعياري %	الوسط الحسابي	اجابات افراد العينة					الفقرة	البعد
				لا اتفق تماما	لا اتفق	محايد	اتفق	اتفق تماما		
1	11.88	36.5	3.07		1	26	3	0	21	مشاركة العاملين
3	19.67	55.1	2.80		8	20	2		22	
4	20.91	59.2	2.83		8	19	3	0	23	
2	12.36	37.1	3.00		2	26	2	0	24	
	7.16	20.91	2.92	الوسط الحسابي والانحراف المعياري ومعامل الاختلاف للبعد						

It is clear to the researchers through the above tables, which show the arithmetic mean, standard deviation and coefficient of difference

for each paragraph of the high performance axis, the following :-

1- Table (5) measures after continuous

improvement, which represents one of the dimensions of high performance, where it is noted the different degree of availability after continuous improvement in the society in question, as the two paragraphs (20,17) got the first and second ranking, while paragraphs (19,18) got the third and fourth ranking and an average arithmetic mean below the average, which indicates the need for the management of the organization under study providing outstanding products and achieving satisfaction among employees, In general, it shows that there is a below-average degree of interest in the continuous improvement process, as after continuous improvement, he obtained a general arithmetic mean of (2.92), a standard deviation of (20.91) and a coefficient of difference of (7.16).

2- Table (6) measures after the participation of employees, which represents one of the dimensions of high performance, where it is noted the different degree of availability of employee participation in the society in question, as paragraphs (24,21) got the first and second ranking, while paragraphs (22,23) got the third and fourth ranking among the paragraphs of employee participation, which indicates the need for the management of the organization under study to make adjustments within its organizational structures in a way that supports the organizational structure encourages the

participation of employees in supporting and developing the company, work, as well as the need for the management of the organization under study to encourage team spirit and joint cooperative efforts in the work environment, In general, it shows that there is a below-average degree of interest in the process of employee participation, as after the participation of employees, he obtained a general arithmetic mean of (2.95), a standard deviation of (26.58) and a coefficient of difference of (9.01).

Second: - tests of honesty and constancy

1-truthfulness of the resolution

To calculate the truthfulness of the resolution, the method of constructive truthfulness was used through the internal consistency index and using the Pearson correlation coefficient, by knowing the extent to which the degree of each individual is related to the total degree of dimension and the degree to which the dimensions are related to the total degree of resolution

Calculate the correlation of the score of each paragraph of the dimensions (human resources management practices) and the overall score of each dimension as shown in Table (7)

Table (7) the degree of correlation of each paragraph of the dimensions (human resources management practices) and the overall degree of the dimension

Correlation coefficient	Paragraph	human resources management practices
0.380**	1	recruitment
0.570**	2	
0.551**	3	
0.907**	4	
0.732 **	5	training and development
0.539 **	6	
0.785 **	7	
0.643 **	8	
0.571 **	9	Compensation and incentives
0.864 **	10	
0.428 **	11	
0.333 *	12	

0.380**	13	Performance evaluation
0.570**	14	
0.551**	15	
0.907**	16	

Calculating the correlation of the score of each item in the dimensions of (high performance) and the total score for each dimension, as shown in Table (8)

Table (8): The degree of correlation of each paragraph of the dimensions of (high performance) and the total score of the dimension

Correlation coefficient	Paragraph	Dimensions of high performance
0.567**	17	continuous improvement
0.521**	18	
0.551**	19	
0.611**	20	
0.391*	21	Employee participation
0.614**	22	
0.484**	23	
0.640**	24	

It is clear from the results of tables (8,7) that all the values of the paragraphs were positive and a function at the level of ($p \leq 0.01$) except paragraphs (21,12), their correlation was at a statistically significant level ($p \leq 0.05$), which confirms the existence of a good and important relationship between all paragraphs with their dimensions and the paragraphs enjoy high constructive honesty.

2-stability of the resolution: - to calculate the validity of the resolution, two methods were used, namely:

Stability by the half-hash method: (Split-Half) the reliability test was used to identify the degree of homogeneity of the samples, where the questionnaire was divided into two homogeneous groups, as the Spearman-Brown equation was used for the half-hash, because the stability coefficient can be predicted for any measure if we know the stability coefficient of half of it, as well as the Getman coefficient was used for unequal groups as shown in Table (9) Table (9) correlation values for the questionnaire axes

Guttman coefficient	Spearman's coefficient	number of paragraph	Interviewer
0.718	0.737	4	recruitment
0.658	0.672	4	training and development
0.695	0.715	4	Compensation and incentives
0.528	0.576	4	Performance evaluation

0.806	0.808	16	dimensions of human resource management practices as a whole
0.710	0.740	4	continuous improvement
0.806	0.801	4	Employee participation
0.854	0.864	8	dimensions of high performance as a whole
0.899	0.908	24	The questionnaire is complete

It is clear from Table (9) that the reliability coefficient by split-half method for Spearman-Brown coefficient values was between (0.576 - 0.908), while the Gitman coefficient values were between (0.528 - 0.899), which are high and acceptable reliability coefficients.

Reliability using Cronbach's Alpha method

The researcher calculated the reliability of the questionnaire through the Cronbach's alpha method, where the reliability coefficients were

calculated for each dimension of the questionnaire and then the reliability coefficient was calculated for the questionnaire as a whole, and the results are shown in the following table:

Table (10) Values of Cronbach's alpha reliability coefficients for the dimensions of the questionnaire and the total score of the questionnaire

Cronbach's alpha reliability coefficient	Number of paragraphs	Dimensions
0.556	4	recruitment
0.522	4	training and development
0.406	4	Compensation and incentives
0.472	4	Performance evaluation
0.783	16	dimensions of human resources management practices as a whole
0.543	4	continuous improvement
0.497	4	Employee participation
0.787	8	dimensions of high performance as a whole
0.891	24	The questionnaire is complete

It is clear from the results of Table (10) that the Cronbach's alpha reliability values for the two questionnaire variables ranged between (0.406, 0.787), while the reliability values for the complete questionnaire were (0.891), which are high and acceptable reliability coefficients.

Results of testing research hypotheses

1- Correlations between research variables

The information in this part focused on

verifying the validity of the first main research hypothesis (there is a significant correlation between human resources management practices and high performance in the community under research) through the use of the Pearson correlation coefficient, as shown in the following:

Table (11) Statistical indicators of the correlation between human resources management

practices and high performance.

High performance			Indicators
Moral value	Calculated t value	Correlation coefficient value	
0.000	4.239	0.804	Human resources management practices

It is clear from the previous table that there is a strong correlation with high moral significance between human resources management practices and high performance, as the results showed that the correlation coefficient was (0.804) and at a significant level ($p \leq 0.01$), and therefore the first main hypothesis is accepted. Influence relationships between research variables

The information in this part was devoted to verifying the validity of the second main

research hypothesis (there is a significant relationship of influence of human resources management practices on high performance in the community under research).

In order to determine the validity of the second hypothesis, the results of simple linear regression were used, as in the following table: Table (12) Statistical indicators of the impact of the human resources management practices variable on the high performance variable.

High performance				Indicators
Significance level Sig.	The value of the slope constant (β)	Coefficient of determination R^2	Calculated F value	
D at 1% level	0.849	0.721	72.447	Human resources management practices

From Table (12), it is clear that the calculated (f) value was (72.447) and is statistically significant at a significant level ($p \leq 0.01$). It also showed that the coefficient of determination was (0.721), meaning that the human resources management practices variable explains an amount of (0.721). Of the variance occurring in achieving high performance, the results also showed that the value of the slope constant (β) was (0.849), and this indicates that a change of (1) in the value of the human resources management practices variable leads to a change of (0.849) in the high performance variable, and thus The human resources management practices variable had a significant

positive impact on achieving high performance with a high level of morale, and therefore we accept the second main hypothesis.

CONCLUSIONS AND RECOMMENDATIONS

This paper is devoted to addressing the most important conclusions and recommendations reached by the research, as follows:

First: - conclusions

1-The management of the research laboratory enjoys the continuous development of the company's incentives and rewards system and is also keen to develop programs for constant improvement.

2-The research laboratory needs more training

programs that support the development of teamwork for improving and developing work.

3-the research laboratory lacks an encouraging and supportive environment to attract employees with experience and competencies from outside the research laboratory

4-the management of the research laboratory needs a performance evaluation system to determine the rewards and incentives that outstanding workers deserve.

5-the lack of a reasonable budget for the research laboratory to improve performance in a way that leads to providing excellent products and achieving satisfaction among employees

6-The research laboratory needs more flexible organizational structures that affect the participation of employees in supporting and developing the research laboratory.

7-The results proved a correlation and a moral impact between human resources management practices and high performance, which means that a higher level of human resources management practices increases the level of high performance in the research laboratory.

Second: - Recommendations

1-Research laboratory management needs to focus on training programs that support teamwork development to ensure the best means of acquiring skills for improving and developing work.

2-the management of the research laboratory needs to work to provide an encouraging and supportive environment to attract employees with experience and competencies from outside the research laboratory

3-it requires the research laboratory management to focus on wages and benefits in kind as the most critical incentives provided by the company to employees, which can create an atmosphere in which employees can absorb the feedback of others without raising problems

4-the management of the research laboratory should allocate a reasonable budget to improve performance in a way that leads to the provision of excellent products and achieves satisfaction among employees

5-which indicates the need for the management of the examined organization to make adjustments within its organizational structures in a way that supports the organizational structure and encourages the participation of employees in supporting and developing the company

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