

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
ACHIEVING INSTITUTIONAL EXCELLENCE
“APPLIED STUDY ON AL-IRAQI UNIVERSITY”**

MASTER'S THESIS

Hasan Qahtan ALMUSLEHI

Business Administration Department

Business Administration Master in English Program

NOVEMBER 2021

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Thesis Advisor: Assist. Prof. Dr. Ahmet ERKASAP

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

I, Hasan Qahtan ALMUSLEHI as a result of this declare that this thesis titled “The Impact of Human Resource Management Practices on Achieving Institutional Excellence“Applied Study on Al-Iraqi University” is original work I did for the award of the master's degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (25/11/2021)

Hasan Qahtan ALMUSLEHI

PREFACE

All praise and thanks should be presented first to Almighty Allah for facilitating this work and giving me the ability and strength to finish this research.

I would like to express my sincere gratitude and appreciation to my supervisor Dr Ahmet Erkasap for guiding and supporting me to accomplish this work. I thank him for being a kind supervisor, and I genuinely appreciate his flexibility and willingness to answer my questions whenever I ask.

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Hasan Qahtan ALMUSLEHI

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THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ACHIEVING INSTITUTIONAL EXCELLENCE: “APPLIED STUDY ON AL-IRAQI UNIVERSITY”

ABSTRACT

This study is about impact of human resource management practices on achieving institutional excellence. This study used the a Iraqi university as a case study. The purpose of this research is to look at the relationship between human resource management and institutional excellence at the a Iraqi university. The study's approach was a questionnaire, and the research design was descriptive research.

Methodology - The study's sample was drawn from a random sample of employees at the a Iraqi university, who completed a questionnaire. A total of 200 people responded to the survey. The analysis of data was used. SPSS to analyze study data, respondent frequencies, normality test analysis, reliability analysis, correlation analysis, and regression analysis were all in line with the study's goal.

Findings - The study found that there is a positive and substantial association between compensation, recruitment and selection, training development on institutional excellence This result was discovered by correlation and regression, which validated the relationship between them.

Recommendation - this study recommend Work to apply present-day strategies and means in assessing the degree of work altogether areas and establishments working in the a Iraqi university. Providing preparing projects and courses to build the capacity of employees in the a Iraqi university to utilize progressed present day innovation, which adds to improving execution levels.

Keywords: *Human resource management, Compensation, Recruitment and selection, Training development, Institutional excellence*

İNSAN KAYNAKLARI YÖNETİM UYGULAMALARININ KURUMSAL MÜKEMMELLİK ÜZERİNE ETKİSİ: “EL-IRAK ÜNİVERSİTESİ ÜZERİNE UYGULAMALI ÇALIŞMA”

ÖZET

Bu çalışma, insan kaynakları yönetimi uygulamalarının kurumsal mükemmelliğe ulaşma üzerindeki etkisini konu almaktadır. Bu çalışmada bir Irak üniversitesi vaka çalışması olarak kullanılmıştır. Bu araştırmanın amacı, bir Irak üniversitesinde insan kaynakları yönetimi ile kurumsal mükemmellik arasındaki ilişkiye bakmaktır. Çalışmanın yaklaşımı bir anketti ve araştırma tasarımı tanımlayıcı araştırmaydı.

Metodoloji – Çalışmanın örnekleme, bir Irak üniversitesinde bir anketi tamamlayan rastgele bir çalışan örneklemeden seçilmiştir. Ankete toplam 200 kişi yanıt verdi. Verilerin analizi kullanıldı. Çalışma verilerini analiz etmek için SPSS, yanıtlayan frekansları, normallik testi analizi, güvenilirlik analizi, korelasyon analizi ve regresyon analizi, çalışmanın amacı ile uyumluydu.

Bulgular - Çalışma, ücretlendirme, işe alma ve seçme, kurumsal mükemmellik üzerine eğitim geliştirme arasında pozitif ve önemli bir ilişki olduğunu bulmuştur. Bu sonuç, aralarındaki ilişkiyi doğrulayan korelasyon ve regresyon tarafından keşfedilmiştir.

Öneri - bu çalışma, bir Irak üniversitesinde çalışan tüm alanların ve kuruluşların çalışma derecesini değerlendirmede günümüz stratejilerini ve araçlarını uygulamak için Çalışma'yı önerir. Bir Irak üniversitesindeki çalışanların, uygulama seviyelerinin iyileştirilmesine katkıda bulunan, günümüzün gelişmiş inovasyonunu kullanma kapasitesini geliştirmek için projeler ve kurslar hazırlamak.

Anahtar Kelimeler: *İnsan kaynakları yönetimi, Ücretlendirme, İşe alım ve seçme, Eğitim geliştirme, Kurumsal mükemmellik*

1. INTRODUCTION

The current world is undergoing fast change on all fronts: economic and commercial, organizational, technical, and knowledge-based. The remarkable growth of communications and the internet, as well as its applications in a variety of economic areas. All of this was brought about by globalization. (Reece & Reece, 2020). In light of this deteriorating scenario, a basic issue arises: how can business organizations that are locked in on themselves, entrenched in their troubles, and impacted by an unsuitable economic climate rely on their human resources to reverse the situation and enter the commercial market? (Mohamed et al., 2018). That is why human resources are the important element to reach the desired goals. Its importance lies in its influential role in raising the organization's management effectiveness in performing its tasks and activities as a final outcome of the organization's own efficiency and the extent of its ability to excel and compete internally and externally (Stoyanova & Iliev, 2017).

All of this will be achieved if it is best to attract, select and designate distinguished competencies, who are qualified and trained, and then carefully plan and pay attention to them, preserve, maintain and develop them, put in place a fair system of salaries, rewards and incentives, and adopt an equitable degree of promotion in accordance with considerations.

Hence, human resources management plays an influential role in fulfilling the requirements of achieving excellence, which has made the human resources department a special importance and vitality, which changed its nature and operations. The development of information technology has led to an increase in the demand for technical professions, It necessitates unusual credentials for information management leadership jobs. It also called for the need to introduce modern technology and rely on it in the activities and tasks of human resources management, including planning, attracting, selecting, appointing and others (Brewster et al., 2017).

Human resource management has gained prominence as a result of the rising significance of human interactions, motivating employees, and meeting their requirements, as well as the reality that the success or failure of all companies is dependent on the human element. Additionally, the expenses paid by companies to pay employee wages and benefits account for a sizable portion of their expenditures. (Brewster, 2017). Therefore, the best investment should be directed to working individuals. In addition to benefit from human resources, as investing in them requires utilizing them, using them well and preserving them, and working to continuously improve their performance. This is why it is imperative to adopt a humane approach in dealing with human resources and satisfying their needs (Raineri, 2017).

The many environmental issues have aided in the development of human resource management practices, both in terms of substance and techniques added to established practices. Taylor's science school has laid the foundation for these practices according to the principles of this school (Haines, 2010).

Mayo's Human Relations School and his colleagues expanded human resource management practices to include employee relations, which are defined as social interactions between workers, management, unions, and professional associations, as well as occupational safety and industrial security for all personnel working in hazardous work environments (Nday, 2016).

In light of managerial behavioral trends, worker motivations and needs, and the effects of the environment on worker behavior, a greater emphasis was placed on human and behavioral aspects. Numerous practices, such as job design, have been identified as necessary for increasing employee motivation and managing workplace stress (Edralin, 2010).

Recent years have seen significant advancements in information technology, as well as growing trends toward decentralized information and decision-making. As a result, the human resources department, like other departments within the company, was required to develop a human resources information system that complies with human resource practices (Progoulaki & Theotokas, 2010); these standards include the following:

1. Recruiting and selection of human resources, which involves acquiring and selecting human resources and conducting recruitment procedures to guarantee that the appropriate individual is placed in the appropriate position.
2. Training and development, the process through which workers acquire the necessary skills, knowledge, and positive attitudes for their employment in order to contribute to the correction of present performance aberrations or the improvement of future performance.
3. Performance assessment, which is the process through which an organization's employees' performance is assessed against performance criteria, some quantitative and others qualitative, with the goal of finding strengths to support them and shortcomings to rectify via training and development.
4. Compensation, which is defined as establishing fair pay for exceptional performance that surpasses stated normal rates, as well as the sort of remuneration that is commensurate with workers' requirements and motivations. Along with indirect pay for employees and their families, this remuneration is mostly based on the worker's organizational participation. Occupational health and safety, which are programs that focus on protecting workers from the risks and diseases they are exposed to at work.

In light of the foregoing, the main role that human resources management plays in organizations is clear in providing the necessary, efficient and specialized workforce. In addition to carrying out many tasks and responsibilities, such as planning, attracting and training them, setting up a system of fair wages, rewards and incentives, and evaluating their performance. Thus, the current study seeks to identify the impact of human resource management practices in achieving institutional excellence in Al-Iraqi University.

1.1 The Importance of Studying

The importance of the present study derives from the following points:

1. The importance of the topic examined, which is the practice of human resources management and institutional excellence.

2. Clarify the extent of the contribution of human resource management practices to achieving institutional excellence in Al-Iraqi University.
3. The importance of the results of the study for Al-Iraqi University on the role of human resource management practices in achieving institutional excellence, which gives a clear picture of the aspects that should be paid attention to, and to give them priority.

1.2 Objectives of the Study

The main objective of this study is to try to uncover the potential impact of human resource management practices on achieving institutional excellence in Al-Iraqi University, by achieving the following objectives:

- Identify the level of importance of human resource management practices at Al-Iraqi University.
- Identify the impact of human resource management practices (recruitment; training and development; performance evaluation; compensation; occupational health and safety) in achieving institutional excellence (leadership excellence; service excellence provided) in Al-Iraqi University.
- Statement of proposals to ensure the successful activation of human resource management practices at Al-Iraqi University.
- Demonstrate the extent to which human resource management practices contribute to achieving institutional excellence at Al-Iraqi University.

1.3 The Study Definitions

Human Resources Management:

A complete collection of administrative functions whose work is centered on the human element and all aspects of job performance (Zeuch, 2016).

Recruitments:

The action of gathering a large number of competent applicants in order to pick the best for a certain post and appointing him in accordance to his talents and capabilities (Armstrong et al., 2016).

Training and development:

Establishing a knowledge management system for the business's human resources, enhancing their automatic capabilities, and equipping them with new and diverse talents in order to help the organization accomplish its long-term goals (Bibi et al., 2018).

Compensation:

The package of material and intangible advantages that an individual employee receives in exchange for his or her efforts in the company (Berber et al., 2017).

Institutional excellence:

A state of administrative creativity and organizational excellence in which the organization achieves extraordinary high levels of performance and implementation of its manufacturing, marketing, financial, and other processes, resulting in results and accomplishments that outperform competitors and satisfy customers and all stakeholders (Feng, 2020).

2. REVIEW OF LITERATURE

2.1. Human Resource Management

All organizations have three types of resources: financial resources, material resources, and human resources (Qamar, & Asif, 2016). For financial resources, they represent the organization's financial assets such as funds, stocks, bonds, investments and operating capital. This type of resource is of great importance to increase the organization's ability to exploit market opportunities, expansion, and growth, reflecting its stability and financial strength. Material resources include machinery, materials, facilities, equipment, and components of production, which are called fixed assets. Finally, human resources that refer to employees within the organization (Chelladurai & Kerwin, 2018).

In the context of the business environment, which is undergoing rapid changes and developments in all areas. in addition to the fierce competition between the various organizations, and with the transition to the knowledge economy, achieving the strategic objective of the organizations of success and continuity is linked to the achievement of competitive advantage (Zaharie, & Osoian, 2013). Human resources are one of the most important sources of competitive advantage in organizations (Jashari & Kutllovci, 2020). The value of these organizations is no longer determined by the tangible assets of machinery, equipment and other investments, It has also become determined by the value of its own human resource, which is capable of continuous creativity and innovation (Vanka, et al., 2020). Baum & Ndiuini (2020) reported that the importance of human resources in an organization lies in its being the one who plans, designs, implements and contributes to the success of the organization.

The need for human resources management has emerged as a result of a number of changes in the work environment, such as changes in customer desires and needs, globalization, intense global competition, rapid technological developments,

changing demands and needs of employees within organizations, and low levels of economic growth (Kopp, 2020).

Human resource management practices contribute to improving employees efficiency, supporting organizational commitment, improving employees performance, and organizational performance (Lim, et al., 2020). Human resources management also helps motivate employees, raise morale, reduce turnover, and retain outstanding employees. Gärtner (2020) revealed that human resources were considered to be an important asset of any organization rather than as a cost to the Organization. Trost (2020) stressed that human resources are a strategic factor for the success of the organization and the sustainability of competitive advantage in the work environment.

2.2 The Concept of Human Resources Management

Human resources management has become a common concept within all organizations over the past three decades. Human resources management was previously referred to as personnel management (Trost, 2020). There was a difference between traditional personnel management and human resources management. Personnel management was focused on the performance of the employees in the organization, the conditions in which they work and need to be improved. While human resources management focuses on the high and direct level of impact on aspects of strategic decision-making within the organization (Metallo, et al., 2021).

Before starting to define human resources management, it should be noted that human resources management is a comprehensive, coherent and integrated system for the recruitment and development of individuals. Human resources management refers to all ad hoc activities used by the organization to influence the behavior of all employees (Wei, 2020).

Armstrong& Taylor (2020) defined human resources management as a part of the management that is concerned with all decisions, strategies, principles, processes, and practices associated with employees within the organization. As well as all dimensions related to the recruitment process, adding value to the products and

services provided by the organizations to ensure their success in the work environment.

Troger (2021) indicated that human resources management is a set of processes, procedures, and methods used by the organization to manage the organization's entry and exit processes, employees development, compensation and rewards, organizational climate, and employees relations. Knittel (2020) added that human resources management is concerned with how to recruit and manage individuals within the organization. Moreover, human resources management is a strategic and coherent dimension for managing the most important assets of the organization (employees), who work within the organization to achieve its objectives (Tyas, et al., 2020). As well as it is the process of analyzing and managing the Organization's human resources needs to ensure that its strategic objectives are achieved (Stewart & Brown, 2019).

Yakhneeva, et al. (2020) showed that human resources management is the activities and tasks of the organization to improve employees performance, and it is the effective practices used by the management of the organization to improve productivity, quality, and effectiveness.

Kassymova, et al. (2019) commented that human resources management is the practices and procedures that include HR planning, job analysis, recruitment and selection, guidance, compensation, performance appraisal and management, training and development, and labor relations.

Al-Qudah, et al. (2020) defined human resource management as a pattern of planned human resources development that affects the behavior and attitudes of employees within the organization, as well as enabling the organization to achieve its objectives. Additionally, human resources management is a set of carefully designed management practices for employees to achieve and improve organizational effectiveness and thus lead to better organizational performance results (Topuz & Çağlayan, 2019).

2.3 Importance of Human Resource Management

According to Armstrong & Taylor (2020), HRM contributes to changing some policies within the organization that lead to positive changes in organizational performance and profitability. These changes also contribute to increase the morale of employees and their commitment. Sims & Bias (2019) added that increasing competition in the working environment has increased the role of HRM within organizations to face this competition. HRM helps maintain strong relationships between employees and management within the organization, increasing the desire of the employees to work, recruiting and retaining outstanding employees, managing and developing employees, improving the quality of work life and dealing with rapid technological developments (Pavlova, 2020).

2.3.1 HRM and skill developments to enhance service quality

To enhance service quality and customer service, businesses must place a premium on human resource management and skill development. There are several ways to enhance employees' knowledge and talents in order to provide consumers with greater goods and service. The following examples show how to manage people and enhance their abilities (Greer, 2021):

2.3.2 Open communication and share information

Open communication inside the business enables the exchange of information and expertise regarding client requirements, product and service pricing, and quality, as well as current market trends. Additionally, open communication enables employees to detect organizational difficulties. Communication is an efficient approach to enhance one's own abilities for providing higher-quality service and delighting consumers (Bağış, et al., 2019).

2.3.3 Encourage Innovation

Organizations must foster employees' creativity and give them with the freedom to work. This will aid in the development of personal talents and methods for improving customer service. Employees benefit from innovation and technology advancements because they enable them to adapt to new situations and exploit

innovations to increase their personal productivity and the overall organizational performance (Macke & Genari, 2019).

2.3.4 Training and development

The training program enables employees to enhance their own knowledge and abilities in order to increase their own efficiency. Training is helpful in providing accurate information about the pricing and quality of items, effective ways to service consumers, and effective ways to connect with customers in order to gain a thorough grasp of their tastes and preferences (Tambe, et al., 2019). Additionally, the organization's training program gives an opportunity to work in a team and communicate with others in order to expand one's own expertise. Thus, training is critical to provide consumers with high-quality products (Sukawati, et al., 2020).

2.3.5 Provide constant feedback

Continuous feedback to management is necessary to monitor staff performance. Annual performance appraisals assist in planning for training and development, promotion, resolving performance concerns, and developing individual skills necessary to accomplish corporate goals. Performance feedback and a plan of performance-based compensation and incentives further drive staff to increase their own efficiency in order to delight consumers (Jashari & Kutllovci, 2020).

2.3.6 Collaborate on problem solving

Collaborative working practices assist organizational personnel in resolving organizational difficulties and satisfying consumers by offering an efficient product and high-quality service in accordance with market trends. This work environment and experience enable workers to acquire problem-solving abilities, and it enables the organization's industry to effectively address customers' concerns as their requirements change. Personal experience and contact assist staff in resolving client concerns and satisfactorily satisfying customers through quick service (Chelladurai & Kerwin, 2018).

Thus, it is necessary to manage personnel and enhance their abilities in order to provide higher-quality products. Employee skills and expertise have an impact on their performance in terms of improving service quality and satisfying consumers. (Armstrong & Taylor, 2020).

2.4 Objectives of Human Resource Management

The main objective of human resources management is to ensure that the organization is able to succeed in the work environment through its employees. Human resources management is also a source of organizational capacity that helps the organization to take advantage of the opportunities available to it in the work environment, as well as ensuring that employees efforts are directed towards achieving the organization's objectives (Topuz & Çağlayan, 2019).

Armstrong and Taylor (2020) noted that human resource management aims to support the organization to achieve its objectives by developing and implementing human resources management practices that are consistent with the organization's strategy. It also aims at developing a culture of high performance within the organization, ensuring the needs of the organization of skilled workers and talents, building a strong relation between employees and management, supporting trust among them and encouraging the application of an ethical approach to the management of employees.

As Kavanagh and Johnson (2020) clarified, human resources management contributes to increasing organizational performance, productivity, rapid planned change, initiatives, adaptation to rapid changes in the work environment, increasing employees capacity, willingness to compete and continuous innovation.

Armstrong & Taylor (2020) also explained that HRM strives to achieve the following objectives:

2.4.1 Organizational effectiveness

Human resource management practices contribute to improving organizational effectiveness through the development of certain policies regarding knowledge management, talent management and the provision of a suitable workplace. Human resources management practices are also concerned with continuous development and improvement, and customer relations policies (Baum & Ndiuni, 2020).

2.4.2 Human capital

Human capital is a central factor in the performance of organizations. Organizations need to manage human capital from the recruitment stage to development to

retention. Human capital management is concerned with placing right individuals, with right skills, in the right position, at the right time, and rewarding them with the right incentives to encourage them to achieve the organization's objectives (Trost, 2020). Human capital management is defined as the abilities, competencies, knowledge and personal characteristics of employees, which show their ability to work effectively and achieve the objectives of the organization (Knittel, 2020). Additionally, human capital is the source of creativity and innovation within the Organization. It is also an asset of the Organization and is capable of achieving success and sustaining the Organization and its continuation in the work environment. Human resources management aims to ensure that the organization's needs are made up of skilled, committed and motivated employees. To achieve this, the Organization's future staffing needs and the skills it needs should be identified through so-called human resources planning. organizations are also interested in recruitment, selection, compensation, training, and development (Greer, 2021).

2.4.3 Knowledge management

Knowledge management is the process of creating, acquiring, storing, sharing and using knowledge, to enhance learning and performance in organizations. HRM aims to support the development of the organization's knowledge and skills that are the result of organizational learning processes (Jashari & Kutllovci, 2020).

2.4.4 Management of rewards

Human resources management aims to motivate employees and increase their commitment and engagement to work by developing a set of reward policies and procedures to ensure that employees are valued and rewarded according to their role in achieving the goals of the organization as well as their skills (Wei, 2020).

2.4.5 Employees relations

Human resources management aims to create a climate that allows building a strong relationship between employees and management (Greer, 2021).

2.4.6 Meeting different needs

Human resources management aims to develop and implement policies that meet the changing needs of both the labor market and the workforce, taking into account

differences in employment, personal needs, patterns of work, and opportunities for all (Al-Qudah, et al., 2020).

2.5 Human Resource Management Practices

2.5.1 Human resource planning

Human resources planning within an organization has become an administrative function, especially with the emergence of modern and sophisticated organizations, and with rapid changes in the work environment (Chelladurai & Kerwin, 2018). Human Resource Planning relates to the issues that are in the business activities, such as decentralization, acquisition, empowerment or technology, and indicates their HRM implications (Greer, 2021). According to Pavlova (2020), human resources planning is the process by which organizations forecast their future staffing needs and develop programs to ensure that employees are available with the required time and place.

2.5.1.1 The concept of human resource planning

Armstrong & Taylor (2020) defined human resources planning as a systematic process for harmonizing the internal and external supply of individuals with expected vacancies in the organization within a specified period of time. Moreover, human resources planning is the process of analyzing and determining the availability of human resources so that the organization can achieve its goals (Knittel, 2020).

Raine and Taghavi (2020) defined human resources planning as the process of examining the supply and demand of the current and future workforce. In addition, human resources planning is a process by which management determines the size of the current workforce, the size of the required workforce, and how this can be achieved (Armstrong & Taylor, 2020).

2.5.1.2 Objectives of the human resources planning

Tyas, et al. (2020) depicted that there were a number of reasons for the increased importance of human resources planning. These reasons are linking human resources planning to organizational planning, determination of levels and sources of recruitment, predicting the employees who will be fired, determination of optimal training levels, setting the basis for development programs within the organization,

estimating the cost of manpower, helping improving productivity, evaluation of future accommodation requirements, and estimating overhead and value of services (Simon, 2020).

Armstrong and Taylor (2020) stated that human resources planning objectives are attracting and retaining the required number of employees who possess the appropriate skills, expertise, and abilities, expecting the problem of surplus or deficit in the number of employees within the organization, developing a well-trained and flexible workforce, which contributes to the organization's ability to adapt to a rapidly changing work environment, reducing reliance on external recruitment, and maximizing the use of employees' skills and capabilities within the organization through flexible work systems.

Also Alsaadat, (2019) explained that human resources planning aims at stabilizing the employees within the organization through wages, rewards, career planning, and quick response to all changes in the organization's internal and external work environment. In addition to ensuring the mobility of staff within the organization in the right manner, and from one job to another in proportion to their skills and experience (Nankervis, Baird, Coffey, & Shields, 2019).

2.5.2 Recruitment and selection

When the organization seeks to attract potential employees, this is called recruitment. The identification of employees who have the knowledge, skills, and experience that will enable them to achieve their objectives is called the selection process (Tyas, et al., 2020). The recruitment and selection process represents the pivotal roles and activities of the management within any organization (Trost, 2020).

The main objective of the recruitment process is to attract the best employees to fill the gap in the number of employees within the Organization, at the lowest cost (Vanka, et al., 2020). According to Kopp (2020) the recruitment and the selection process is carried out to obtain the appropriate individuals in the required positions within the organization. After the completion of the recruitment process, the selection process begins by identifying the best candidates for the job according to the job requirements and the skills, knowledge, and experience required (Sims & Bias, 2019).

2.5.2.1 The concept of recruiting and selection

Once the required number and type of human resources have been identified, management must find places where the required human resources are available or will be available, as well as find ways to attract them to the organization before selecting suitable candidates for posts in the recruitment process (Stewart, & Brown, 2019).

Alsaadat (2019) defined recruitment as an administrative task associated with job vacancy announcements, receiving applicants, and then selecting the best candidates for appointment. According to Sara, Saputra, & Utama (2021) recruitment is the analysis, identification, and attraction of the best candidates able to perform the job.

Also, It is the process of attracting individuals in a timely manner, in sufficient numbers, and qualifications consistent with the requirements of the job, to advance to jobs within the organization (Monandi, & Ombui, 2019). Moreover, Simon (2020) summed up the recruitment process as the process of filling vacancies in the organization.

Knittel (2020) explained that recruitment and selection are two separate processes, but they are close together. The recruitment process focuses on gathering information about individuals applying for the job to evaluate and make appropriate decisions. The selection process focuses on identifying the best job applicants, whose qualifications match the requirements of the job, and choose them for the appointment.

2.5.2.2 Objectives of recruiting and selecting process

Recruitment and selection provide a fair and transparent basis for employees within the organization, thereby increasing their loyalty to the organization. The process of recruitment and selection also helps improve and increase staff performance (Wei, 2020).

The recruitment and selection process aims to achieve various goals, which are at the forefront of filling vacancies with appropriate employees. In general, the objectives of the recruitment process are providing equal opportunities for all potential candidates to apply for jobs, attracting the best qualified individuals according to the requirements of vacancies, meeting the needs of the organization of qualified

individuals, who have the ability to achieve their organizational goals and strategic plans, gathering all information about the candidates for the job, selecting the best who able to perform the functions (Lim et al., 2020). Besides developing an organizational culture that attracts competent individuals, finding individuals whose skills and attitudes are commensurate with the values of the organization, developing basis for assessing the psychological characteristics of candidates, and searching for talent outside the organization and everywhere, not just within the organization (Vanka, et al., 2020).

A: Recruiting and Selection Sources

There are two sources of recruitment, selection of individuals for vacant positions, both internal sources and external sources. For internal resources, the organization chooses individuals from the organization to fill the new vacancies, provided they meet the job requirements. As for external sources, the organization seeks to search for individuals who meet the job requirements outside of the organization (Berhil, Benlahmar, & Labani, 2020).

B: Internal Sources

The reliance on internal sources in the recruitment process and selection is one of the promotions within the organization. The reliance on internal resources has many advantages, such as: raise the morale of the employees within the organization, encourage employees to make more efforts, and increase the success rate of the selection process because of relying on accurate and credible information about the performance of employees within the organization. Besides, reducing the cost of the recruitment and selection of new employees from outside the organization (Blaga, 2020), motivate employees and increase their loyalty to the organization, build a strong relationship between employees and management, and increase self-confidence of employees (Kismono, & Ramadista, 2020).

There are a number of reasons why organizations rely on internal sources in the process of recruitment and selection. These reasons are the possibility of using recruitment and internal selection as a motivational method for employees within the organization, the possibility of raising the morale of the employees, ability to judge the efficiency of employees to perform the tasks of the new job, and unlike the new

candidates from outside the organization (Monandi, & OMBUI, 2019). As well as, these reasons include the possibility of supporting the loyalty of employees, their commitment, their belonging, and their sense of job security within the organization, meeting the psychological needs of employees by providing the opportunity for promotion, meeting the needs of financial employees within the organization through promotion and raise their salaries, the possibility of reducing the cost of the selection process, desiring to reduce the cost of training and guidance for new employees, the desire to reduce the period of adaptation of employees with new jobs, the responsibility of the social organization towards its employees, and ensure the stability of employees within the organization (Nankervis et al., 2019).

C: External Sources

The reliance on external resources is the most widely accepted recruitment and selection approach in organizations to find suitable individuals for vacant positions (Da Silva, Riana, & Soares, 2020).

The reliance on external sources provides advantages to the organizations that are providing the organization with new individuals with the energy, ideas, cultures, and experiences that benefit the organization, the possibility of attracting individuals with more skills, experience, and knowledge, and they have the ability to achieve the competitive advantage for the organization, providing the organization with greater flexibility and effectiveness in providing services and products, and reducing conflicts and problems among existing employees within the organization (Fernando, 2020).

While the disadvantages of external sources are the moral of the existing staff within the organization has declined due to their sense of loss of opportunities for promotion within the Organization, external sources may need more time to adapt to the work environment within the organization, and the disadvantages of external sources may not be obvious for who responsible for the recruitment process (Shamallakh, 2014).

2.5.3 Job analysis

The nature of different jobs in organizations can be understood through job analysis. This analysis helps ensure that there is no overlap between these jobs and that the jobs defined in the organizational structure are what the organization really needs

(Knittel, 2020). Hence, the importance of job analysis is the cornerstone of all human resources management practices (Gärtner, 2020), which is one of the most important tools for human resource development (Knittel, 2020).

2.5.3.1 The concept of job analysis

Job analysis paints a picture of what individuals are doing in their job (BAĞIŞ, et al., 2019). Through this picture, the employee's knowledge, skills, and abilities to perform the job are determined (Sims & Bias, 2019), as well as the personal requirements necessary for the incumbent (Jashari & Kutllovci, 2020).

According to Stewart, & Brown (2019), job analysis is the procedure by which job duties can be defined and the set of characteristics required by the employees to be appointed. This analysis results in information on job requirements, which can be relied upon in the job descriptions, and job specifications (Urbancová, & Vrabcová, 2020).

Nor, et al. (2020) defined job analysis as the process of analyzing the tasks performed by the individual in the job, as well as the knowledge, skills, and abilities necessary to perform these tasks. Additionally, job analysis is the process of obtaining job information by defining its duties, tasks or activities (Berman et al., 2019).

2.5.3.2 Job analysis outcomes

job analysis has two outcomes.

a. Job Description:

It is a list of the general tasks and responsibilities of a job, the entity to which job reports are submitted, the salary of the job, and also the specifications or qualifications required in the person performing the job (Tambe, et al., 2019).

b. Specifications of the Incumbent:

It is a list of the human requirements that must be met by those who hold the position. They represent the minimum acceptable or required qualifications (such as education, experience, training, etc.) in a person to do his job perfectly (Al-Qudah, et al., 2020).

2.5.4 Training and development

According to Yakhneeva, et al. (2020), organizations seeking to succeed in a highly competitive work environment must have employees who are willing and ready to learn and constantly develop their abilities. Most organizations are interested in organizing training programs to raise the capacity and skills of their employees, as the training process is very important in the management of skilled human resources (Metallo, et al., 2021).

Training and development of human resources are one of the main practices of human resources management, which includes the training and development employees, as well as planning their career, development activities and development of the organization (Al-Qudah, et al., 2020).

Pavlova (2020) clarified that there are many organizations that spend a lot of time and money to train and teach employees new skills and knowledge, which will help them accomplish their objectives. These organizations also aim to change employees attitudes, which are positively reflected in their work. Training and development work to address the gap between the level of employees performance and what is required from them, as well as raise the level of employees quality, skills and knowledge (Topuz & Çağlayan, 2019).

Training and continuous development of employees plays an important role in the development of organizational performance (Greer, 2021). According to Chelladurai & Kerwin (2018) training is aimed at promoting creativity and innovation, and shaping organizational knowledge that distinguishes the organization from other competitors. In order to ensure the success of the training process, it must be based on accurate identification and planning of the training needs of the employees, and the training is conducted according to the requirements of the jobs and the skills required for the employees (Tambe, et al., 2019).

2.5.4.1 The concept of training and development

Stewart & Brown (2019) mentioned that training is the process that focuses on the development of employees such as skills development, personal skills, career development, job development, and organizational development. Moreover, Knittel (2020) revealed that training is activities designed to provide employees with the

knowledge and skills needed for their current jobs, while development is learning that goes beyond today's task and focuses more on the long term (Lee et al., 2010).

Tufail (2017) stated that training is planned efforts to teach employees the abilities associated with their jobs, which include knowledge, skills, and behaviors that important for effective job performance. Based on the previous concepts of training, there are several common elements on which concepts are based, these elements are learning experience, lasting or constant positive change, improving their performance, tool, changes, improvement in performance, systematic and planned, specific, and knowledge and Skills (Monandi, & Ombui, 2019).

2.5.4.2 The importance of training and development

Troger (2021) mentioned that there are a number of reasons for the organization to carry out training programs for staff. These reasons are increasing job satisfaction, morale among employees, increasing motivation of employees, increasing efficiency and effectiveness of the process, raising the percentage of profits, increasing the ability to deal with the latest technological advancement, increasing levels of creativity and innovation in products and policies, reducing the turnover of labor, and supporting the image of the organization (Kismono, & Ramadista, 2020).

2.5.5 Compensation and rewards

In light of the rapid and highly competitive changes in the working environment, all organizations must develop a competitive compensation system to ensure employee loyalty and motivation. The competitive compensation system is one of the tools used by organizations to attract and retain outstanding employees (Troger, 2021). It also helps motivate employees to achieve the organization's goals efficiently (Tyas, et al., 2020). Compensation is one of the important practices of human resources management.

Yakhneeva, et al. (2020) pointed to the need for a fair system of compensation and rewards, taking into account the efforts of the employees to achieve the objectives of the Organization. They added that when employees feel unfair to the reward system, this leads to dissatisfaction. Armstrong & Taylor (2020) confirmed that there are certain criteria that must be taken into consideration when designing the compensation system.

2.5.5.1 The concept of compensation

Compensation refers to the salary paid to the individual working in the organization. Compensation is administered to internal staff through the Compensation System, which in turn plays an important role in enhancing employees performance and increasing their productivity (Topuz & Çağlayan, 2019). Gärtner (2020) defined compensation as the sum of all bonuses paid to employees for their works (direct and indirect compensation).

2.5.5.2 Objectives of an effective compensation system

The effective compensation system supports the achievement of the Organization's objectives by motivating and encouraging employees to carry out their tasks and improving their performance. It also aims to retain outstanding employees within the organization and prevent their transition to competitors (Macke & Genari, 2019).

Sukawati, et al. (2020) depicted that the effective compensation system helps the organization to identify the expectations and needs of the employees, design the jobs in a way that maximizes the results achieved, build a strong relationships between employees and management, conduct an objective and formal performance appraisal, and raise the performance levels.

The effective compensation system achieves a number of objectives, such as legal compliance with regulations and procedures, effective cost reduction (Yakhneeva, et al., 2020). Additionally, supporting employee performance and organizational performance., achieving the organization's objectives more effectively (Kopp, 2020), achieving justice in the distribution of wages and rewards within the organization, which is reflected in the satisfaction of employees, and increasing the confidence of employees in the organization. Moreover, supporting decision-making within the organization, motivating employees to make more efforts to get more rewards, increasing the loyalty of employees to the organization, and not to move to other competing organizations, meeting the economic and living needs of employees, supporting teamwork, improving the image of the organization, maintaining outstanding employees within the organization, stability and job security, reducing turnover, raising the morale of employees and reducing rates of absence and delay in work.

2.5.6 Performance appraisal

Today, organizations need these types of employees to achieve their objectives, provide high-quality services and products, and thus achieve competitive advantage (Alsaadat, 2019). Employee performance is the success's factor in the work environment, as accomplishing the tasks and achieving customer satisfaction are the most important reasons for the organizations' success. On the contrary, poor performance, failure to complete tasks, and thus failure to contribute to the achievement of organizational objectives are one of the main reasons for the failure of employees in their jobs, as well as the failure of organizations (Stewart, & Brown, 2019).

Al-Khozondar (2015) indicated that the management of employees' performance is a necessary process to achieve organizational objectives. Nor, et al. (2020) stated that an effective system of performance management must include an objective appraisal system to measure employee performance, in accordance with specific rules and regulations. Performance includes both objectives to be achieved and how to achieve them. Most organizations emphasize that employee performance contributes effectively to the success of the organization and positively affects the organization's performance in the business environment (Simon, 2020). Stewart and Brown (2019) stressed that employee performance is a central issue in various organizations.

The performance appraisal is a key issue in successful organizations. Most managers seek to assess the performance of employees to identify their performance levels, their needs for training and development, and to identify their abilities and effectiveness. However, some clear standards must be developed to assess the performance of these employees and to inform them before the assessment is conducted (Alsaadat, 2019). The performance appraisal process has evolved over the past years, and most organizations rely on it to make decisions related to wage increases, promotions, training and development (Tufail, 2017).

In the past, performance appraisal focused on employee attitudes, abilities, and weaknesses. As organizations develop, and rapid developments in the business environment, performance appraisal focuses on current performance and future goals. This imposes on organizations the need to involve staff in the development of organizational objectives to ensure successful implementation (Al-Khozondar, 2015).

Warner (2020) noted that performance appraisal is a management tool to support communication among all employees within the organization, improve product quality and increase staff capabilities. Performance appraisal is one of the key functions of human resources management within an organization. Performance appraisal is also called in several other terms such as performance assessment, performance evaluation and performance review (Saarela, 2015).

Stewart & Brown (2019) defined performance appraisal as a continuous, comprehensive and purposeful process which aims to identify, measure and manage the performance of the organization's employees in order to identify their current and future capabilities in achieving the required levels of productivity. Performance management and appraisal will be discussed in detail in the next section.

2.5.6.1 The importance of performance appraisal

Performance assessment has several advantages for both the company and its personnel. For the organization, performance appraisal assists in identifying and addressing organizational objectives, identifying and addressing organizational defects and problems, laying the groundwork for the development of future plans related to employee performance such as training, development, and human resource planning, and providing valuable information to the organization (Tambe et al., 2019). Additionally, to increase employee commitment (Yakhneeva et al., 2020), to retain excellent employees (Jashari & Kutllovci, 2020), to meet training objectives by accurately identifying training needs (Troger, 2021), to develop a strong relationship between employees and management by getting closer to employees to identify their problems (Baum & Ndiuini, 2020), to foster teamwork and to increase employees' locus of control (Baum & Ndi (Knittel, 2020).

2.6 Institutional Excellence

Institutional excellence is a goal that all institutions seek to achieve after using the latest technological methods and modern strategies applied in institutions currently, so that these institutions can face the challenges, obstacles and difficulties that they may encounter. Excellence is a goal that everyone must join hands and work with one team spirit to reach it.

Excellence is also an entry point through which institutions can achieve outstanding performance by investing their internal capabilities, which are represented in: human, material, and technological elements, and continuously improving them in light of the clarity of their vision, mission and strategic goals (Aljamal, 2018). This is in order to achieve the desired results, by maintaining a balance between the satisfaction of employees, beneficiaries and society as a whole, in order to reach the highest levels of excellence at the local and global level, and in a position to be able to compete globally (Karam and Kitana, 2020).

Whereas this era is the era of interaction of change forces in which work strategies within organizations overlap with human resource strategies, marketing and financing strategies, the success of the organization's work depends on the conscious understanding and strategic management of all resources in the organization, and on the development of knowledge and the speed of interest in smart assets and information and communication technology as a The new main source for achieving competitive advantages, and this has led to management personnel to rethink their roles in the institution in its new form, in order to reach it in order to become more competitive and to add more value to the outputs of these institutions (Usrof, 2020).

The concept of excellence arose to express the need for a comprehensive approach to excellence that achieves extraordinary high levels of internal and external performance in the organization, and results in achievements that surpass what the competitors achieve, and are satisfied by customers and all stakeholders in the organization (Tremblay and Bentley, 2015).

Institutional excellence means the property or set of characteristics that an institution possesses during a certain period of time that gives it superiority over its competitors and qualifies it to invest more opportunities available in the external environment. Usrof (2020) defined it as "the characteristics that the institution has of its own; such as the resources, capabilities and skills that other competing institutions cannot imitate or match. It also defined as the creation of different and various kinds of positions of excellence that an institution owns.

2.6.1 Concept of excellence

Excellence is defined as: an advanced stage of proficiency in work and effective performance based on leading management concepts that include focusing on performance, results, customer service, effective leadership, managing with information and facts, developing processes, engaging human resources, continuous improvement, innovation and building successful partnerships, and it is the ability to achieve unprecedented results that excels. It is applied to others, and as much as possible avoids exposure to error or deviation by relying on clarity of vision, setting goals, proper planning, proper implementation, and continuous evaluation (Feng, 2020).

According to Naser and Al Shobak (2017), excellence is also referred to as high-level performance in which quality standards are met at their highest levels, and through which the objectives of the business institution, productivity, professional or service are achieved, in terms of quantity and quality, in light of a work system in which the optimum level of harmony and communication between the various elements in it is provided, and the flow. That means it bringing about what is new and different from others, and results in achieving a competitive advantage in one or more of the elements of strategic performance.

2.6.2 Dimensions of excellence

Excellence is the result of applying a set of standards that enable institutions to reach unprecedented competitive results, and contribute to ensuring the achievement of their goals. Thus, pursuing excellence in institutions is a fundamental necessity in light of environmental and competitive changes, as is pursuing advancement and overcoming obstacles, as well as developing superiority and performance in order to attain Capacity to thrive and compete in an environment where techniques and strategies develop, technology advances, goods become outdated, and processes rapidly change (Tremblay and Bentley, 2015).

According to Naser and Al Shobaki (2017) and Usrof (2020) institutional excellence has a number of dimensions include:

Change in management's vision: where the process of change in management and its vision begins, and is reinforced by the sincere desire to implement it, and by the

announcement of the senior management of its full commitment to quality programs (Naser and Al Shobaki, 2017 & Usrof, 2020).

The quality of institutional management: This means the quality of administrative practices for workers in the management of the institution, and the quality of administrative processes practiced by each director or leader in the system, and this process consists of basic elements: planning, organization, coordination, direction and control.

Strategic management: It is one of the intellectual approaches that is characterized by modernity and leadership. In addition, it is defined as a method of thinking and behavior that leads to drawing the general direction, visualizing the future visions of the institution, designing its mission and defining its long-term goals, and defining the dimensions of the expected relationships between it and its environment in a way that contributes to clarifying the opportunities and threats surrounding and its strengths and weaknesses, with the aim of making strategic decisions affecting the long-term, reviewing and evaluating them (Naser and Al Shobaki, 2017 & Usrof, 2020).

Total Quality Management: an administrative philosophy and an intellectual entry point to ensure the quality of the enterprise in all its stages, starting with the specifications that meet the requirements of the consumer through design, technology and production processes, depending on the approach of integration of activities and the participation of all in that in order to lead to continuous improvement and development (Naser and Al Shobaki, 2017 & Usrof, 2020).

Re-engineering: It is a new way of thinking and a radical change with the aim of development. It means starting from scratch, that is, not reforming or restoring the existing situation or making cosmetic changes, but completely abandoning the old established work procedures and thinking in a different good way about how to provide services to achieve the desires of the beneficiaries (Naser and Al Shobaki, 2017 & Usrof, 2020).

Establishing work teams: by building a spirit of cooperation between team members in particular and members of the organization in general, leadership must be able to get rid of disputes that arise within team members, and be able to motivate all team

members for innovation and effectiveness within an integrated cooperative consultative framework (Naser and Al Shobaki, 2017 ; Usrof, 2020).

Promoting, developing and gaining employee loyalty: Working on evaluating the competencies and capabilities available in the workers, so that they are able to determine the appropriate training for them towards achieving the goals of interest to the organization. Work to develop workers and give them the necessary powers to accomplish tasks effectively and efficiently requires that these institutions strive continuously. To provide a stimulating work environment to gain the loyalty of its employees, in order to unleash the creative energies of the employees that will lead to improving the performance of the institution as a final result of achieving excellence (Naser and Al Shobaki, 2017 ; Usrof, 2020).

Policies / Strategies: This element is concerned with clarifying the method or mechanism that the institution follows in achieving its goals, mission, and future vision, by transforming it into realistic work plans and procedures that enable it to achieve quality and excellence. The future with the various developments and changes, their integration into the administrative process, the preservation of survival within the market changes and its needs, the use of technology in its operations, it also reflects the way the organization understands its customers and the market, the surrounding requirements, and the policies and strategies are based on all that information as an input in future development processes (Naser and Al Shobaki, 2017 ; Usrof, 2020).

Quality and management of operations: Where the quality and excellence management is concerned with the quality of the planning process by achieving harmony between the sub-plans so that all of them are interconnected in an integrated manner, identifying possible alternatives during planning in order to get rid of red tape and bureaucracy, and to achieve flexibility in the planning process, and this is achieved through decentralization in decision-making without constant reference to senior management. As it is related to the quality of the organization by clearly defining its objectives so that individuals within the organization will realize it, forming work teams, determining responsibilities on an ongoing basis in order to match the changes occurring in the required business pattern, and the distribution of specializations among workers within the organization, the evaluation and review of

performance in light of a set of standards and agreed goals (Naser and Al Shobaki, 2017; Usrof, 2020). The standards of quality and excellence in institutions are achieved by devoting interdependence and interdependence in the organization's operations, good investment of resources and linking inputs to outputs according to clear and measurable bases, the extent to which the institution needs an effective system for all its basic operations, in a way that demonstrates the interconnectedness between them with continuous attempts to develop and improve that meet future needs. For all parties, therefore, attention must be paid to examining the method of designing and developing plans according to the needs of the organization's internal and external customers, and setting priorities in meeting the needs, and the characteristics of competitors must be monitored, the method used in quality control and assurance, and to ensure the effectiveness of its operations (Hassoun, 2019).

From the above, it is clear that excellence includes a set of dimensions, namely: knowledge, leadership, human resources and processes necessary to reach procedural goals, as well as the sum of activities that take place within the organization, financial aspects, revenues from new activities or operations, and the efficiency of administrative and organizational processes.

2.6.3 The importance of excellence

The global challenges and changes that the corporation faces in the current era have created opportunities and threats at the same time, and the only way for the institution's survival, adaptation to these circumstances and achieving success is to enable it to have a strong administration capable of discovering opportunities and investing them in its favor and reducing risks and threats with skill and skill in acting (O'Connor and O'Hagan, 2016). And the preparation of appropriate strategies, and this is what highlights the imperative of managing excellence. The approach to excellence has become a necessity for administrative development to raise performance levels by developing the skills and capabilities of all employees, in the administrative institutions that achieve excellence, which are concerned with development trends, achieving competitiveness, and preserving the organizational position and position in terms of manpower, organizational culture, organizational structure (Burnett, 2018).

The application of excellence as a concept in organizations achieves many benefits, whether at the level of organizational processes or at the level of results or through institutional behavior within the organization, and the benefits to be achieved from the application of achieving excellence are as follows (El Hawi & Alzyadat, 2019; Naser & Al Shobaki, 2017; Usrof, 2020); focus on results in terms of consistency and focus throughout the organization, customer focus (customer loyalty and retention, good reputation, employee motivation); an interest in leadership, consistency of purpose, and management with processes and facts, developing and empowering individuals and making use of their mental capabilities within the organization (organizational learning).

Therefore, the application of a strategy for excellence produces high-quality outputs through the relentless pursuit of excellence and competitiveness, leading to achieving organizational goals and harmony, gaining customer loyalty and organizational effectiveness by raising the level of efficiency and effectiveness (Tremblay and Bentley, 2015).

The foundations that help organizations achieve excellence are: analyzing information, transferring knowledge within the organization, simplifying procedures, developing human resources management, working with a team spirit, establishing a culture of accountability, optimal investment of available resources, leadership, focusing on customer satisfaction, measuring performance (Naser and Al Shobaki, 2017). The research believes that institutional excellence is the goal of all institutions that seek to achieve it after studying the dimensions and standards that must be met to achieve this distinction from a change in the vision and mission of the institution, and then the existence of effective management through administrative quality. Hence the importance of institutional excellence, which has become an entry point for administrative development to raise the level of performance by developing the skills and capabilities of all employees in institutions that strive to achieve excellence.

2.6.4 Factors for achieving institutional excellence

Excellence is the result of applying a set of standards that enable institutions to reach unprecedented competitive results, and contribute to ensuring the achievement of their goals, so the pursuit of implementing standards of excellence is a fundamental

necessity in light of environmental and competitive changes in order to rise and overcome obstacles, establish supremacy, and grow in performance in order to attain capacity To thrive and compete in an environment where techniques and tactics are always changing, technology advances, goods become obsolete, and processes evolve at a breakneck pace, and excellence has factors through which it can be achieved, including (El Hawi & Alzyadat, 2019; Naser & Al Shobaki, 2017; Usrof, 2020); bias towards work through departures from bureaucratic management styles, close relationship with dealers and respond to their suggestions, allow organizational independence at work, productivity by providing employees with confidence and participation, attention to the values of the institution, relating to the work that the institution is good at, and simplicity in the size of the institution and the levels of its organizational structure.

As a result of the integration of modern administrative trends and their crystallization in a comprehensive concept that consecrates the logic of excellence and excellence that combines all the factors and components of distinction that should be available in institutions, the twenty-first century institutions require their achievement of excellence and taking into account the four main factors of excellence, which are called (the 4ps):

Table 2.1: The four main factors of excellence

<i>Policy</i>	Excellence cannot be achieved without the influence of the institution's vision that leads the development of policies to support strategies, enables the implementation of long-term plans to achieve goals and objectives, and is a guide for managers in the organization to achieve successes.
<i>Individuals</i>	They are the real key to achieving excellence for the institution in the current era. Individuals must be dealt with, develop and participate in the right way.
<i>Process</i>	Supports the achievement of excellence through integration in simplification, improvement, clarity, transparency, and a complete focus on the needs of customers.
<i>Performance</i>	There can be no differentiation without measuring performance to compare development, and as a guide to properly following the organization's strategy, and through it, performance gaps are closed.

Source: (Aljamal, 2018; Karam and Kitana, 2020; Tremblay and Bentley, 2015)

2.6.5 Obstacles to achieving excellence within institutions

Many institutions suffer from internal and external problems and obstacles that reduce their ability to face competition and rise to the level of aspirations and

expectations of customers, as well as prevent the achievement of excellence. Among the most prominent problems and obstacles facing the process of implementing quality and excellence are the following (Feng, 2020 & Tremblay and Bentley, 2015):

First, the lack of consistency between the objectives and values of the organization and between the performance and behavior levels of the employees, and the clarity of the contradiction between the expectations of management and the goals of the employees (Feng, 2020 & Tremblay and Bentley, 2015).

Second, the distribution and dispersion of responsibilities among the levels and individuals of the administration, and the weakness of systems of accountability and accountability mechanisms for performance results within the organization (Feng, 2020 & Tremblay and Bentley, 2015).

Third, lack of ability to notice changes in the market, slow response to those variables, and investing in the opportunities that arise from them or avoiding the threats they cause that affect the work of the institution (Feng, 2020 & Tremblay and Bentley, 2015).

Fourth, lack of clarity of the foundations and standards of quality and excellence in performance planning, directing employee behavior, and mixing managers' personal visions with facts and information (Feng, 2020 & Tremblay and Bentley, 2015).

Fifth, adopting traditional patterns and standards in organizing and building organizational structures on the basis of divergent functional groups, and not on the basis of interrelated processes that produce values in the organization (Feng, 2020 & Tremblay and Bentley, 2015).

Sixth, some institutions are confined to the problems of the present, and deal with the requirements of a short period, without adequate consideration of the requirements of preparing for the future (Feng, 2020 & Tremblay and Bentley, 2015).

Seventh, multiple forms of waste of resources, especially non-renewable resources, the most important of which is time, and consuming more time in operations, which reduces the chances of reaching markets in a timely manner (Feng, 2020 & Tremblay and Bentley, 2015).

eighth, the formal use of new technologies and technology, and being satisfied with the outward aspect of acquiring these technologies without making sufficient effort to absorb and activate them (Feng, 2020 & Tremblay and Bentley, 2015).

Ninth, the institutions lack the necessary systems and mechanisms to serve and satisfy customers, and thus the institution's competitive capabilities diminish, and

Finally, lack of awareness of the pivotal capabilities and sources of competitive power for institutions, and then the absence of a clear management vision for how to invest and activate those capabilities in achieving superiority over competitors, managing quality and excellence in customer service (Feng, 2020 & Tremblay and Bentley, 2015).

2.7 Previous Studies and the Theoretical Foundation of the Study

The Karam and Kitana research (2020) sought to understand the influence of leadership styles (LS) on organizational excellence (IE) in order to identify the simplest indicators for strengthening Emirati leadership and attaining organizational excellence (IE). Due to the changing nature of the environment in today's day, leadership styles in companies confront several problems. The study subjects seek to shed light on (a) effective leadership styles seen in successful businesses and (b) the link, if any, between leadership styles and performance indicators found in successful businesses (IE). The objective of this study was to determine the most successful leadership styles in the public sector with the goal of enhancing institutional excellence. The study used a quantitative approach. A 49-item questionnaire was used to collect data. Appropriate sampling techniques were employed to obtain data from (329). The results indicated that the transformational model (LS) and the instrumental model (IE) had a strong connection ($R = 0.845 / R^2 = 0.714 / \text{sig.} = 0.00$). However, the findings indicate that leadership anticipates the following: entry into the profession willing to meet job standards, the potential to make a difference, and organizational support. The findings indicated that the most important stable leadership styles in UAE institutions for both transformational leadership and transactions were statistically significant, with the majority of respondents supporting each of the seven leadership styles in organizational excellence. The research closes with some brief suggestions that the organization should recognize

the critical nature of leadership styles in order to optimize institutional excellence. This research may benefit society by motivating individuals to contribute more to their work and assisting them in the organization's growth and development.

The study of Nasser and Al-Shobaki (2017) also aims to review organizational excellence and its clarity within Palestinian universities from the position of the educational staff. The researchers used the descriptive and analytical approach and used the questionnaire to collect data and distribute it to faculty members in universities. The researchers used a stratified random sample by the university. The total number of educational staff was 1114 and 235 surveys are distributed among the study population. 166 questionnaires were collected with 70%. The researchers used Statistical Analysis Software (SPSS) to enter, process and analyze data. The study findings concluded that there was a consensus among faculty members in universities about the importance of "leadership excellence" in light of the climate of institutional excellence, and that they obtained a fairly large approval rate. In addition, it agreed with the opinions of faculty members in universities on the mutual importance of "distinguished service" to the rite of institutional excellence, and won a large approval rating. The study found a set of recommendations, including an effective incentive system and package for how to practice creativity and innovation among workers. By what defines them in line with the amount of exercise that inspires them all to creativity and excel. Providing continuous learning opportunities for all employees raises the efficiency of the lecturers' members in line with the contemporary technological development. Consulting centers within the university to serve civil society institutions, as well as developing data exchange between universities and institutions, and thus forming centers for marketing the university education process.

The Usrof (2020) study aims to analyze the impact of digital human resource management applications in promoting institutional excellence by applying to the Department of Economic Development in the Government of Ajman within the United Arab Emirates, and a specialized questionnaire has been developed for this purpose and has been distributed to employees of the Department of Economic Development in Ajman Through a random sample of (99) employees, the information was analyzed using the SPSS program. The study concluded that there is an impact on digital recruitment, digital training, and digital assessment on

promoting institutional excellence, digital recruitment has been shown to have a better effect than other variables in promoting institutional excellence. The study recommended the adoption of digital human resource management applications in institutional work, the use of digital recruitment applications, digital training, and digital assessment in human resource management processes thanks to its role in promoting institutional excellence.

The study of Arbab & Mahdi (2018) studies the impact of human resource management practices on organizational excellence in Sudanese public organizations. Descriptive and analytical approaches were used, and the research community included all workers in Sudanese public institutions. A random sample of 245 employees was selected to represent the research community, and primary data was collected using a questionnaire. The reliability and validity of the questionnaires were confirmed, and the results showed that there is a statistically significant effect of the dimensions of human resource management practices on the dimensions of organizational excellence in Sudanese public organizations.

Additionally, the study of El Talla et al. (2018) aimed at identifying the availability of two criteria for focusing on human resources and operations as a means of excellence in Palestinian universities according to the European model in Palestinian universities. The study used the descriptive and analytical approach. The study was conducted on university leadership in Al-Azhar and Islamic universities. The sample of the study consisted of (135) individuals, (119) of them answered, and the questionnaire was used to collect data. The results of the study were as follows: (A) the level of achieving the criterion of focusing on human resources increased by (73.6%). The following sub-areas of human resource focus were identified: (reward, appreciation and attention to human resources at the university, identification and development of the continuity of knowledge and human resource qualifications, and finally; planning, management and development of human resources). There is a strong emphasis on operations (74.6 percent). The process focus criteria has the following sub-areas: (methodologies for process design and management, process improvement in novel ways to offer value to students and beneficiaries, and creation and development of academic programs and internal services tailored to students' requirements). The study made several recommendations, the most significant of which are as follows: Investing more time and effort in planning, managing, and

developing human resources in universities; and defining and developing the continuity of knowledge and human resource qualifications through training courses and scholarships. For academic staff members, and efforts to improve human resource involvement and empowerment in decision-making, as well as work to create and develop academic programs and internal services that suit the demands of students and the job market.

Mercy, Garcheri Munjuri, (2011 the effect of human resources management of practices in enhancing employee performance in catholic of higher learning in Ken. This study focused on the impact of human resource management practices on employee performance, and this study sought to find the effect of training, pay-related performance, job security, employee empowerment, job design, and job opportunities on employee performance in Catholic institutions of higher education in kenya. With descriptive survey rights and the target sample, all support staff in the institution used the random sampling technique. The data was collected using questionnaires and analyzed using descriptive statistics such as frequencies and percentages. The study concluded that the performance-related wage had the greatest impact in raising the performance level of employees. Training and employee empowerment also have an impact on increasing the level of employee performance, while job design and job security have the least impact on performance. The study revealed that the vast majority of middle-level employees were provided with paid training opportunities by the employee in most cases, but the majority of employees they did not receive any financial rewards after achieving the set goals, meaning that there is no pay related to performance in the organization, and recommended the study that in order to improve performance, the organization must provide employees with job security, bonuses and incentives as rewards for employees to achieve the goals because these human resource management practices are positively related to a very strong relationship with the performance of employees in addition to other practices that have a positive impact on the performance of employees and include giving employees opportunity to make decisions that they can deal with taking the opinions of employees into management decisions, delegating tasks that can be dealt with, providing them with the required skills related to their jobs, setting achievable goals and involving workers in goal setting and evaluation fair performance, increased pay for achieving set goals, and fair management of rewards.

The study of Kuvaas, (2008): An Exploration of How the Employee Organization Relationship Affects the Linkage between Perception of Developmental. “Human Resource Practices and Employee Outcomes. Aimed to test how the quality of the relationship between the organization and employees affects the relationship between employees' perceptions of developing human resource practices and workers' outcomes. The study sample consisted of (593) workers from (64) local banks in Norway. The study reached many results, the most prominent of which are: There is a direct and negative correlation between the perception of developing human resource practices and the rate of turnover.

The study of Vlachos, (2009): The effects of human resource practices on firm growth. Aimed to show the extent to which human resource practices contribute to the organization's growth, in addition to demonstrating the relationship between human resource practices and the organization's performance. The study sample consisted of (71) human resources managers in Romanian food companies. The study reached many results, the most prominent of which were: that the compensation policy is positively related to sales growth, and that there is a non-positive relationship between all human resource management practices with the company's growth except for security career.

3. RESEARCH METHODOLOGY

This study used a quantitative approach. Primary data were gathered in August 2021 from 200 respondents' supervisors, employees, and other staff members of the businesses they were recruited from.

The researcher examined ethical problems during the research endeavor and will maintain the respondent's openness, privacy, and secrecy in order to avoid ethical difficulties. The respondent's data will be utilized solely for academic purposes; this study will be done ethically; all copyright will be respected; and permission to reprint materials will be sought when necessary.

To protect the respondents' anonymity and the data they submit, as well as the return ethics employed in this study, the following would suffice: All questions will be inferred to protect the respondents' anonymity. The authors cited in this work will be acknowledged via citations and references.

3.1 Research Problem

Human resources provide a significant contribution to management system improvement in general, particularly when administrative issues confronting businesses are aggravated. Additionally, because human resources' strategic objective is to make long-term decisions regarding system personnel at all organizational levels.

Whereas this department is directed by the supreme organization, which expresses the organization's overall direction in achieving its long-term strategic objectives and achieving excellence through its human resources that contribute to the organization's efforts in organizing its work and activities.

Because educational institutions, including Al-Iraqi University, need to update their practices related to human resources on an ongoing basis because of their importance in achieving high levels of performance and thus institutional excellence compared to

other educational institutions, which requires institutions to know the nature of human resource practices and what these can affect Practices to achieve institutional excellence. The study will address the following questions:

1. What are the impacts of HRP on institutional excellence?
2. What is the relationship between compensation and institutional excellence?
3. What are the impacts of recruitment and selection on the institutional excellence?
4. What are the relationship between training, development and institutional excellence?

3.2 The Model of the Study

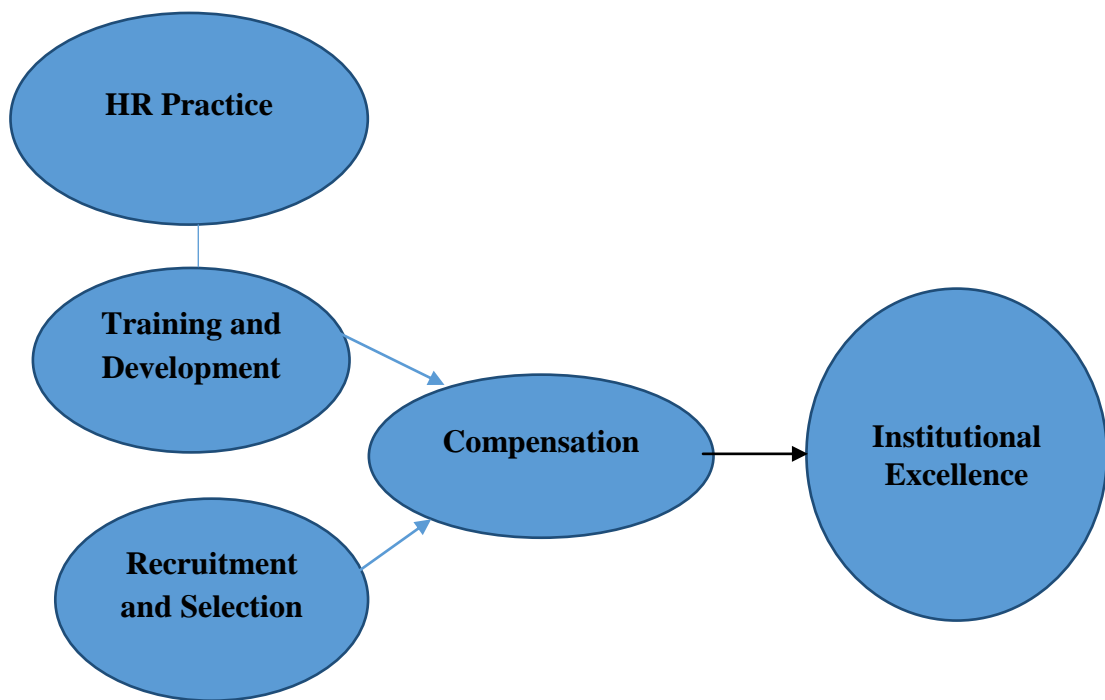


Figure 3.1: The model of the study

3.3 Research Hypothesis

The research hypothesis of this study will be following:

- H1: HRM has an impact on institutional excellence
- H1.1: Compensation has an impact on institutional excellence
- H1.2: Recruitment and selection has an impact on institutional excellence
- H1.3: training and development an impact on institutional excellence.

3.4 Research Sample

This study conducted in Al-Iraqi University. The target population of this study was (300) employees from select Al-Iraqi University. This population was consisted of managers, employees, and other staffs select from Al-Iraqi University.

3.5 Research Design

This study will be conducted through survey design. Survey design is a design in which data are collected with questionnaires or through scales, with members of an identified Population. According to (quinlan, 2011), Survey is a research methodology tool that is used in facilitating a study of big populations and geographically scattered samples. It is quantitatively in nature. It is usually used with questionnaires and scales. The proposed research methodology is an appropriate methodology for this research project. The research project is designed to identify the impact of HR practice on institutional excellence in university. This design was selected for this study because the population of the study is too big. It is effective, less cost and easily accessible for collecting information from the target population, thus a survey methodology is an appropriate methodology

Institutional excellence will be assessed using a 5-point Likert scale instrument developed and validated by Farooq, Othman, Nordin and Ibrahim (2018). It is a 20-item questionnaire. The scale was used by the authors to assess organizational excellence of universities in Uganda.

HR Practices are assessed using an 11-item, 5-point Likert scale questionnaire where 1=Strongly Disagree and 5=Strongly Agree. The scale was developed by Vlachos (2008). Recruitment and selection is evaluates using 3 items, Training and development 4 items and compensation 4 items.

3.6 Data Analysis and Scales

The questionnaire results were analyzed using the SPSS 25.0 software. The analyses conducted during the research were interpreted in order to accomplish the research's objective. Several conclusions have been drawn using statistics that are appropriate for the study aim. The questionnaire form was used to collect demographic

information about the participants and to evaluate their judgements on the scales. The dimensions of the scales were established using factor analysis. These dimensions are then utilized to do additional analysis as a simplified form of judgements. The scales and resultant dimensions were subjected to reliability analysis to determine their suitability for study. It is determined that the scales and dimensions provide a high level of dependability.

Following this stage, correlation and regression analyses were performed, as well as connection and effect values between dimensions. The hypotheses were tested by identifying which dimensions interact with one another and to what extent. The outcomes of the hypothesis are interpreted.

4. RESEARCH FINDINGS

4.1 Demographic Frequencies

In the table below, some demographic data of the research participant are compiled

Table 4.1: Frequency distribution of demographic variables

Demographic Variables	F	%
Gender		
Male	147	73.5
Female	53	26.5
Total	200	100,0
Age		
25-34	133	66.5
35-44	29	14.5
45-54	29	14.5
55 and More	9	4.5
25-34	133	66.5
Total	200	100,0
Education		
Undergraduate	51	25.5
Postgraduate	103	51.5
Phd	46	23.0
Total	200	100,0
Experience		
Less than 1 year	68	34.0
1-3 years	53	26.5
4-6 years	26	13.0
More than 6 years	53	26.5
Total	200	100,0
(n): 200		

Looking at the table, 73.5% of the participants are male and 26.5% are female. Almost half of the participants are between the ages of 25-34 to 50%. 14% are under the age of 35-44, and the lowest rate are 4.5% the people age under 56 and more. When the education levels of the participants are analyzed, it is seen that 51.5% of them are at a level postgraduate education. Persons at the ungraduated education level constitute 25.5%. There are 23% people at the PhD education level. The participants were asked working experience and it is seen 34% are less than 1 years of experience and the small aggregate is above 4-6-year experience in percentage is 13% total of respondents.

4.2 Normal Distribution Analysis of Scales

The normal distribution for both scales was examined in the examinations. It was understood that the data were distributed normally and parametric test applications were continued.

Table 4.2: Normality test

Scales	Kolmogorov-Smirnov		Shapiro-Wilk	
	Statistic	Sig	Statistic	Sig
Institutional Excellence	0.299	0.00	0.643	0.00
Compensation	0.753	0.01	0.746	0.01
Recruitment and Selection	0.286	0.01	0.729	0.01
Training and Development	0.245	0.01	0.792	0.01
Lilliefors Significance Correction, p: 0,01				

Table 4.2 shows the Kolmogorov-Smirnov and Shapiro-Wilk calculations. The KS test shows the maximum difference between the two cumulative distributions and calculates the value of P from them. The two samples are extracted from the same distribution as shown in the table and have the same significance level of p-values. The results show that even with this modified form, the test is not as powerful as the Shapiro-Wilk test.

Table 4.3: Descriptive statistics

Scales	Skewness	Stand. Error	kurtosis	Stand. Deviation
Institutional Excellence	-2.346	0.73010	5.000	10.19533
Compensation	-2.112	0.16079	4.986	2.27387
Recruitment and Selection	-2.279	0.10911	5.715	1.54309
Training and Development	-1.830	0.12193	3.791	1.72441

In cases where the chi-square test cannot be performed, the Kolmogorov-Smirnov test can be examined. It is also possible to do cases where the sample volume is small. According to the normality examination, indicate that the data were normally distributed. Another test was the normality in the table "Shapiro-Wilk". Scale. Shapiro- Wilk sig here. Since their values were greater than 0.01, the data was considered to be normally distributed.

4.3 Skewness and Kurtosis

Skewness assesses the extent to which a variable's distribution is symmetrical. If the distribution of responses for a variable stretch toward the right or left tail of the distribution, then the distribution is referred to as skewed. Kurtosis is a measure of whether the distribution is too peaked (a very narrow distribution with most of the responses in the center)" (Hair et al., 2017, p. 61).

"When both skewness and kurtosis are zero (a situation that researchers are very unlikely to ever encounter), the pattern of responses is considered a normal distribution. A general guideline for skewness is that if the number is greater than +1 or lower than -1, this is an indication of a substantially skewed distribution. For kurtosis, the general guideline is that if the number is greater

than +1, the distribution is too peaked. Likewise, a kurtosis of less than -1 indicates a distribution that is too flat. Distributions exhibiting skewness and/or kurtosis that exceed these guidelines are considered no normal" (Hair et al., 2017, p. 61).

Table 4.4: Statistics of skewness and kurtosis of all scale

	Institutional Excellence	Compensation	Recruitment and Selection	Training and Development
Skewness	-2.292	-2.112	-2.279	-1.830
Std. Error of Skewness	0.172	0.172	0.172	0.172
Kurtosis	4.796	4.986	5.715	3.791
Std. Error of Kurtosis	0.342	0.342	0.342	0.342
N	200	200	200	200

Table 4.4 show the skewness and kurtosis of the data; the results shows there is a negative skewness of all scale of the data that means fatter tail on the left side of the distribution. The ratio of skewness to its standard error can be used as a test of normality, also indicates skewness is near to zero that means the data are perfectly symmetrical. The table above also provide results of kurtosis and also indicates there is positive values of kurtosis that means a distribution is peaked and possess thick tails. Std. Error of Kurtosis is near to 0, the distribution is mesokurtic. This means the kurtosis is the same as the normal distribution, it is mesokurtic (medium peak).

4.4 Outliers and influential analysis

An outlier is a point with a large residual. An influential point is a point that has a large impact on the regression. Surprisingly, these are not the same thing. A point can be an outlier without being influential. A point can be influential without being an outlier. A point can be both or neither.(Anscombe et al., n.d.). Outliers are data points that differ from the general pattern in the sample. Externally there is a large residue (the distance between the estimated value () and the observed value (y)). Outliers reduce the importance of statistical model fit because they do not match the forecast of the model. An influential point is any point that has a big impact on the operation of the data matching regression line. These are usually extreme values. The affected point process begins by removing the suggested influence point from the dataset. If this offset significantly changes the length of the regression line, then the point is considered an important point.

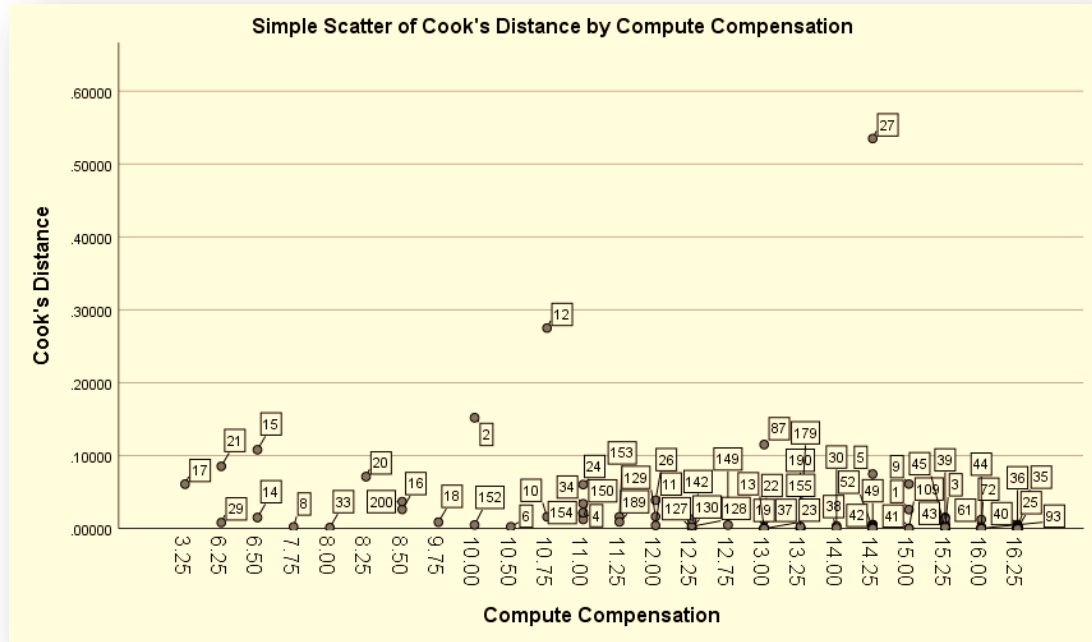


Figure 4.1: Outlier and influential analysis

As we can see the above chart, that most of the cook's distance are clustered together down at the bottom there are few that are a little bit higher, so what is consider abnormal if any value exceeds y-axis, it's considered an influential outlier. As you can see the chart maximum value we have 0.60, so even the row 27 respondent it is not a terribly outlier when it comes to that chart, so we don't have justification or any reason to remove row 27, that shows to assess multivariate outliers. If the value of raw 27 were above 0.60 we would have justification but what we would do first is check the regression then remove row 27 then check regression again if the regression estimates don't change we would keep row 27, if they do change substantially then we're justified in removing row 27 and that's how we assess multivariate.

4.5 Explanatory Factor Analysis

Explanatory factor analysis (EFA) is often used to explore the factor structure of a measure and the opportunity to research with a small number of sub-dimensions instead of working on a large number it is the size reduction method that recognizes. Kaiser-Meyer-Olkin (KMO) for each scale bartlett, which provides the measurement of sampling adequacy and consistency of variables the sphericity test was also found

to be statistically significant. as a result of the tests, the sample to be used in the explanatory factor analysis is at a sufficient level in terms of analysis and factor analysis was found to be appropriate. data compliance performed the factor retention method to determine the factor structure by verifying it with tests. as "varimax rotation method" and principal component analysis method has been applied. as a result of the explanatory factor analysis, the scales were made following their original dimensions. has shown factorization.

The following tables include factor analyses of the research scales.

Table 4.5: Factor analysis for institutional excellence scale

Dimension - Items		Components Value	Total Variance Explained
Institutional Excellence	My university structures are active and effective	0.716	55.773
	I am empowered by the structures to execute leadership roles	0.630	
	University projects are done as per the strategic plan	0.833	
	University structures give my department autonomy towards achievement of the set agendas	0.724	
	There is democratic decision making process at all levels.	0.611	
	My university has clear communication systems.	0.736	
	My university has a standardized system for work control	0.592	
	The staff recognition systems are known to all staff and students.	0.784	
	The policies and performance indicators are available and are followed in all decisions.	0.655	
	University staff work systemically as a team to achieve their objectives	0.744	
	Management team and employees all together understand the university's success and targets	0.790	

Table 4.5: (Cnot.) Factor analysis for institutional excellence scale

Dimension - Items		Components Value	Total Variance Explained
Institutional Excellence	My department's senior managers coach me very well about implementing decisions for strategic change.	0.755	
	My department's executives focus too much on current problems and too little on their possible remedies	0.725	
	between executive management team and departments are very good.	0.614	
	Organization has activities for social responsibilities.	0.698	
	Employees' feelings about collaboration are related to organization effect and business success.	0.631	
	My university has an operation strategy and plan.	0.796	
	The university has an organization strategy for business expansion and collaboration.	0.699	
	I am often reminded of the university mission and vision statement.	0.560	
Total Variance Explained: 55.773			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.951	
Bartlett's Test of Sphericity	Approx. Chi-Square	3057.504	
	Df	190	
	Sig.	0.000	
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

As can be seen in the table, the institutional excellence scale showed factorization with one dimension. A KMO value of 0.951 indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 55.773%. the chi-squared distribution with k degrees of freedom is the distribution of a sum of the squares of k independent standard normal random variables. KMO shows s a statistic

that indicates the proportion of variance in your variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with your data. So this factor is highly closed to 1 that indicates this sample size is suitable for this study.

Table 4.6: Factor analysis for compensation scale

Dimension - Items		Components Value	Total Variance Explained
Compensation	We rewards personnel to avoid turnover	0.795	70.390
	We use incentives to boost individual performance	0.849	
	We select and pay employees based on their contribution	0.817	
	Employees that care about firm's objectives are rewarded	0.891	
Total Variance Explained: 70.390			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.782	
Bartlett's Test of Sphericity	Approx. Chi-Square	377.876	
	Df	6	
	Sig.	0,000	
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

As seen in the table, the Compensation scale showed factorization with one dimension. A KMO value of 0.782 indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 70.390%. The chi-square distribution of k degrees of freedom is the distribution of the sum of the classes of k independent standardized random variables. KMO provides statistics that show the percentage of variable variance that can be caused by underlying factors. High values (close to 1.0) usually indicate that factor analysis may be useful in data.

Table 4.7: Factor analysis for recruitment and selection scale

Dimension - Items			Components Value	Total Variance Explained
Recruitment and Selection		We use consultants when hiring personnel	0.844	62.584
		We use pre-recruitment tests	0.759	
		We select personnel that fits our culture	0.767	
Total Variance Explained: 62.584				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.646	
Bartlett's Test of Sphericity	Approx. Chi-Square		109.758	
	Df		3	
	Sig.		0.000	
Extraction Method: Principal Component Analysis.				
Rotation Method: Varimax with Kaiser Normalization.				

As seen in the table, the Recruitment and Selection scale showed factorization with one dimension. a KMO value of 0.646 and higher indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 62.584%. The chi-square distribution of k degrees of freedom is the distribution of the sum of the classes of k independent standardized random variables. KMO provides statistics that show the percentage of variable variance that can be caused by underlying factors. High values (close to 1.0) usually indicate that factor analysis may be useful in data. This factor provided the results near to 1 that means this simple size indicates the suitability of the study.

Table 4.8: Factor analysis for training and development scale

Dimension - Items			Compents Value	Total Variance Explained
Training development		Training is a motive for employees to achieve more	0.829	57.413
		We systematically train and develop our personnel	0.807	
		We provide training in one key skill	0.711	
		We train personnel to gain many skills and abilities	0.673	

Table 4.8: (Cont.) Factor analysis for training and development scale

Dimension - Items		Compenents Value	Total Variance Explained
Total Variance Explained: 57.413			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0. 730
Bartlett's Test of Sphericity	Approx. Chi-Square		191.008
	Df		6
	Sig.		0,000
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			

As seen in the table, the training and development scale showed factorization with one dimension. a KMO value of 0.730 and higher indicates the suitability of the research sample size. The resulting factor can explain the scale at a rate of 57.413%.

As a result of the factor analysis tested for all scales, one sub-dimensions were obtained. There are no low-load judgments during factor analysis. All judgments of the scales are included in the analysis. Bartlett test statistics were found to be high and significant. The high value of KMO value indicates the adequacy of the sample size and its suitability for factor analysis. The new dimensions and scales, respectively; institutional excellence of 55.773, compensation recruitment 70.390 and selection 62.584, training and development 57.413. Further analysis will be continued with 3 dimensions.

4.6 Reliability Analysis

For reliability analysis, Cronbach's alpha coefficient is often used when measuring internal consistency, which is considered one of the reliable indicators. Although Cronbach's alpha coefficient is often used in questionnaires to measure the internal consistency of questions or to choose an answer with more than 2 answer options, it has 2 answer options, namely, right and wrong, gender (male, male). Female), marital status (married, single) can also be used on scales with two-way response options (Nunley, JC 1994).

The Cronbach alpha coefficient, which is a measure of the internal consistency of items, makes it possible to explain or question the homogeneous structure of the items on the scale. Scale elements with a high Cronbach alpha coefficient are

interpreted as elements that are consistent with each other and measure the same characteristic. Frequently used Cronbach alpha Likert scales. Cronbach's alpha is expressed as follows: (NARTGÜN Zekeriya; (2015),

If $0 < R2 < 0.40$ it is not reliable

If $0.40 < R2 < 0.60$ it is low reliability

If $0.60 < R2 < 0.80$ it is quite reliable

If $0.80 < R2 < 1.00$ it is high reliability

The following table shows the reliability values of the scales and their sub-dimensions.

Table 4.9: Reliability analysis results

Variables	Cronbach Alpha Value	N of Items
Institutional Excellence	0.952	20
Compensation	0.857	4
Recruitment and Selection	0.694	3
Training and Development	0.722	4
(n): 200		

The Cronbach's alpha value for Institutional excellence in the table above is 0.952, and the scale is highly reliable. The value of the compensation scale is 0.857, recruitment and selection is 0.694, that means it's quite reliable and the training and development scale is 0.722, it is quite reliable. The reliability value of the scale variable was about 0.90, which determines the suitability of the Cronbach's alpha value.

4.7 Correlation Analysis

Correlation analysis is a statistical analysis that determines whether there is a relationship between two or more variables and, if so, the strength of that relationship. Although the correlation coefficient varies from -1 to +1 (-1 r +1), a value between 0.00 and 0.25 is "very low" and a value between 0.26 and 0.49 means "means that a value between 0.50-0.69 is "medium", a value between 0.70 and 0.89 is "high", and a value between 0.90 and 1.00 is "extremely high". A positive correlation coefficient indicates a linear relationship between variables, while a

negative correlation coefficient indicates an inverse relationship. Correlation values between variables are given in the tables below.

Table 4.10: Correlation analysis results

	Mean	Std. Deviation	Institutional excellence	compensation	Recruitment and selection	Training and development
Institutional excellence	85.2290	10.16677	1	0.744*	0.779*	0.812*
Compensation	14.3213	2.27387	0.744*	1	0.765**	0.764*
Recruitment and selection	10.3483	1.54309	0.779*	0.765**	1	0.764*
Training and development	14.3800	1.72441	0.812*	0.764**	0.764**	1

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

Correlation values between all variables were calculated and compiled in the table above. When the correlation values between variables are examined, it is seen that cronbach's alpha value between Institutional excellence and compensation is 0.744**it is statistically significant. There is a positive and significant relationship between Institutional excellence and Recruitment and selection with a power of 0.779**. Also there is a positive and significant relationship between Training, Recruitment and selection and compensation with power 0.764**. And also there is a positive and significant relationship between Training and development and Institutional excellence it has been found that there is a positive relationship of 0.812**. .So that means there is strength relationship between Institutional excellence strategy and other variables of the study

4.8 Regression Analysis

Regression determines the relationship between a dependent variable and several other independent variables. Regression analysis helps to understand how the dependent variable changes when some independent variables change. This method is used to estimate and find the cause and effect between variables. The results of the

test of variables and assumptions affecting organizational identity are described below.

The test results of the variables and hypotheses that affect institutional performance are explained below.

Table 4.11: Linear regression model for HRP on institutional excellence

Dependent Variable: institutional excellence		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.462	3.190		4.847	.000
	HRP					
	Compensation	0.719	0.287	0.161	2.506	.000
	Recruitment and Selection	2.044	0.423	0.310	4.835	.000
	Training and Development	2.665	0.377	0.452	7.063	.000
F: 174.879 Sig. 0.000						
R: 0.853						
R Square: 0.728						

The F value of the model is 174.879 and the corresponding sig. the value of 0.000 <0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.659 the equation coefficient of the Compensation 0.161, recruitment and selection has 0.310 and coefficient of the training and development variable is 0.452 and is positive and statistically significant. This variable has an increasing effect on training strategy. In this case, the H1 hypothesis is accepted.

Table 4.12: Linear regression model for compensation on institutional excellence

Dependent Variable: institutional excellence		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.619	3.081		12.210	.000
	compensation	3.324	.212	.744	15.646	.000
F: 244.782 Sig. 0.000						
R: 0.744						
R Square: 0.553						

The F value of the model is 244.782 and the corresponding sig. the value of 0.000 <0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.553. The coefficient of the independent variable is 0.183 And its corresponding sign. Since the value is 0.553 > 0.05, the effect of this coefficient on the dependent variable was found to be statistically insignificant. In this case, the H1.1 hypothesis is accepted.

Table 4.13: Linear regression model for recruitment and selection on institutional excellence

Dependent Variable: institutional Excellence		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.143	3.074		10.456	.000
	Recruitment and selection	5.130	.294	0.779	17.459	.000
F: 304.819 Sig. 0.000						
R: 0.779						
R Square: 0.606						

The F value of the model is 304.819 and the corresponding sig. the value of 0.000 < 0.05 means that the model parameters are not statistically significant. The explanation ratio of the model is 0.606 the equation coefficient of the recruitment and selection variable is 0.779 and is positive and statistically significant. This variable has an increasing effect on institutional performance. In this case, the H1.2 hypotheses is accepted.

Table 4.14: Linear regression model for training and development strategy on institutional excellence

Dependent Variable: institutional excellence		Unstandardized Coefficient		Standardized Coefficient	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.403	3.543		4.629	.000
	Training and development	4.786	.245	0.812	19.563	.000
F: 382.693 Sig. 0.000						
R: 0.812						
R Square: 0 .659						

The F value of the model is 382.693 and the corresponding sig. the value of 0.000 <0.05 means that the model parameters are statistically significant. The explanation ratio of the model is 0.659 the equation coefficient of the training and development variable is 0.812 and is positive and statistically significant. This variable has an increasing effect on training strategy. In this case, the H1.3 hypothesis is accepted.

4.9 Multicollinearity Analysis

According to Ho (2006), defines multicollinearity as a situation in which the independent/ predictors variables are highly correlated (p.248). Raykov and Marcoulides (2006), state: “in regression analysis the presence of multicollinearity implies that one is using redundant information in the model, which can easily lead to unstable regression coefficient estimates” (p.86). The term multicollinearity was first used by Ragnar Frisch. It describes a perfect or exact relationship between the regression exploratory variables. Linear regression analysis assumes that there is no perfect exact relationship among exploratory variables. In regression analysis, when this assumption is violated, the problem of Multicollinearity occurs. In regression, "multicollinearity" refers to predictors that are correlated with other predictors. Multicollinearity occurs when your model includes multiple factors that are correlated not just to your response variable, but also to each other. In other words, it results when you have factors that are a bit redundant.

Table 4.15: Multicollinearity analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	15.462	3.190		4.847	.000		
	Compensation	.719	.287	.161	2.506	.013	.337	2.967
	Recruitment and Selection	2.044	.423	.310	4.835	.000	.337	2.967
	Training and Development	2.665	.377	.452	7.063	.000	.339	2.951
a. Dependent Variable: Institutional Excellence								

As we can see table above tolerance within the limit and VF is also within the limit, tolerance recommended value is greater than 1 for non-presence of multicollinearity. If it's less than 1 then that means, there is proper multicollinearity V value exceeds 10 then the problem multicollinearity but in our case V is less than 10.

Table 4.16: Hypothesis analysis

HYPOTHESIS	RESULTS
H1: HRP has an impact on institutional excellence	ACCEPTED
H1.1 Compensation has an impact on institutional excellence	ACCEPTED
H1.2: Recruitment and selection has an impact on institutional excellence	ACCEPTED
H1.3: Training and development an impact on institutional excellence.	ACCEPTED

5. CONCLUSION AND DISCUSSION

5.1 Discussion

According to results of this study show there is a positive and significant relationship between HRP and institutional excellence. The result shows that the R-Squared: 0.728, since the R-Squared greater than 10% is generally accepted for studies in the arts, humanities and social sciences because human behavior cannot be predicted with precision. Therefore, a low R-square is often not a problem in arts, humanities, and social science studies. HRP enables companies to meet their current and future talent needs, enables HR managers to anticipate and develop the skills most valuable to a company, and provides the company with an optimal ratio of staff in terms of available skills and number of staff. Establish the goals and objectives of the company. The company should have HRP and improve this section as it will help to achieve its goals and objectives. The pursuit of institutional excellence is a school-wide effort that engages many dedicated stakeholders in line with a common vision of continuous improvement and institutional effectiveness. Strong leadership and enthusiastic stakeholder support increase your chances of success.

The second hypothesis shows there is a positive and significant relationship between compensation and institutional excellence. The results of this relationship were found by the correlation used, and although the linear regression confirmed this relationship, a study was found in 0.744 **. Good compensation is essential for all business organizations, as it gives employees a reason to stick with the company. This creates a peaceful relationship between the employer and the employee. It stimulates an environment of morale, efficiency and cooperation among workers and guarantees worker satisfaction. This result is in agreement with the study which showed that compensation policy is positively correlated with sales growth, (Vlachos, 2009) and that there is a positive correlation between all human resource management practices and the growth of the company except for job security.

The third hypothesis results show that there is a positive and significant relationship between the recruitment and selection on institutional excellence. Regression analysis confirms this result that there is a positive effect on retirement and selection on institutional excellence. The recruitment and selection process is vital in an organization to attract an effective workforce. This is important as it will determine the success of the business and affect the overall functioning of the organization. Employees are one of the most valuable assets of an organization. It also plays an important role in ensuring worker performance and positive organizational results. There is similar results that found some scholars according to (Abou-Moghli, 2015). The study concluded many findings most importantly the existence of a statistically significant effect of recruitment and selection functions in achieving the institutional excellence.

The four hypothesis demonstration that there is a positive and substantial relationship between training and development and institutional excellence. In addition, this result was obtained by verifying the correlation and the results of the study with 0.812 **, and the linear regression confirms this effect between training and development and institutional excellence. Training enables employees to acquire new skills, improve existing skills, perform better, increase productivity and become better leaders. Since the company is the sum of the personal achievements of its employees, organizations should do everything in their power to ensure that the employees perform at their best. This result is consistent with the study (Edralin, 2010), which showed that the study sample companies apply many human resource practices. These practices are linked to the functions of human resource management. that each of the employee relations; training and development; Recruitment and selection contribute equally to the achievement of leadership for the work of these companies.

5.1 Practical Implementation

The university wants to improve institutional excellence, it need to set goals and objective based on HRP because Human resource practice is the factor that enables to hire the suitable employee and give them specific training, this will lead to improve institutional excellence, where excellence is concerned with the quality of education, the strengths of the students, the provision of resources, and the level of

student achievement. Institutional excellence is one of the most important factors in the development of the university because it plays an important role in the survival and growth of the organization. So, if the university that does not want excellence and growth in its work is doomed to collapse and disappear. institutional excellence helps the organization adapt to many changes and face all kinds of challenges.

Recruitment and selection is the most important area which needs a lot of attention as it will promote recruitment with good skills if we give them the aim and goal of the university. The process of evaluating and determining the need for a position is essential in the hiring process. Hiring units that require a new position or to fill an existing position should take this opportunity to review the organizational structure, skills and experience of the staff, and to advance the alignment of the workforce. The talent management framework and associated procedures are designed to foster a positive candidate experience and provide the structure for a consistent, fair and legal process for the hiring manager and the institution.

The University should invest in training and development usually satisfies employees. However, the exercises should be related to the employees so they can learn something and take something back. It is meaningless if training and development is tedious and monotonous and employees only need to participate because they have to. As a university, we emphasize industry-specific training and send many employees to international seminars and conferences that can benefit them. It is important for a company to break down the training and development needs to target relevant individuals.

Training and development goes a long way in getting employees up to date with new technology, use existing ones better and then discard the outdated ones. This goes a long way in getting things done efficiently and in the most productive way.

Training and development programs can have a huge impact on a company. Like every other function in your company, training and development should be focused on producing targeted and tangible results for the business. The key is to treat it seriously and consider it a capital investment and make it results-driven.

5.2 Recommendation

The following conclusions and recommendations made based on the results analysis that may benefit the owners and principals of Al Iraqi university in Iraq:

According to the sample of the research population, the importance of recruiting and selection was high in Al Iraqi university.

The findings indicated that institutional quality was a high priority in Al Iraqi university, as seen by a sample of the research population. Recruitment and selection functions have a statistically significant influence on institutional success. In Al Iraqi university, excellence is statistically significant at the (0.01) level.

This study corroborates Al-(2001) Jareery's finding that human resource strategies and selection strategies have an influence on obtaining competitiveness advantages. It is also consistent with Hasan's (2009) work, which demonstrated the statistical relevance of both human resource recruiting and selection in attaining cost and innovation benefits.

5.3 Recommendations and Suggestions for Further Research

After obtaining and evaluating the findings, the researcher would like to provide the following recommendations for attaining institutional excellence in Al Iraqi university that were the focus of this study, most notably: It is critical for school management to monitor wage competitiveness; in some circumstances, low pay may result in the resignation of an efficient workforce, reducing the school's capacity to meet institutional excellence standards. Additional fringe benefits, like as medical insurance, may help recruit and keep efficient staff for longer periods of time. However, the growing share of overall expenditures associated with such perks compels management to handle them prudently. It is recommended to prioritize offering particular services to female employees and providing stability elements at work, such as a cheap or even free nursery for their children until they reach preschool age.

This will help attract the finest and most stable skills, which will have a beneficial effect on performance and institutional excellence. It is recommended to pay close attention to the recruiting and selection methods, as well as their requirements, in

order to guarantee that candidates possess the necessary personal qualities and inclinations.

Additionally, it is recommended that the applicant get a commitment from the school administration that he/she will not leave employment before the conclusion of the school year; and that the outstanding performance reward be tied to continued enrollment at the same school. Conducting a research to demonstrate the mediating function of work satisfaction in the link between recruitment and selection and institutional excellence in various service or industrial sectors may aid in broadening the generalizability of the findings.

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APPENDIX

Appendix A: Survey questions

Questionnaire

I am (*Hasan Qahtan*) a student at (*Gedik University*). I am currently undertaking a study on “**The impact of human resource management practices on achieving institutional excellence.**” As part of the requirement of this study, I need to collect data from willing participants. You are hereby invited to participate in this study by filling the questionnaire. There is not identifiable personal information that will be required for your participation. All the responses provide will be treated with utmost confidentiality and no unauthorized individuals will have access to the data collected. There will be no benefits or risks involved when you agree to participate in the study. Your honest responses will be vital in completion of this study. Approximately, the questionnaire will take 20 minutes to complete. However, the researcher seeks your consent first before starting to fill in the questionnaire.

According to the information above, do you consent to participate in the survey?

Yes

No (If *No*, please exit the survey)

Section 1: Demographic details

1. What is your gender?

Male Female

2. What is your age (in years)? [Click here to enter text.](#)

3. What is your education level?

High School and below

College

University Undergraduate

- University Graduate
- Other *Specify [Click here to enter text.](#)*

4. For how long have you been working in this organization?

- Less than 1 year
- 1-3 years
- 4-6 years
- More than 6 years

Section 2: Main Variables

Please select the most appropriate response for the following statements by marking (☒) the right option. To what extent do you agree with the following?

Institutional Excellence

No.	Statement	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree
1	My university structures are active and effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I am empowered by the structures to execute leadership roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	University projects are done as per the strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	University structures give my department autonomy towards achievement of the set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	agendas.					
5	There is democratic decision making process at all levels.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	My university has clear communication systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	My university has a standardized system for work control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	The staff recognition systems are known to all staff and students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	The policies and performance indicators are available and are followed in all decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	University staff work systemically as a team to achieve their objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Management team and employees all together understand the university's success and targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	My department's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	senior managers coach me very well about implementing decisions for strategic change.					
13	My department's executives focus too much on current problems and too little on their possible remedies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Two-way communication between executive management team and departments are very good.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Organization has activities for social responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Employees' feelings about collaboration are related to organization effect and business success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	My university has an operation strategy and plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	The university has an organization strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	for business expansion and collaboration.					
19	I am often reminded of the university mission and vision statement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	I enjoy contributing to the direction of the university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HR Practices

To what extent do you agree with the following statements about your institution?

Compensation						
No.	Statement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
1	We rewards personnel to avoid turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	We use incentives to boost individual performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	We select and pay employees based on their contribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Employees that care about firm's objectives are rewarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Recruitment and Selection						
1	We use consultants when hiring personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	We use pre-recruitment tests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	We select personnel that fits our culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and Development						
1	Training is a motive for employees to achieve more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	We systematically train and develop our personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	We provide training in one key skill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	We train personnel to gain many skills and abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RESUME

Personal Information

- I am Hasan Qahtan Almuslehi, from Iraq. I am 28 years old. I got a bachelor
- degree in accounting from University. In addition, I'm getting Master in business
- administration from Istanbul University.

Education

- Bachelor of Accounting. 2014_2015 Bilad Alrafidain University
- Master business administration 2020-2021 Istanbul University

Experience

- Finance audit in Earthlink Company