



EUROPEAN
INTERNATIONAL
UNIVERSITY



COVER PAGE AND DECLARATION

	Master of Business Administration (M.B.A.)
Specialisation:	MBA Sales and Marketing
Affiliated Center:	CEO Business School
Module Code & Module Title:	MGT530:HUMAN CAPITAL MANAGEMENT
Student's Full Name	Salih Kamal Salih
Student ID:	EIU 2020683
Word Count:	3527
Date of Submission:	17-10-2023

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.

E-SIGNATURE:Salih Kamal

Date: 26-10-2023

EIU Paris City Campus

Address: 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** paris@eiu.ac

EIU Corporate Strategy & Operations Headquarter

Address: 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 |

Mobile/WhatsApp: +33607591197 | **Email:** info@eiu.ac

Contact list

Topic	Page Number
Introduction	3
Chapter one: Human resource management policy	4
First: the concept of human resource management	4
Second: The importance of human resources management	4-5
Third: The concept of human resources management policies	5
Fourth: the role of human resource management policies	5
Fifth: Objectives of human resource management policies	6
Chapter Two: employee performance	7
First: Define employee performance	7-8
Second: The importance of employee performance	8-9
Third: Employee Performance Measures	9-10
Chapter three: The applied framework of the research	11
First: Analyzing the results of personal characteristics	11-12
Second: Describe the results of the targeted sample responses	12-14
Chapter Four: Conclusions and recommendations	15-16
Reference	17-18

Introduction:

One of the most crucial departments in every firm is human resources management. For all organizational departments, regardless of their makeup, the human resources department develops, implements, and analyzes policies. The success of implementing these rules influences the organization's growth and goal-achieving, particularly when there are competitive situations present. Failure to implement these rules results in poor employee performance, which in turn causes the organization to fail, lose its position in society, lose its moral authority, and perform poorly on an organizational level. Conscious human resource management establishes acceptable guidelines, aims high, and attempts to put them into practice, so the organization needs efficiency and the lowest possible cost in order to be able to compete and achieve leadership.

Research aims:

The research aims to achieve the following:

1. Studying human resources management policies in each of the companies.
2. Determining the impact of applying these policies on the performance of employees.

Research importance:

Such as the importance of this research in several points summarized by the researcher as follows:

1. This study is the first to link human resource management policies with performance in its three variables: productivity, quality, and environment.
2. To learn about the reality of human resource management practices in companies and their impact on the performance of employees.
3. The study found a set of results that came to express human resources policies and their impact on the performance of employees in the period in which the study was conducted.

Chapter one

Human resource management policy

First: the concept of human resource management:

The idea of human resource management initially originated in the year 1980 AD, while the word "human resource management" was created in the year 1990 AD. The most crucial aspect of this approach is what he mentioned, which was tested by writers and academics (Foot, Hook, 2005, p. 14):

1. The value of concentrating on a strategic strategy.
2. Managers from lower management levels are crucial.
3. Managers from lower management levels are crucial.
4. To support the organization's values and primary goals, the policies must be integrated. They are the regulations and procedures that favor one group over another (Dessler Aariss, 2012, p. 4).

The definition of human resources management takes into account factors including hiring, training, compensation, incentives, and performance evaluation. The phrase "getting the right people in the right numbers, in the right place, at the right time" is another name for it. (Coulter, 2009., p. 221).

Second: The importance of human resources management

Human resources management is regarded as a link in the chain of success for any organization because it helps it hire quality and productive workers, pushes them to perform at their highest level, meets their psychological and social needs to foster long-lasting relationships, develops skills, and makes workers happier. Additionally, the staff members give excellent customer service, which leads to repeat. (Stewart, Brown, 2009, p. 11) Business and Better customer service results in more profitable operations.

Human resources management (HRM) was once considered to be merely an administrative task by traditional management, but today's managers view it as a means of advancing the organization's strategy and achieving important objectives like profitability and quality. Other important functions and market share exist. The primary objective of managers in terms of (HRM) and the satisfaction that comes from looking for activities that contribute to the performance of companies is to create a

new quality in working relationships that encourages people to believe in success (Stonej, 2008, p. 843).

Third: The concept of human resources management policies

When it comes to meeting the organization's needs for selection, appointment, usage, and training in order to increase efficiency and subsequently production, human resources policies are regarded the management's intention to drive the organization's activity in one direction rather than the other. The basic policies in human resources management are employment policies, training policies, pay and incentive policies, and policies. Performance Assessment The most crucial requirement is that the policy is based on a set of scientific principles and rules whose validity has been proven by scientific and experimental evidence, and their suitability to the conditions of application in the institution, in order for the administrative policy to achieve its objectives. The rule must additionally whose validity has been proven by scientific and experimental evidence and their suitability to the conditions of application in the institution. The policy must also be dependent on the institution's circumstances, needs and actual problems.

Fourth: the role of human resource management policies

The total human resource management policies are designed to maximize four main elements:

- 1- Strategic Integration: Policies must ensure that human resource management is fully integrated into the strategic plan, by being consistent with it and along the hierarchy, and practices related to human resource management are accepted and used.
- 2- Employee involvement It mainly concerns the employee-organizational relationship which can be particularly effective.
- 3- Flexibility, which is meant by the flexibility of the institutional (organizational) structure, which must be easy to adapt and more receptive to innovation, as it is meant by functional flexibility according to the meaning described by Atkinson et Meager (1986) work design based on the diversity of work or the principle of a work team with semi-rule Self, multifunctional work force.
- 4- Quality: Every institution must take into account quality in managing its employees. The increasing importance of quality standards leads the institution to develop this element.

Fifth: Objectives of human resource management policies

Administrative policies primarily aim at:

1. It aims to harmonize employee behavior and administrative decisions with regard to work, and thus create a fair work environment.
2. Determine the comprehensive framework for the behavior and behavior of workers at all levels of work.
3. Directing and guiding behavior and decisions by laying down the basis that links behavior with goals and defining the parameters of the way in which the right decisions are taken.
4. Achieving the desires of the owners and employees of the establishment at the same time.
5. Helping to raise morale among the workers in the organization, as they have a clear understanding of the type of treatment they expect and the rights and duties attached to the job.
6. Politics achieves a kind of unity and harmony between the different actions, and then transfers the possibilities of disagreement
7. The existence of a consistent administrative policy that reduces the need for repetition of administrative decision-making in similar cases That occur frequently.
8. The effective policy aims to create a clear and specific vision for the heads and subordinates towards the institution's mission and objectives in order to achieve harmony and coordination between the efforts of management and individuals.

Chapter Two

employee performance

Due to its relationship to how well organizations achieve their objectives and aspirations of visions and goals, organizational administration philosophy has focused on the topic of job performance.

The efficiency of the human element, its capacity for work, and its desire to be the deciding factor in the use of the material resources available determine the effectiveness of any organization. The administration depends on maximising its outputs, whether they are production or service, on rationalizing the use of its available resources, especially human ones.

This made the ability of firms to diagnose and use elements and determinants that have a beneficial impact on their employees' behavior the main issue they face and determinants that positively affect the behavior of their human resources, who naturally represent the ability to work in the organization (Al-Mutairi, 2016)

First: Define employee performance

A wide range of terms connected to success and failure are included in the concept of performance. The phrase "employee performance" was often used interchangeably with other terms that have similar meanings in the literature on management theories, including "productivity," "effective efficiency," and "production efficiency" or "performance efficiency," which is why many authors and researchers in the field of human resources did the same.

When a worker's performance is defined in this context as the output or quantity of production per worker estimated at a specific unit of time, it reflects how well or poorly he is able to accomplish the objectives associated with his work, regardless of the nature of that work. According to (Shields et al. ,2015), this description includes the following traits:

1. It is a definition that is not limited to a specific work and not another, as it can be applied to all work, whatever its nature, and this is due to the fact that any work, whatever its content, has specific goals, even if its dimensions and nature differ from the work of the other.

2. It can be subjected to measurement, and therefore by comparing the actual performance of each of the objectives achieved as a result of work with the typical standard specified for it. This definition can be used in the process of measuring the performance of all employees in the organization, whether the performance is at the level of individuals or within the overall performance of a group of work. This comes by setting goals at the level of the individual or the group, and then measuring the extent of the individual's ability to achieve them within the work specified for him on the personal level or that falls within the final goal of the group as a whole.
3. Accordingly, performance is considered the net effect of the efforts made by the individual, which are based on his abilities and his awareness of the role and tasks assigned to him. This means that performance in a specific situation can be seen as a result of the interrelationship between each of the efforts, capabilities and awareness of the tasks. The most important influencing factors can be summed up. In the individual's performance levels and in the required manner as follows (Ibrahim, 2015)
 - 1) Knowledge of work requirements and experiences that the individual possesses towards it.
 - 2) The physical and mental energy expended by the individual to perform his duties.
 - 3) The personality that the individual possesses, such as seriousness at work, the ability to take responsibility, and the commitment to accomplish tasks on specific dates.
 - 4) The type of work assigned to him and the extent to which it is consistent with his capabilities and capabilities.
 - 5) The individual's awareness of the dimensions of the role and the tasks entrusted to him, and the extent of his belief in their importance in accomplishing the work.(2016, Naz, et al.)

Second: The importance of employee performance

In all societies, the subject of performance is getting more attention. Due to its positive effects on rates of social, administrative, and economic development, as well as the contributions it makes to raising people's standards of living and growth, everyone is working to raise performance levels and rates to the point where it has become a fundamental criterion and indicator for those societies' progress. Sources of the country's national income. As a result, the issue of employee performance is of utmost importance to the various departments and officials within the organization because it serves as a tool or means for achieving all organizational objectives, whether they be ones of service or production. To put it more simply, the performance of organizations is the outcome of the

interaction of a group of efforts made by by workers and their level of competence (the ability – desire to perform the tasks assigned to them.

Therefore, performance is considered an essential and important concept for all service-production organizations). The survival of the organization and its employees within the competitive environment in the labor market (Jery & Souai 2014).

Third: Employee Performance Measures :

The focus of this study is on the following standards:

1.Productivity:

The most significant definition of productivity is that it represents the ratio of outputs to inputs (Najm, 2010 CE, p. 71). Productivity is defined as a measure of the level of resource utilization.

According to human resource competency, which embodies the conventional knowledge and abilities needed in human resource operations, there are four competencies necessary for human resource managers that help to achieve productivity. (Dessler, 2009)

One, business effectiveness 2- Effectiveness in leading 3. Effective learning.

Workplace turnover, absence, health and safety records, as well as work trends, are a few of the variables that have an impact on productivity.

2.Quality:

According to the American National Standards Institute defines quality as the benefits (ASC) and the overall qualities of a good or service, including the ability to meet demands.(Al-Naimi, Sweiss, Sweiss, 2009 AD, p. (31)

Provides instructions for the organization's operations in order to create a foundation of fundamental values for (TQM) and, based on these values, the entrance to (TQM). According to an advanced vision in quality management, which is a Greek word that means standard deviation and the smart way to manage (Six Sigma), and represents the work where it puts clients and customers first and uses facts and data to reach the best solutions, creativity is supported according to the organization's quality and environmental needs (Noe, others, 2004, p. 49).

3.Environment:

The personnel management environment consists of two main elements: the internal environment and the external environment (Shawish, 2005)Economic – socio-political factors.

Chapter Three

The applied framework of the research

Population and research sample

The General Company for Foodstuff Trade, one of the divisions of the Iraqi Ministry of Trade in Baghdad, served as the research population, and the human resources working in the company under study—i.e., the employees who carry out various administrative procedures and tasks—served as the research sample. The researcher chose a sample of administrative personnel due to the size of the research community. They gave questionnaire forms to their total of 65 participants. Sixty-three forms were authorized and valid for scientific statistical analysis, with only two surveys being eliminated.

In order to determine the nature of the relationship between the influence between the fundamental and sub-variables, the researcher studies the personal characteristics of the members of the targeted sample, analyzes their responses to the study variables, and tests hypotheses in this section .

First: Analyzing the results of personal characteristics:

Qualities of the individual The researcher displays the target sample's personal data in order to segment it, analyze it, and determine the characteristics of the sample members, including gender, age, educational attainment, and number of years of service for the respondents. More information on these demographic characteristics is provided below.

Table No. (1) Information Personality and specialization of the sample questioned

Properties	Class	The number	%
Gender	Male	40	63.5
	Female	23	36.5
	The total	63	100%
The age	Less than 25 years	3	4.8
	From 25 to 30 years	7	11.1
	From 31 to 35 years old	12	19.0
	From 36 to 40	28	44.4

	years old		
	From 41 years and over	13	20.6
	The total	63	100%
Qualification	Prep	9	14.3
	Diploma	14	22.2
	Bachelor's	29	46.0
	Higher Diploma	11	17.5
	The total	63	100%
Number of years of service	Less than 5 years	3	4.8
	From 5 to 10 years	7	11.1
	From 11 to 15 years	13	20.6
	16 to 20 years old	28	44.4
	From 21 and over	12	19.0
	The total	63	100%

Source: Prepared by the researcher based on the results of SPSS statistical information

It is evident from reading Table No. 1, which contains the personal and professional data of the participants in the targeted sample, that there were (40), or a percentage of (63.5), males and (23), or a percentage of (36.5), females, in the total sample under consideration. From 16 to 20 years in terms of the number of years of job service, it came in first with a total number of (28) and a percentage of (44.4), while the highest age group was recorded (from 36 to 40 years) and the highest educational qualification for the sample was (Bachelor's) with a total number (29) and a percentage (46.0) of (44.4) of the total target sample in the researched company.

Second: Describe the results of the targeted sample responses

Based on the responses of the targeted sample members in the under-researched company, the researcher aims to assess and interpret the research variables. The following explains every aspect of it:

The initial axis: Analysis of the job stress variable's findings

In this phase, the researcher breaks down and examines the responses of the targeted sample participants to questions about the shifting labor demands of the investigated organization, all of which are detailed below.

(1) Workload dimension. It is clear to us from the results of Table No. (2) of the work pressure variable – the workload dimension, that there is a high level of consistency in the targeted sample’s answers regarding the workload dimension, which was measured in paragraphs (1-5) Its arithmetic mean reached (4.45) while its standard deviation reached (0.163), while paragraph (4) recorded the highest arithmetic mean among the paragraphs of the axis with an arithmetic mean.(4.63)and a standard deviation (0.725), which indicates that there is not enough time for employees to rest during the official working period. Due to the size of the tasks and the nature of the job work they perform The researched company.

Table No. (2) The responses of the targeted sample to the workload dimension

Phrase	Arithmetic mean	Standard deviation	Priority level
The time allotted for work does not allow for the performance of the work entrusted to me...	4.16	1.139	5
The tasks assigned to me are beyond my ability and energy	4.37	1.097	4
I suffer from nervous tension due to the large amount of work assigned to me. .	4.54	0.947	3
There is not enough time to rest during the official working hours	4.63	0.725	1
I feel exhausted and tired because of the amount of responsibilities on my shoulders.	4.54	0.930	2
The arithmetic mean and the general standard deviation of the axis	4.45	0.163	-----

Source: prepared by the researcher Dependence on the results of SPSS statistical information.

After the role conflict

Table No. (3) The responses of the targeted sample to the role conflict dimension

Phrase	Arithmetic mean	Standard deviation	Priority level
I am assigned jobs that are far from my functional skills and experience	4.62	0.750	3
Others' interference in my work makes me lose control of properly performing my duty	4.56	0.819	5
The tasks assigned to me do not fall within my job specialization.	4.59	0.733	4
My direct supervisor is increasingly involved in the nature of my work	4.63	0.747	2
I struggle with the diversity and differences of the groups I work with.	4.71	0.580	1
The arithmetic mean and overall standard deviation of the axis	4.62	0.088	-----

Source: Prepared by the researcher based on the results of SPSS statistical information.

We can see from Table No. 3's results that there is a high degree of consistency in the responses of the targeted sample regarding the role conflict dimension, which was measured by paragraphs (1-6), as it reached its arithmetic mean (4.62), while its standard deviation was (0.088), while recorded Paragraph (10) has the highest arithmetic mean among the paragraphs of the axis, with an arithmetic mean of (4.62).

Chapter Four

Conclusions and recommendations

in light of the results drawn from the answers of the members of the sample targeted for the current research, and after conducting statistical treatments for them, the researcher reached a number of practical conclusions and recommendations, as The following: -

First: Conclusions

- 1) The results showed that there is a high level of work stress For the company's employees, the reason is due to a package of factors.
- (2) The results showed that there is not enough time for employees to rest During the official working hours.
- (3) The results showed that there is suffering among the team members The one because of the contrast and difference in points of view, and the way of performance Tasks and tasks assigned to them.
- (4) The results of the research proved that there is a diversity of job responsibilities and duties among some employees, as well as that they are not specific to specific tasks.
- (5) The results showed that the company's employees suffer from job stress as follows: role ambiguity, work conditions, role conflict, and workload.

Second:Recommendations

(1)The company's management must seek to develop precise strategies aimed at addressing the causes of work stress for the company's employees And provide appropriate support to ensure .

(2) The need for the company's management to try to know the factors and reasons leading to job leakage for the company's employees, whether on a personal or job level, and to provide them with solutions to ensure the continuity of their work and their stay in the company.

(3) The necessity of distributing tasks and work in a manner commensurate with the nature of the job position, and the personal and specialized specifications of the job holder.

(4) Working to prevent interference by others in the ways of completing the work and duties assigned to employees, and striving to activate the principle of specialization.

(5) Adopting the principle of transparency and clarity in distributing job responsibilities and assuming them in a manner consistent with their job experience and scientific specialization, as well as the standards of efficiency and effectiveness.

References

- 1) Al-Mutairi, A, (2016) The impact of human resource management strategies on job performance: an applied study on government departments in the Tabuk region, master's thesis, Mutah University: Karak, Jordan.
- 2) Ibrahim Abdel-Haq A, (2015). The role of organizational behavior in the performance of business organizations: the organization's internal environment as a modified change / a study on a sample of commercial banks in the state of Khartoum, PhD thesis, Sudan University of Science and Technology.
- 3) Al-Harbi, O, (2017) The effectiveness of on-the-job training programs in raising the efficiency of the performance of workers in intervention teams in building collapses and earthquakes: a field study on workers led by the Special Emergency Forces of Civil Defense and its branches. Master Thesis – Naif Arab University for Security Sciences.
- 4) Mohamed F, (2000), Evaluation of Human Resource Development Policies in light of the Market Economy by Application to the Sugar Industry in Egypt, research submitted for a master's degree in Business Administration, Helwan University.
- 5) Najm Abboud (2012) Total Quality Management in the Internet Age, Amman, Dar Safaa for Publishing and Distribution
- 6) Al-Nuaimi, M, Ratib and Sweiss Ghalib. (2009). Contemporary Quality Management, An Introduction to Total Quality Management, Production, Operations, and Services, Amman: Dar Al-Yazuri Scientific for Publishing and Distribution.
- 7) Gohar, A (2011) Human Resources Management, Alexandria: University Youth Foundation.
- 8) Salah Lotfy M,(2007) Foreign Human Resources Employment Policies, Direct Investment Companies in Egypt, a research submitted for an unpublished master's degree in Business Administration, Helwan University.
- 9) Jery, H., & Souai, S. (2014). Strategic Human Resource Management and Performance: The Contingency Approach Case of Tunisia. International Journal of Humanities and Social Science, 4(6): 282-291.
- 10) Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P...
www & Plimmer, G. (2015). Managing Employee Performance & Reward: Concepts, Practices, Strategies. Cambridge University Press.
- 11) Noe, R. A., Gerhart, B. A., Heldke, I. M., Hollenbeck, J. R., Leitch, A., Pilcher, J. M., & Wright, P. M. (2015). Human resource management: Gaining a competitive advantage.
- 12) Foot, Margaret & Hook, Caroline. (2005). Human Recourse Management, UK: (2) Person

- 13) Dessler, Gary. (2008). Human Resource Management, practitioner hall.
- 14) Stewart, L.Greg & Brown, G Kenneth. (2009). Human Recourse Management Linking Strategy to Practice, Australia: Wiley.
- 15) Stonej. Raymond, (2008). Human Resource Management, Australia: Wiley.
- 16) Noc, Raymond & Gerhart. Barry & Wright, M. Patrick. (2004). Fundamentals of Human Recourse Management, New York: McGraw Hill.
- 17) Nadjib Grardj,(2004-2006) les metiers des ressources humaines, editions l'etudiant, Paris, PP29-30.
- 18) Conseil sectoriel des ressources humaine des services de garde à l'enfance (CSRHSGE), www.cese-cssge.ca/ft, canada, consulter: 24-04-2012.
- 19) Kebecca Miller,(2001), development policy of GRH, edition hall, Canada, P2.
- 20) -Françoise Dupuick,(2011) the gestion of human resources in devenir, edition l'harmattan, Paris, p P59,60