

## The Role of Human Resource Management in Achieving Outstanding Performance Through Individual Culture: An Analytical Study of a Sample of Iraqi Ministry of Interior Officers

Haider Sabah<sup>1</sup>, Nidhal Mgdmi<sup>2</sup>

### Abstract

*The objective of this research is to address a limited knowledge gap pertaining to the research variables. This will be accomplished by pursuing several objectives, which include gaining a comprehensive understanding of the concept of Human Resource Management (HRM), examining its five dimensions (attraction and recruitment, training and development, employee motivation, wages and rewards, performance evaluation), comprehending the notion of exceptional employee performance within the study environment, and acknowledging the concept of individual culture within the study environment. Furthermore, the objective is to comprehend the correlation and influence among the variables under investigation, and to quantify them utilizing suitable statistical techniques.*

*The research employed a descriptive-analytical technique, drawing upon prior studies and relevant theoretical literature pertaining to the issue of investigation. The selection of this approach was based on its suitability for the present study, since it effectively examines the data, processes, and resultant impacts in a realistic manner. The data was acquired by conducting a survey targeting personnel of the Iraqi Ministry of Interior, with the objective of examining the impact of Human Resource Management (HRM) on attaining exceptional performance through individual culture.*

*The analysis employed various statistical approaches, such as arithmetic means, tests of validity and reliability, t-tests, and structural equation modeling (SEM), to examine the data obtained from the questionnaire. The study made use of two prominent statistical software tools, namely SPSS and AMOS. The statistical software package SPSS was employed for the purpose of analyzing quantitative data, computing means, and conducting tests to assess the validity and reliability of the data. In contrast, the AMOS program was employed to examine the structural interdependencies among various variables and statistical models.*

**Keywords:** Human Resource Management (HRM) - Outstanding Performance - Individual Culture.

### Introduction

The previous ten years of the 21st century seen a notable surge in the quantity of academics, scholars, and persons with a vested interest in the domain of Human Resource Management (HRM) and its correlation with performance. As the level of interest in this particular sector increased, there was a corresponding growth in the development of

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<sup>1</sup> PhD student in management Higher School of Commerce in Manouba- Tunisia, hs782738@gmail.com

<sup>2</sup> Lectuer Quantitative Methods and Economics Department, Faculty of Economics and Management, Mahdia, Tunisia, nidhalmgadmii@gmail.com

suitable tactics to effectively attain predetermined objectives. These actions highlighted the significant importance of Human Resource Management (HRM) as the fundamental element for achieving success in diverse undertakings.

The implications pertaining to the role of Human Resource Management (HRM) and its associated obligations in facilitating growth, expansion, fostering creativity, and meeting the needs of citizens have placed considerable strain on HRM and its operational procedures. This required the implementation of strategic adjustments in various domains, encompassing recruitment and selection, training and professional growth, employee motivation, compensation practices, and performance assessment.

In contemporary times, there has been a growing emphasis within the field of Human Resource Management (HRM) on the significance of individual culture as a crucial factor that organizations should take into account in order to optimize employee performance. The examination of employee behavior, the comprehension of variations in their values, beliefs, and habits, and the subsequent selection of those that are congruent with the internal work environment contribute to the attainment of alignment and harmony between human resources. This, in turn, facilitates the achievement of organizational objectives through the realization of exceptional performance.

The ultimate result of an organization's many activities is regarded as its overall performance. The organization as a whole benefits from the exceptional performance of its personnel, resulting in total excellence. This facilitates the attainment of sustainability, success, and the predetermined objectives of the company. Hence, it is crucial for individuals tasked with Human Resource Management to prioritize the attainment of exceptional employee performance within the organizational context.

Based on the available information, the present study seeks to investigate the impact of Human Resource Management on attaining exceptional performance by means of individual culture. In the context of our research, our objective is to establish a correlation among these three variables, with a specific focus on officers within the Iraqi Ministry of Interior. By doing so, we aim to derive logical conclusions within the confines of our study.

Firstly: The problem of the study

The primary issue addressed in this study is to the absence of a distinct understanding within the study's sample group, which consists of officers from the Iraqi Ministry of Interior, about the significance of Human Resource Management in attaining exceptional performance through individual culture.

Secondly: Objectives of the study

The aim of this study is to address a limited information gap pertaining to the research variables by attaining a certain set of objectives, which include:

1. In order to comprehend the notion of Human Resource Management and examine its five dimensions, namely recruitment and selection, training and development, employee motivation, remuneration and rewards, and performance evaluation.
2. In order to comprehend the notion of exemplary employee performance within the educational setting.
3. In order to comprehend the notion of individual culture within the educational setting.
4. The objective of this study is to establish the correlation and influence among the variables under investigation, employing suitable statistical techniques for measurement.
5. The objective of this study is to offer suggestions and identify resolutions for the challenges and barriers encountered by human resource management in implementing its strategies to attain exceptional performance within the chosen research sample.

### Thirdly: The importance of the study

Human Resource Management (HRM), good performance, and individual culture are all essential managerial concepts that hold important relevance. The significance of the study can be examined from three distinct angles, which are outlined below:

1. From an individual perspective: This study is of great importance to the individual, as it opens the door to many opportunities that young people can seize within the Iraqi Ministry of Interior sector.
2. From an organizational perspective: This study holds great significance for the study sector represented by the Ministry of Interior. The organization can benefit from this study in terms of improvement and development in the directorates and departments within the ministry.
3. From a societal perspective: This study, or others that have contributed, even if in a small way, to its positive outcomes for the research community, will undoubtedly have implications for society as a whole. These implications may include reducing unemployment and lowering levels of crime and social deviance.

### Fourthly: Hypotheses of the study

The research is designed to test the role of Human Resource Management in achieving excellent performance. In light of this, the following hypotheses will be tested:

The primary hypothesis H01: There is no statistically significant relationship at a significance level ( $\alpha \leq 0.05$ ) between Human Resource Management and excellent performance among the officers of the Iraqi Ministry of Interior.

The primary hypothesis H02: There is no mediating role of individual culture in the relationship between Human Resource Management and excellent performance at a significance level ( $\alpha \leq 0.05$ ).

### Fifthly: The limits of the study

**Spatial Boundaries:** The Iraqi Ministry of Interior and all its departments and headquarters.

**Human Boundaries:** All officers working in the Iraqi Ministry of Interior.

**Temporal Boundaries:** It will be implemented during the academic year (2021 - 2024).

### Sixth: Previous Studies

1. In 2017, Bouchebba conducted a study with the objective of examining the impact of human resource management on attaining exceptional performance in the field of sports management. The research centered on examining the impact of human resource management strategies, including recruiting and selection, training and development, compensation, and awards, on attaining exceptional performance in the field of sports management. The research employed a descriptive-analytical methodology and employed a survey instrument given to a sample of 30 administrative personnel working in the Youth and Sports Directorate in the Wilaya of M'sila. The data analysis was performed with the SPSS statistical program. The primary results of the study revealed the favorable impact of human resource management techniques, including recruiting and selection, training and development, remuneration, and awards, on attaining exceptional performance in the field of sports management. The study emphasizes the significance of properly managing the human element and boosting awareness among sports management professionals about the crucial role played by sports resource management in attaining performance excellence.

2. In 2018, Salam and Besashi conducted a study with the objective of examining the impact of business ethics on employee performance. The study sought to gain insights into the nature of the relationship between business ethics and employee performance

specifically within the context of Bani Slimane Hospital in the Wilaya of Medea. In order to accomplish the aims of the study, a questionnaire was designed and afterwards disseminated to a sample size consisting of 30 persons. The data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) software. The research findings indicate that the establishment and enhancement of corporate ethics are of utmost importance. It is imperative for hospitals to establish and implement ethical policies, ensuring their widespread dissemination throughout all departments. Additionally, hospitals should prioritize the provision of comprehensive training programs to provide personnel with the necessary skills to effectively navigate complex ethical dilemmas.

3. The primary objective of the study conducted by Rodjam et al. (2020) was to examine the association between various variables, including human resource management methods encompassing training and development, performance evaluation, rewards and remuneration, and employee empowerment, and employee performance. Furthermore, this research investigated the mediating influence of work satisfaction on the association between factors such as human resource management techniques and the performance of employees. The research utilized a descriptive-analytical methodology and gathered data through the distribution of self-administered questionnaires. The data analysis was performed with the Partial Least Squares Structural Equation Modeling (PLS-SEM) SMART program.

The findings of the study revealed a noteworthy and favorable correlation between employee performance and all human resource management techniques. Furthermore, the relationship between these variables was shown to be mediated by job satisfaction. Based on the results obtained, it was determined that all hypotheses were supported, indicating a statistically significant and positive correlation between factors such as rewards and compensation, and the performance of employees. Although there is a stronger correlation between human resource management techniques and performance evaluation and employee performance, it is worth noting that work satisfaction also exhibited an increase when compared to other emerging nations.

4. The objective of Gould-Williams' (2003) study was to evaluate the significance of human resource practices and trust in the workplace in relation to obtaining high performance, as well as to examine their reciprocal influence inside the firms under investigation. The theoretical model underwent testing through the utilization of diverse methodologies, encompassing mean averages, standard deviation, multiple regression, and correlation. The data was obtained by conducting a poll to gather the perspectives of people working inside government agencies in the United Kingdom.

The findings of the study revealed that there is a notable correlation between human resource practices and trust within the organizational setting. Furthermore, the findings of the study indicate that human resource practices exert a conspicuous and noteworthy influence on the attainment of exceptional performance in the workplace. Furthermore, it was discovered that trust plays a key role in attaining exceptional performance in the workplace.

#### Theoretical Framework

##### First: Human Resource Management

###### 1. The concept of Human Resource Management:

Human Resource Management (HRM) refers to the strategic practice of recruiting and nurturing a highly skilled workforce in order to optimize organizational performance and accomplish objectives (Rakesh, 2021). The process encompasses the strategic coordination and oversight of several elements pertaining to the acquisition, cultivation, remuneration, and retention of personnel with the aim of attaining the objectives of the organization (Masoudi, 2021). Based on the aforementioned notions, it can be posited that

Human Resource Management (HRM) is an indispensable managerial activity that warrants substantial attention and should not be disregarded in any organizational setting. This function encompasses a collection of activities and programs that are strategically linked with certain objectives, encompassing individuals, the company, and the community. Human Resource Management (HRM) encompasses a holistic framework that incorporates various essential components, such as job analysis, planning, recruitment, selection, training, evaluation, motivation, and growth. Human resource management (HRM) is a crucial organizational management function that entails ongoing strategic planning to address the workforce requirements of the business. This comprises ensuring that the requisite qualifications and competencies are effectively met and maximizing their usage to attain optimal returns for the firm.

## 2. The Importance of Human Resource Management:

The significance of human resource management becomes apparent when considering the transition from a standardized to a flexible and responsive strategy in addressing personnel-related initiatives to accommodate the changing requirements of a business (Horner, 2014). Human resource management is of great significance since it encompasses the management of the most crucial and valuable assets, whether at the organizational or local level. The significance of Human Resource Management (HRM) can be further underscored through the strategic process of employee selection, wherein individuals are chosen based on their specific talents and competencies that align with the requirements of each function. Additionally, the orientation of new workers to the organizational context and the nature of their work is essential, as it fosters a sense of commitment and engagement (Collins, 2003).

The task of evaluating the performance of personnel within the firm is also a responsibility that falls under the purview of Human Resource Management (HRM). Human Resource Management (HRM) is tasked with evaluating the effectiveness of individual employees and their capacity to fulfill their job responsibilities, so aiding in the determination of suitable performance assessments and rewards (Armstrong, 2008). In the past few decades, there has been a notable rise in the significance of Human Resource Management (HRM), accompanied by a change in perspective that recognizes personnel as the central factor in attaining corporate objectives, be it in the realm of production or service provision. The presence of competent and well-trained personnel is essential for firms to effectively provide high-quality products and services, as well as to achieve growth and advancement. Investing in human capital is widely recognized as a crucial endeavor, both inside organizations and at the national level, due to its potential to generate superior long-term returns compared to other investments. This highlights the significance of human resource management in facilitating capacity building and skill development through the provision of employee training. This practice guarantees the sustained presence of employees within the business and endeavors to enhance their productivity, thereby making a positive impact on the organization's goals.

### Secondly: Excellence in Performance

#### 1. The concept of excellence in performance:

The concept of excellence in performance pertains to the desired outcomes or goals that a business endeavors to attain by means of its workforce. The concept in question incorporates both the objectives and the requisite methods for their attainment. In essence, this notion establishes a linkage between the various facets of operations and the goals pursued by businesses through the tasks and responsibilities executed by their personnel (Almaaitah, 2020).

The concept of excellence in performance encompasses not only the individual performance of employees, but also the entire performance of the company. This involves the introduction of both efficiency and effectiveness in its operations. The perspective

regards the organization as a cohesive system comprised of interrelated components that collaborate towards a shared objective. Hence, the attainment of congruence between the aforementioned entities, namely the organization and the individual, serves as a catalyst for the realization of exceptional performance (Wilson, 2020).

Essentially, the concept of performance excellence comprises all coordinated endeavors arising from organizational efforts, which culminate in the proficient and exceptionally effective completion of duties. The acceleration of tangible achievements is indicative of one's capacity to efficiently and effectively execute activities in a manner that is both exceptional and deviates from usual practices.

## 2. The Importance of Excellence in Performance:

The importance of excellence in performance comes with a range of objectives within business organizations, some of the most significant of which can be identified as follows (Barba, 2020; Bastari, 2020).

The adoption of Total Quality Management (TQM) concepts by management is facilitated by exceptional performance. Consequently, this phenomenon yields favorable outcomes for the company as a whole, bolstering its operational efficiency and augmenting its capacity to execute services effectively. Moreover, the adoption of the principles of outstanding performance entails the utilization of contemporary human resource management practices, encompassing talent management as an integral element. This strategy places emphasis on the cultivation of excellence and creativity, while concurrently fostering the development of employees' skills and capacities inside the business.

The contribution of exceptional performance to enhancing the productivity and efficacy of operations within an organization is crucial in driving performance enhancements. It facilitates the improvement of the organization's internal working environment and promotes the implementation of contemporary management principles, such as servant leadership or participatory leadership, in order to establish a conducive atmosphere for employees. The attainment of exceptional performance within an organization is contingent upon the ability to effectively motivate and inspire individuals to execute their jobs with precision. Effective leadership is essential in fostering employee motivation and promoting transparent and clear communication.

The cultivation of employee receptivity and the enhancement of their communication abilities are vital for this objective. The objective of leadership centered around creativity should be to achieve exceptional performance.

In conclusion, the achievement of exceptional performance is intricately linked to the implementation of Total Quality Management (TQM) concepts, contemporary human resource management strategies, and modern leadership approaches. To achieve exceptional outcomes inside a business, it is imperative to cultivate a transparent and lucid communication environment while simultaneously encouraging and inspiring personnel.

### Thirdly: Individual Culture

#### 1. The concept of individual culture:

The notion of culture is a subject of extensive discourse within the field of sociology, eliciting much controversy and giving rise to a multitude of definitions from many theoretical standpoints. The definitions presented place significant emphasis on the notion that culture is a shared phenomenon among members of a community, or alternatively, a framework within which individuals exist. It signifies the aggregation of legal statutes, customary practices, traditional beliefs, artistic expressions, societal conventions, and tangible artifacts that regulate a distinct group of individuals. The aforementioned

elements encompass a range of cultural aspects, such as conventions, traditions, arts, social norms, and material cultural legacy (Rachid, 2013).

From an alternative standpoint, culture may be delineated as a collection of concepts that draw upon individual and societal ideologies to ascertain the behavioral patterns exhibited by an individual or an entire familial unit. This phenomenon is commonly referred to as the dominant ideologies and beliefs prevalent in a given society, which are linked to a specific set of cognitive processes aligned with a well-defined intellectual framework. The creation of a cultural mindset that influences the economic sector in society is dependent on the presentation of clear and accessible points (Isakson, 2010).

## 2. The Importance of Individual Culture:

Cleveland (2007) highlights the significance of individual culture in relation to the educated approaches and strategies employed by individuals while engaging with organizational policies, which in turn exert a substantial influence on the organization's overall effectiveness. However, according to Schroeder (2008), the importance of individual culture is in its ability to observe and analyze the changes that may occur within a given society. The growing inclination of individuals towards prioritizing their health and physical well-being has resulted in the birth and widespread use of fitness centers. Consequently, there has been a rise in the establishment of specialized organizations catering to the clothing needs of these persons. Furthermore, there has been an emergence of products that prioritize health, specifically in relation to their caloric composition and inclusion of medically appropriate foods devoid of chemical additives that may have detrimental effects on one's well-being.

### Fourth: The Relationship Between Study Variables

The influence exerted by an organization in creating an individual's culture to attain exceptional performance is seen through the implementation of human resource management strategies. The implementation of these practices exerts a notable influence on the behaviors shown by persons operating inside the organizational context. The impact of this phenomenon encompasses the fundamental dimensions of individuals' behaviors, beliefs, and cognitive processes.

The presence of a positive and enthusiastic work culture, focused on personal and organizational development, is likely to yield positive outcomes for the organization's human resource management function. The organization effectively carries out its many functions in relation to recruitment and selection, training and development, performance evaluation, remuneration and awards, and employee motivation.

Consequently, effective human resource management can facilitate the attainment of an organization's objectives, encompassing the attainment of exceptional performance.

### The Practical Aspect:

#### First: Analyzing the Demographic Variables of the Study Sample:

##### 1. Sample Results by Gender:

		<b>Gender</b>			
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Male</b>	<b>360</b>	<b>94.7</b>	<b>94.7</b>	<b>94.7</b>
	<b>Female</b>	<b>20</b>	<b>5.3</b>	<b>5.3</b>	<b>100.0</b>
	<b>Total</b>	<b>380</b>	<b>100.0</b>	<b>100.0</b>	

2. By military rank:

<b>Military rank:</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	<b>Lieutenant</b>	<b>8</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>
	<b>First Lieutenant</b>	<b>4</b>	<b>1.1</b>	<b>1.1</b>	<b>3.2</b>
	<b>Captain</b>	<b>40</b>	<b>10.5</b>	<b>10.5</b>	<b>13.7</b>
	<b>Major</b>	<b>53</b>	<b>13.9</b>	<b>13.9</b>	<b>27.6</b>
	<b>Lieutenant Colonel</b>	<b>121</b>	<b>31.8</b>	<b>31.8</b>	<b>59.5</b>
	<b>Colonel</b>	<b>107</b>	<b>28.2</b>	<b>28.2</b>	<b>87.6</b>
	<b>Brigadier General</b>	<b>35</b>	<b>9.2</b>	<b>9.2</b>	<b>96.8</b>
	<b>Major General</b>	<b>12</b>	<b>3.2</b>	<b>3.2</b>	<b>100.0</b>
	<b>Total</b>	<b>380</b>	<b>100.0</b>	<b>100.0</b>	

3. According to marital status:

<b>Marital status</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	<b>Married</b>	<b>351</b>	<b>92.4</b>	<b>92.4</b>	<b>92.4</b>
	<b>Single</b>	<b>21</b>	<b>5.5</b>	<b>5.5</b>	<b>97.9</b>
	<b>Divorced</b>	<b>8</b>	<b>2.1</b>	<b>2.1</b>	<b>100.0</b>
	<b>Total</b>	<b>380</b>	<b>100.0</b>	<b>100.0</b>	

4. By years of service:

<b>years of service</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	<b>Less than 5 years.</b>	<b>8</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>
	<b>(6-10) years.</b>	<b>83</b>	<b>21.8</b>	<b>21.8</b>	<b>23.9</b>
	<b>(11-20) years.</b>	<b>188</b>	<b>49.5</b>	<b>49.5</b>	<b>73.4</b>
	<b>21 years or more.</b>	<b>101</b>	<b>26.6</b>	<b>26.6</b>	<b>100.0</b>
	<b>Total</b>	<b>380</b>	<b>100.0</b>	<b>100.0</b>	

5. By age:

<b>By age</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	<b>From 22 to 30 years old.</b>	<b>35</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>
	<b>From 31 to 40 years old.</b>	<b>191</b>	<b>50.3</b>	<b>50.3</b>	<b>59.5</b>
	<b>From 41 to 50 years old.</b>	<b>138</b>	<b>36.3</b>	<b>36.3</b>	<b>95.8</b>
	<b>More than 51 years old.</b>	<b>16</b>	<b>4.2</b>	<b>4.2</b>	<b>100.0</b>



	<b>Total</b>	<b>380</b>	<b>100.0</b>	<b>100.0</b>	
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6. According to educational qualification:

<b>educational qualification</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Bachelor's degree</b>	<b>140</b>	<b>36.8</b>	<b>36.8</b>	<b>36.8</b>
	<b>Diploma</b>	<b>34</b>	<b>8.9</b>	<b>8.9</b>	<b>45.8</b>
	<b>Master's degree</b>	<b>163</b>	<b>42.9</b>	<b>42.9</b>	<b>88.7</b>
	<b>Ph.D.</b>	<b>43</b>	<b>11.3</b>	<b>11.3</b>	<b>100.0</b>
	<b>Total</b>	<b>380</b>	<b>100.0</b>	<b>100.0</b>	

Secondly: Data Analysis, Hypothesis Testing, and Discussion:

1. Measuring Tool Reliability:

The concept of questionnaire reliability pertains to the degree of stability and consistency in the outcomes derived from the questionnaire when it is re-administered to the identical group of participants or in comparable circumstances. The dependability of a questionnaire is a crucial factor in ensuring the questionnaire's validity. Various techniques can be employed to assess the reliability of questionnaires. The Cronbach's alpha coefficient is employed for the purpose of assessing the internal consistency dependability. A coefficient value that is in close proximity to 1 signifies a substantial degree of homogeneity among the questions.

<b>The Variable</b>	<b>The number of items</b>	<b>The coefficient value</b>
<b>The Questionnaire</b>	<b>50</b>	<b>0.974</b>

2. Internal validity testing

Internal validity helps increase confidence in the questionnaire and its resulting data. If the questions are consistent and reliable, the results will be more accurate and can be relied upon in research studies and decision-making.

<b>S</b>	<b>Axis and Part</b>	<b>correlation coefficient</b>	<b>p-value (SIG)</b>	<b>Number of phrases</b>	<b>The sample 380</b>
				<b>50</b>	
<b>1</b>	<b>Recruitment and hiring</b>	<b>.829**0</b>		<b>.0000</b>	
<b>2</b>	<b>Employee motivation</b>	<b>.886**0</b>		<b>.0000</b>	
<b>3</b>	<b>Wages and bonuses</b>	<b>.863**0</b>		<b>0.000</b>	
<b>4</b>	<b>Training and development</b>	<b>.900**0</b>		<b>0.000</b>	
<b>5</b>	<b>تقييم أداء العاملين</b>	<b>.894**0</b>		<b>0.000</b>	
<b>6</b>	<b>Administrative and fiscal excellence</b>	<b>.923**0</b>		<b>0.000</b>	
<b>7</b>	<b>Service excellence</b>	<b>.919**0</b>		<b>0.000</b>	

<b>8</b>	<b>Operational excellence</b>	.905**0	0.000
<b>9</b>	<b>Social variables</b>	.622**0	0.000
<b>10</b>	<b>Personal traits</b>	.749**0	0.000
<b>11</b>	<b>Habits and traditions</b>	.564**0	0.000

From the table, there is a high internal consistency among the dimensions and sections of the questionnaire due to the high correlation with the total questionnaire score.

Thirdly: Descriptive Statistics for the Study Variables:

• Axis One: Human Resource Management:

1. Recruitment and Hiring:

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Mean</b>		<b>Std. Deviation</b>	<b>Result</b>
	<b>Statistic</b>	<b>Statistic</b>	<b>Std. Error</b>	<b>Statistic</b>	
The Ministry of Interior is actively working on recruiting human resources with the necessary skills and qualifications.	<b>380</b>	<b>3.5816</b>	<b>.05352</b>	<b>1.04322</b>	<b>Agree</b>
The Ministry of Interior relies on modern technology in the processes of recruitment and attraction.	<b>380</b>	<b>3.9763</b>	<b>.05607</b>	<b>1.09302</b>	<b>Agree</b>
The ministry identifies both internal and external sources for the recruitment process to guide the plans in the desired direction.	<b>380</b>	<b>3.6763</b>	<b>.04403</b>	<b>.85828</b>	<b>Agree</b>
The Ministry of Interior relies on a testing program that is tailored to the job before making the final selection.	<b>380</b>	<b>3.2895</b>	<b>.05738</b>	<b>1.11852</b>	<b>Neutral</b>
<b>Recruitment and hiring</b>	<b>380</b>	<b>3.6309</b>	<b>.04387</b>	<b>.85518</b>	<b>Agree</b>
<b>Valid N (listwise)</b>	<b>380</b>				

2. Employee Motivation:

<b>Descriptive Statistics</b>					
	<b>N</b>	<b>Mean</b>		<b>Std. Deviation</b>	<b>The result</b>
	<b>Statistic</b>	<b>Statistic</b>	<b>Std. Error</b>	<b>Statistic</b>	
The ministry relies on an incentive system that links work with results and the incentives provided.	<b>380</b>	<b>3.1579</b>	<b>.05824</b>	<b>1.13534</b>	<b>Neutral</b>
Dedicated employees are honored by the organization through letters of thanks and appreciation.	<b>380</b>	<b>3.8263</b>	<b>.05606</b>	<b>1.09272</b>	<b>Agree</b>
Professional growth and career advancement opportunities are available at all levels within the organization.	<b>380</b>	<b>3.3684</b>	<b>.05592</b>	<b>1.09016</b>	<b>Neutral</b>
The ministry relies on promotion and transfer as a form of incentives.	<b>380</b>	<b>3.2684</b>	<b>.06093</b>	<b>1.18769</b>	<b>Neutral</b>

Employee motivation	380	3.4053	.04962	.96726	Agree
Valid N (listwise)	380				

## 3. Wages and Compensation:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
Employees in the ministry feel a sense of fairness and objectivity regarding wages and compensation.	380	3.0474	.05922	1.15449	Neutral
The ministry relies on objective and precise criteria when it comes to the distribution of wages and compensation.	380	3.2868	.06189	1.20655	Neutral
Wages are proportionate to the efforts exerted and the responsibilities associated with the job.	380	3.0000	.04844	.94436	Neutral
Wages are periodically assessed to align with developments in living conditions and the economic environment.	380	2.7579	.05879	1.14598	Neutral
Wages and bonuses	380	3.0230	.04922	.95942	Neutral
Valid N (listwise)	380				

## 4. Training and Development:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The Ministry of Interior has accurate databases regarding the competencies and skills of its employees.	380	3.3789	.06321	1.23219	Neutral
The ministry prepares training programs that align with its needs and plans.	380	3.6763	.05911	1.15225	Agree
The ministry relies on external organizations to organize and prepare some of its training programs.	380	3.2053	.04728	.92172	Neutral

Human resources that require training programs are carefully and objectively selected.	380	3.3632	.05309	1.03486	Neutral
Training and Development	380	3.4059	.04493	.87579	Agree
Valid N (listwise)	380				

5. Employee Performance Evaluation:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The ministry relies on precise and objective criteria to evaluate employee performance levels.	380	3.2526	.05961	1.16201	Neutral
The ministry relies on the evaluation results in the processes of transfer and promotion.	380	3.2632	.06377	1.24312	Neutral
The ministry regularly develops and reviews performance standards.	380	3.4316	.05408	1.05423	Agree
The ministry has accurate and sufficient databases regarding the results of periodic performance evaluations.	380	3.4342	.05660	1.10331	Agree
The evaluation results are considered one of the determinants for incentives and training programs.	380	3.6368	.06157	1.20014	Agree
Employee performance evaluation	380	3.4037	.05329	1.03882	Agree
Valid N (listwise)	380				

Axis two: Excellence in Performance

1. Administrative and Organizational Excellence:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The ministry formulates clear and specific future strategies, visions, and objectives.	380	3.7868	.05747	1.12037	Agree
The ministry possesses the skill of motivating employees and enhancing their self-confidence.	380	3.1974	.05846	1.13959	Neutral
The ministry has the ability to fulfill individuals' desires and	380	3.2000	.05754	1.12163	Neutral

earn their loyalty.					
The ministry emphasizes the importance of involving employees in the decision-making process.	380	3.1000	.05905	1.15112	Neutral
The administrative systems implemented in the ministry assist in preserving, retaining, and attracting experiences and knowledge.	380	3.3289	.05361	1.04501	Neutral
The ministry emphasizes the importance of teamwork and a spirit of unity among employees.	380	3.6763	.05238	1.02113	Agree
Administrative and organizational excellence	380	3.3816	.04770	.92982	Neutral
Valid N (listwise)	380				

## 2. Excellence in Service Delivery:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The ministry adopts precise, objective, and regular programs for training employees and enhancing their skills.	380	3.5421	.05988	1.16719	Agree
Employees in the ministry complete their assigned tasks without delays.	380	3.7526	.05545	1.08083	Agree
Employees in the ministry are willing to take on higher responsibilities.	380	3.8868	.04049	.78933	Agree
Employees in the ministry perform clear and defined tasks and duties.	380	3.8579	.04960	.96690	Agree
The ministry emphasizes the importance of knowledge management as the foundation for performance development.	380	3.5974	.05213	1.01622	Agree
Excellence in service	380	3.7274	.04062	.79177	Agree
Valid N (listwise)	380				

## 3. Operational Excellence:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The ease of access to necessary information and data enhances the efficiency of work in the ministry.	380	3.2026	.03626	.70692	Neutral
The ministry adopts continuous development policies towards its operational and administrative processes.	380	3.5474	.04802	.93615	Agree
The senior management in the ministry is characterized by the application of modern technological techniques in their work.	380	3.7000	.04623	.90119	Agree
The ministry possesses equipment, facilities, and tools that support its activities and operations.	380	3.4868	.05303	1.03365	Agree
The senior management in the ministry responds to all proposals submitted by its	380	2.9342	.05344	1.04181	Neutral

employees.					
Employees in the ministry respond to orders and procedures imposed by senior management.	380	3.9842	.04929	.96085	Agree
Excellence in operations	380	3.4759	.03681	.71765	Agree
Valid N (listwise)	380				

Axis three: Individual Culture

1. Social Variables:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The employees in the ministry belong to similar social classes in terms of values and beliefs.	380	3.6289	.04155	.81003	Agree
Employees in the ministry are influenced by their family backgrounds in the decision-making process.	380	3.2658	.05591	1.08984	Neutral
Families have an influence on employees in the ministry as a reference for their behavior and interactions.	380	3.7316	.04674	.91112	Agree
Employees in the ministry are influenced by reference groups with diverse beliefs and ideas.	380	3.1921	.04808	.93732	Neutral
Social Variables	380	3.4546	.03327	.64853	Agree
Valid N (listwise)	380				

2. Personal Characteristics:

Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
Employees in the ministry have strong personalities that influence their colleagues and coworkers.	380	3.6500	.03948	.76956	Agree
Employees in the ministry possess personal abilities that help them communicate and interact with others effectively.	380	3.6053	.04431	.86380	Agree
The employees in the ministry are characterized by strong leadership qualities and the ability to take on responsibilities.	380	3.7421	.04368	.85139	Agree
The employees in the ministry possess skills and talents that help them effectively in analysis and decision-making.	380	3.5342	.04538	.88457	Agree
Personal Characteristics	380	3.6329	.03749	.73080	Agree
Valid N (listwise)	380				

3. Habits and Traditions:

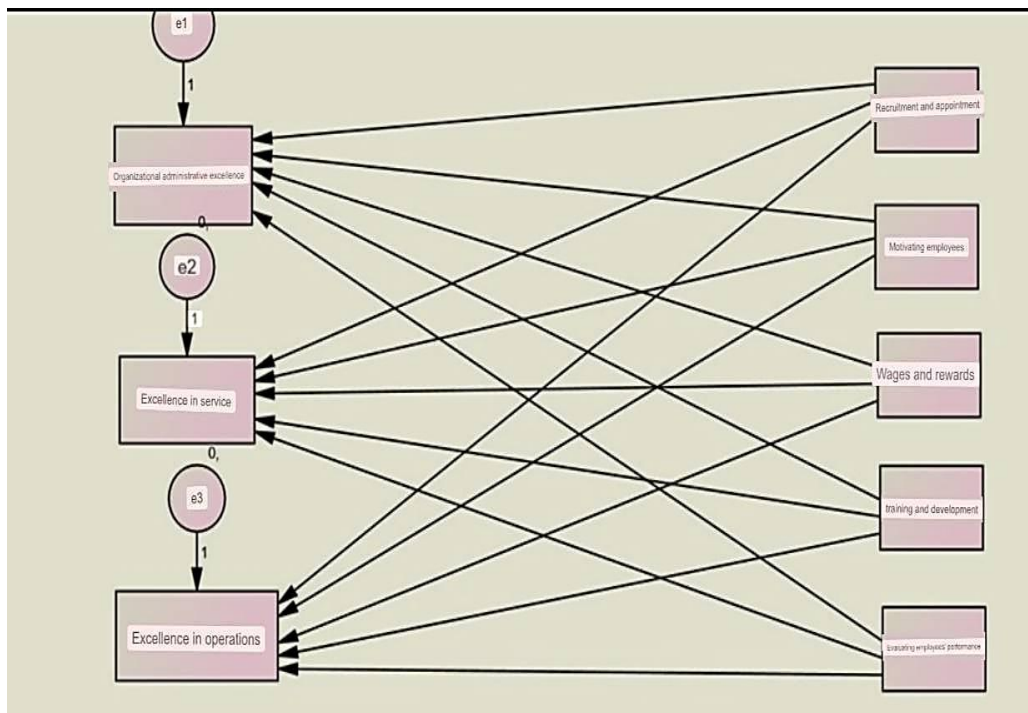
Descriptive Statistics					
	N	Mean		Std. Deviation	The result
	Statistic	Statistic	Std. Error	Statistic	
The employees at the ministry share similar habits among themselves.	380	3.3842	.04502	.87761	Neutral

Employees adhere strongly to their habits and are resistant to change or adaptation to different circumstances.	380	3.1263	.04743	.92451	Neutral
The inherited habits among the employees at the ministry serve as a primary reference for behavior and decision-making.	380	3.2737	.04740	.92394	Neutral
The employees at the ministry are open and flexible in accepting the customs of others.	380	3.2974	.04940	.96290	Neutral
<b>Habits and Traditions:</b>	<b>380</b>	<b>3.2704</b>	<b>.03225</b>	<b>.62865</b>	<b>Neutral</b>
Valid N (listwise)	380				

Fourth: Testing the Hypotheses:

1. H01: There is no statistically significant relationship at the significance level ( $\alpha \leq 0.05$ ) between human resource management and excellent performance among officers of the Iraqi Ministry of Interior.

Using structural equation modeling (SEM) equations from the (AMOS) program, we obtain the initial form of the study model.



We encode the variables of the model for ease of inclusion in the hypothesis results.

The variable	Recruitment and Hiring	Employee Motivation	Salaries and Bonuses	Training and Development	Performance Evaluation	Administrative Organizational Excellence
The coding	X1	X2	X3	X4	X5	Y1
The variable	Service Excellence	Operational	Individual Culture			

<b>le</b>		<b>Excellenc e</b>	
<b>The coding</b>	<b>Y2</b>	<b>Y3</b>	<b>Z</b>

Here are the results of these equations, which allow us to test the hypotheses:

Estimating Structural Equations

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>
<b>Y1</b>	<---	<b>X1</b>	.297	.025	12.089	***	par_1
<b>Y1</b>	<---	<b>X2</b>	-.017	.022	-.773	.440	par_2
<b>Y1</b>	<---	<b>X3</b>	.179	.022	8.198	***	par_3
<b>Y1</b>	<---	<b>X4</b>	.276	.024	11.531	***	par_4
<b>Y1</b>	<---	<b>X5</b>	.265	.020	13.130	***	par_5
<b>Y2</b>	<---	<b>X1</b>	.195	.023	8.630	***	par_6
<b>Y2</b>	<---	<b>X2</b>	.171	.020	8.552	***	par_7
<b>Y2</b>	<---	<b>X3</b>	.060	.020	2.961	.003	par_8
<b>Y2</b>	<---	<b>X4</b>	.202	.022	9.141	***	par_9
<b>Y2</b>	<---	<b>X5</b>	.195	.019	10.484	***	par_10
<b>Y3</b>	<---	<b>X1</b>	.157	.022	7.165	***	par_11
<b>Y3</b>	<---	<b>X2</b>	.045	.019	2.339	.019	par_12
<b>Y3</b>	<---	<b>X3</b>	.156	.020	7.979	***	par_13
<b>Y3</b>	<---	<b>X4</b>	.096	.021	4.489	***	par_14
<b>Y3</b>	<---	<b>X5</b>	.262	.018	14.559	***	par_15

We evaluate the model's performance:

<b>Model</b>	<b>RMSEA</b>	<b>LO 90</b>	<b>HI 90</b>	<b>PCLOSE</b>
<b>Default model</b>	<b>0.002</b>	<b>0.0012</b>	<b>0.0029</b>	<b>.432</b>

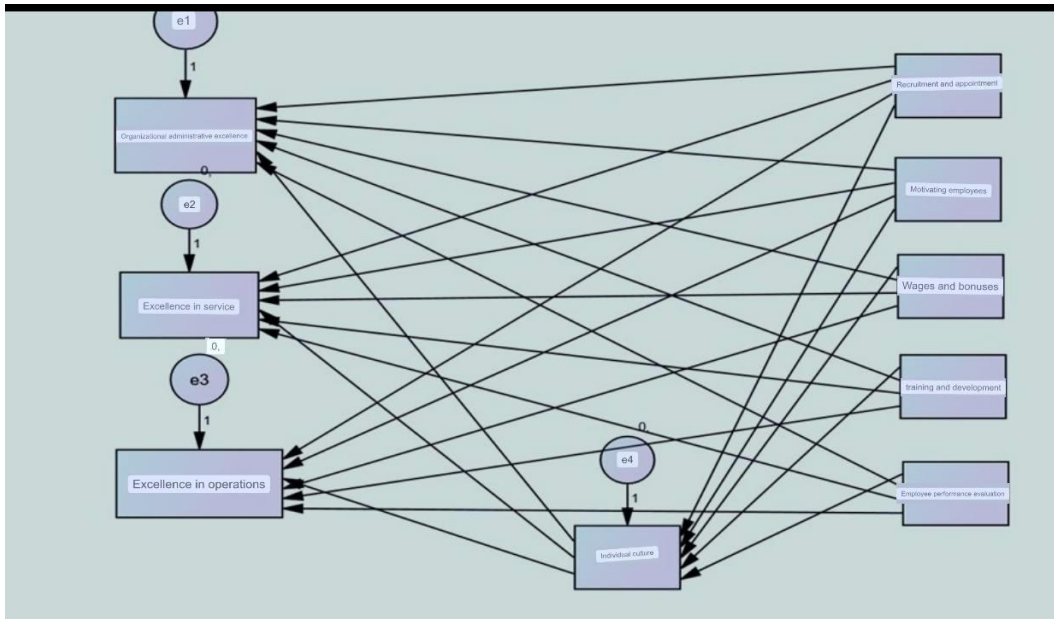
Based on the provided data, the RMSEA value for the default model is 0.002. The value of the High Confidence Interval (HI 90) is 0.0029, and the value of the Low Confidence Interval (LO 90) is 0.0012. An RMSEA value of 0.05 or less can be considered a good fit for the model.

As for the PCLOSE value, it is 0.432. The PCLOSE value indicates the probability of a lack of fit for the model. A PCLOSE value greater than 0.05 suggests a good fit between the model and the data. In this context, the default model can be considered good and fits well with the data used.

2. H02: There is no mediating role of individual culture in the relationship between human resource management and excellent performance at a significance level of ( $\alpha \leq 0.05$ ).

Using structural equation modeling in the AMOS program, we obtain the initial form of the study model with the mediator variable:





Estimating Structural Equations with Mediation

			Estimate	S.E.	C.R.	P	Label
Z	<---	X1	.127	.025	5.138	***	par_1
Z	<---	X2	.006	.022	.272	.786	par_2
Z	<---	X3	.171	.022	7.788	***	par_3
Z	<---	X4	.069	.024	2.867	.004	par_4
Z	<---	X5	-.031	.020	-1.549	.121	par_5
Y1	<---	Z	.144	.051	2.846	.004	par_6
Y2	<---	Z	.266	.045	5.921	***	par_7
Y3	<---	Z	.227	.044	5.158	***	par_8
Y1	<---	X1	.278	.025	11.087	***	par_9
Y1	<---	X2	-.018	.021	-.821	.412	par_10
Y1	<---	X3	.155	.023	6.636	***	par_11
Y1	<---	X4	.266	.024	11.114	***	par_12
Y1	<---	X5	.270	.020	13.454	***	par_13
Y2	<---	X1	.161	.022	7.211	***	par_14
Y2	<---	X2	.169	.019	8.855	***	par_15
Y2	<---	X3	.014	.021	.674	.500	par_16
Y2	<---	X4	.183	.021	8.590	***	par_17
Y2	<---	X5	.203	.018	11.393	***	par_18
Y3	<---	X1	.128	.022	5.851	***	par_19
Y3	<---	X2	.044	.019	2.348	.019	par_20
Y3	<---	X3	.117	.020	5.748	***	par_21
Y3	<---	X4	.080	.021	3.843	***	par_22
Y3	<---	X5	.269	.017	15.423	***	par_23

The statistical analysis indicates that there is a statistically significant mediating role of individual culture in the relationship between all variables except in the relationship between employee motivation and excellence in administrative performance, and in the relationship between wages and rewards and excellence in service. Therefore, based on

the direct and indirect effects, it is possible to estimate the mediating role in the study or reduce the strength of the relationship.

The direct effects between the independent and dependent variables.

	X5	X4	X3	X2	X1	Z
Z	-.071	.131	.357	.012	.235	.000
Y3	.553	.139	.221	.084	.216	.207
Y2	.405	.308	.026	.314	.264	.235
Y1	.446	.371	.236	-.027	.379	.105

The indirect effects between the independent and dependent variables.

	X5	X4	X3	X2	X1	Z
Z	.000	.000	.000	.000	.000	.000
Y3	-.015	.027	.074	.003	.049	.000
Y2	-.017	.031	.084	.003	.055	.000
Y1	-.007	.014	.038	.001	.025	.000

To verify the model's quality, we obtain the following results:

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.004	0.002	0.006	.611

According to the data presented, the predicted model has an RMSEA value of 0.004. The upper limit of the 90% confidence interval (HI 90) is 0.006, while the lower limit (LO 90) is 0.002. A root mean square error of approximation (RMSEA) score equal to or less than 0.05 is widely regarded as indicative of a favorable level of fit for a model. The PCLOSE value is reported to be 0.611. The PCLOSE value is an indicator of the probability of model fit. A PCLOSE value exceeding 0.05 indicates a satisfactory level of agreement between the model and the observed data. Within the given context, the estimating model might be deemed satisfactory and appropriately aligned with the utilized data.

### Conclusions:

1. The pivotal significance of human resource management is widely acknowledged in attaining exceptional performance and is imperative for the growth and augmentation of the competencies of personnel within the Iraqi Ministry of Interior. The implementation of suitable human resource management methods has the potential to develop the abilities of officers and improve their engagement with customers and the community.
2. The performance of officers in the Iraqi Ministry of Interior is significantly influenced by individual culture. When employees experience a sense of recognition and encouragement from their supervisors, along with a conducive work atmosphere, their level of commitment and loyalty is heightened, leading to exceptional individual performance.

3. The achievement of exceptional performance necessitates the delicate balance between honoring the autonomy and dignity of individuals while also striving towards the attainment of organizational objectives. In order to effectively achieve organizational objectives and exceed consumer expectations, it is imperative for human resource management to have policies and procedures that prioritize the recognition and improvement of individual capabilities.
4. The study reveals a need for improvement in some aspects of human resource management in the Iraqi Ministry of Interior, such as providing continuous training and developing necessary skills, as well as offering rewards and incentives for outstanding performance.
5. Based on the favorable outcomes obtained from the study, it can be inferred that the effective implementation of human resource management practices significantly contributes to the attainment of exceptional performance within the Iraqi Ministry of Interior. Efforts must be focused on enhancing and advancing existing methods in order to attain optimal outcomes.
6. The study has provided confirmation of the substantial mediating influence of individual culture on the association between wages and rewards, excellence in the domains of operations, training and development, and performance evaluation of employees, and excellence in the field of operations. This suggests that the influence of individual culture on the attainment of operational excellence is significant.
7. There exists a necessity to augment the individual culture within the framework of compensation and incentives, training and professional growth, and the assessment of employee performance in order to attain a state of excellence in organizational operations. This objective can be accomplished by establishing an equitable and transparent setting, fostering a climate of equity and impartiality, and fostering a commitment to ongoing education and growth.

### **Recommendations:**

1. The implementation of continual training programs for officers within the Iraqi Ministry of Interior is recommended. These programs should focus on skill development and capacity enhancement in key areas such as communication, leadership, and conflict management. It is imperative that these programs are designed in a manner that is congruent with the requirements of the officers and facilitate ongoing learning and growth.
2. To foster a culture of teamwork and collaboration among officers, it is imperative for the Human Resources Management of the Iraqi Ministry of Interior to actively promote such values. This objective can be accomplished by fostering a collaborative environment and facilitating interactive platforms for officers to engage in knowledge sharing and experiential exchanges.
3. One potential area for improvement within the Iraqi Ministry of Interior is the rewards and promotion system. It is recommended that the ministry take steps to develop this system, particularly for officers who demonstrate exceptional performance. The implementation of a system that places emphasis on individual efforts and contributions, while recognizing and rewarding officers who demonstrate exceptional performance in their tasks, is warranted.
4. To improve organizational communication, it is recommended that the HR management of the Iraqi Ministry of Interior takes measures to enhance effective communication channels between management personnel and officers. This objective can be accomplished by means of frequent meetings, workshops, and the provision of effective communication methods, such as email and mobile applications.

5. One of the key recommendations is to promote and foster innovation and creativity inside the Iraqi Ministry of Interior. This objective can be accomplished through the establishment of platforms that facilitate the exchange of ideas and by incentivizing officers to generate novel suggestions and implement innovative solutions aimed at improving the overall performance of the organization.

6. The Iraqi Ministry of Interior should undertake a comprehensive evaluation and enhancement of its existing human resource management policies and processes. The formulation of policies and procedures should be directed at attaining a harmonious equilibrium between acknowledging the particular requirements of employees and accomplishing the objectives of the business, all the while fostering a conducive and favorable work atmosphere.

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