



HUMAN RESOURCES MANAGEMENT AND ITS ROLE IN INSTITUTIONAL EXCELLENCE

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ABSTRACT

Institutional excellence has become one of the most important elements of the development of organizations since it plays an important role in the survival and development of the organization. The organization that does not seek excellence and development in its work is doomed to decline and disappear. Institutional excellence helps organizations adapt to multiple changes and meet the challenges of all kinds. The objective of the research was to find out the role of human resources management and its functions (recruitment, training, development, performance evaluation, compensation, occupational health, and safety) in achieving organizational excellence. There is a relationship between human resource management and institutional excellence. There is a relationship between selection, appointment, and institutional excellence. There is a relationship between training, development, and institutional excellence. An electronic questionnaire was distributed to a number of faculty members and staff at various branches of the university. The five-digit Likert was used. There is a strong correlation between resource management's interest in performance assessment and performance excellence. Institutional excellence and development of the human resources are all integrated so that there can be no institutional distinction without the attention of human resources management, and there can be no development of the human resource which is not reflected in the institutional excellence. The study recommended that administrative leaders should spread the culture of excellence among employees, which will directly contribute to the promotion of performance. They and focus attention on the training of administrative leaders in the university to apply the concepts of institutional excellence. They also should select workers according to the scientific standards, train staff to increase their efficiency, and provide comprehensive electronic programs.

Keywords: human resources management; Institutional excellence; performance excellence.

INTRODUCTION

Institutional excellence has become one of the most important elements of the development of organizations since it plays an important role in the survival and development of the organization. The organization that does not seek excellence and development in its work is doomed to decline and disappear. Institutional excellence helps organizations adapt to multiple changes and meet the challenges of all kinds.

The human resource in governmental and private organizations is one of the most important factors capable of creating innovation and development in these organizations. It is one of the most important elements that have the ability to activate the role of organizations and achieve their objectives by finding the creative institution and working towards achieving institutional excellence, achieving excellence for institutions, activating, encouraging, and evaluating the important administrative subjects for the study and analysis.

RESEARCH PROBLEM

Human resources management contributes significantly to the improvement of management systems in general when the administrative problems facing organizations are compounded. The strategic direction of human resources is to make long-term decisions on workers at all organizational levels. This reflects the general direction of the organization to achieve its (long-term) strategic objectives and excellence through its human resources that contribute to organize the work and activities of the organization.

Accordingly, the problem of the study can be more clearly demonstrated by raising the following main question: Does the human resources management and its functions (recruitment, training, development, performance appraisal, compensation, occupational health, and safety) have an impact on achieving the organizational excellence (leadership excellence, and excellence in service provided).

1. The importance of the subject discussed in the role of human resources management in institutional excellence. The result of the study is an addition to the library and research aspects.
2. Explain the extent to which human resources management contributes to the achievement of institutional excellence at Al Majmaah University.
3. The importance of the results of the study of the University of Majmaah on the role of human resources management in achieving institutional excellence, which gives a clear picture of the aspects that must be increased attention and give priority.

RESEARCH OBJECTIVES

The main objective of this study was to identify the potential impact of human resource management in achieving organizational excellence at Al Majmaah University by achieving the following objectives:

- Identifying the importance of human resources management at Al Majmaah University.
- Identifying the impact of human resources management (recruitment, training, development, performance evaluation, compensation, occupational health, and safety) in achieving institutional excellence (leadership excellence, and excellence in service provided) at the University of Majmaah.
- Statement of proposals to successfully activate the role of human resources management at the University of Majmaah.
- Demonstrating the extent to which human resource management contributes to the achievement of organizational excellence at Al Majmaah University.



STUDY MODEL



Research hypotheses

The first hypothesis: There is a significant relationship of statistical significance between human resource management and institutional excellence.

The second hypothesis: There is a significant relationship of statistical significance between selection, appointment, and institutional excellence.

The third hypothesis: There is a significant relationship of statistical significance between training, development, and institutional excellence.

The fourth hypothesis: There is a significant relationship of statistical significance between compensation and benefits and institutional excellence.

The fifth hypothesis: There is a significant relationship of statistical significance between the evaluation of performance and institutional excellence.

Previous studies

Ibrahim et al. (2018) conducted a descriptive-analytical study on all the employees of the Jordanian universities who were the users of information technology. The study sample represented the three main regions in Jordan (North, Central, and South). The study tool was a questionnaire. The study found that the information security systems are high in their dimensions in general, where the level of availability and confidentiality is high, the integration and the dimensions of the institutional excellence is in the medium level. The results showed a statistically significant impact of information security systems, and the availability of institutional excellence in Jordanian universities.

Good (2011) aimed at identifying the role of institutional innovation in the development of human resources in non-governmental organizations (NGOs). The problem of the study was: "Does institutional innovation have a role in the development of the human resources in the non-governmental organization (NGO). A descriptive-analytical method was used. A questionnaire was used as a data collection tool in addition to the secondary sources of books and periodicals. The questionnaires were distributed among a random sample of 11 non-governmental organizations in the city of Amman. NGO workers were well aware of the concept of institutional innovation and its importance to the non-governmental organization (NGO). The NGO's employees believed that the management's interaction with them in a positive and distinctive manner had a great impact on their development. The study recommended the need to conduct an in-depth study on the institutional innovation and its role in the development of the human resource, and the need to pay a great attention on the institutional innovation and development of the human resource in the field of education at the university level.

Sahar and Mohieddin (2012) aimed to choose the extent of application of eight HRM practices. The performance of employees improved the internal processes and capacities, creativity, and



innovation. The study concluded that all banks apply eight human resource management practices to a high degree. There was a statistically significant impact of all human resource management practices on employee learning and growth, except for functional analysis where performance management and evaluation do not have a statistically significant impact on improving internal processes, creativity, and innovation. Also, there was no statistically significant impact on compensation, benefits, and innovation. The researcher recommended the need to pay attention to train, develop, and keep pace with the latest developments, both administratively or in the field of information technology; and providing the requirements of empowerment, participation in decision-making, supporting innovations, and rewarding learning.

Another research was performed to identify the role of the educational system in the organization of excellence in girls' school in Riyadh. For this purpose, the study aimed to achieve the following sub-objectives: definition of the impact of the educational system on the level of institutional excellence at the tobacco offices in the city of Riyadh; the definition of the level of implementation and application of the tobacco offices in Riyadh city; providing a clear strategy to activate the role of the educational system in the organization of excellence at the offices of the Tibetan media in the city (Aseel 2016).

Kim (2010) conducted a study to assess the impact of four factors that contribute to employees' expectations about the competitive environment on institutional performance, namely, salaries, benefits, and opportunities. The study sample composed of 60 workers working in NASP-III. The study reached many results, the most prominent of which is a high contribution to the expectations of the employees about the competitive environment on the performance of their organization.

The study of Edralin (2010) aimed at determining the degree to which human resource management practices are catalyzing leadership, as well as articulating the more human resources management functions that guide the organization's leadership. 300 employees working in 11 large companies in the Philippines were assessed. The study found that the sample companies applied many human resource practices that are related to human resources management functions (training, development, and contributing equally to some extent). Previous studies have talked about the management of human resources and the achievement of leadership, creativity, or the competitive environment. This study related human resources management (polarization, recruitment, training, development, performance appraisal, compensation, occupational health, and safety) to its functions and institutional excellence, and assessed the role that these functions play in achieving excellence.

Stereotyping

-The first topic: Definition, significance, and importance of human resources management

The human resources management function has become one of the most important functions of the administrative organization in the public and private sectors and is no less important than other functions such as financial, planning, legal, and administrative departments. This century has evolved into a specialized profession carried out by specialists who have received university and postgraduate studies in the field of human resources management.

The building of nations depends to a great extent on the development of human resources and the organization of its activities scientifically organized to lead to the progress and development

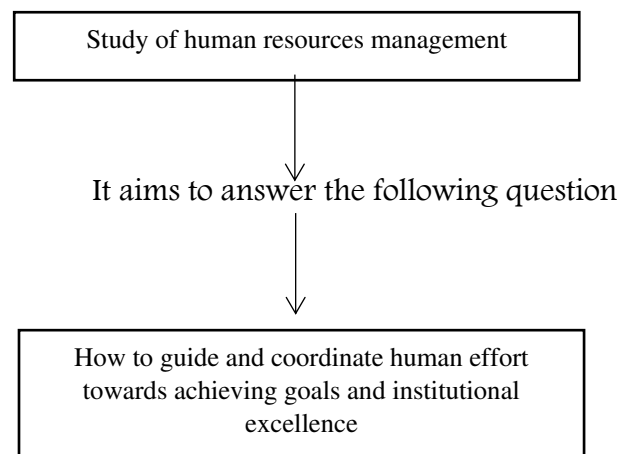


in today's world. Since many factors play an important role in every social and economic growth (capital, physical, and natural resources, as well as technological materials), none of these factors is more important than the element of human strength. They are the most important elements of production, but the element that drives and regulates and supervises them, and the amount of efficiency and ability of the human element in any organization depends on the efficiency of management and the exploitation of other resources in it.

The definitions by specialists and researchers are similar to those of the Department. A definition also has been provided by Glenn Stahl (1976).

Human resources management means full and comprehensive attention to all that matters to human resources in the administrative organization, which is one of the basic links between the organization in its social environment and the values, ethics, and philosophy of those professions, and also affects the environment equally. Another definition is: It is a continuous educational process for the employee and the servant alike, as well as the rights of the employee on one hand and his duties on the other, and is interested in determining the responsibility of the employee as well as the allocation of privileges.

Figure 1. The importance of human resources in the new administrative thought (Nigro et al. 1976).



The main thrust of the new management concept is to create competitiveness; effective human resources are the basis of this capacity as follows (Mohammed Al-Fateh Mahmoud Bashir Al-Maghrabi 2016):

1. The main result of the movement of variables in today's world is the emergence of openness, liberalization, and flexibility as key elements in the movement of business organizations, all of which ignite the strong competition between them.
2. The fate of the business organization in today's world and the profits and results that it achieves depends on the competitive capabilities that it achieves to satisfy customers and excel at competitors.
3. The competitive capabilities of the business organization with the design, planning, and preparation to convert the advantages and resources available to them to the benefits and values of higher values for customers and distinguish and differ from competitors.

In order to meet the human resources management challenges in the future, human resource management must be involved in the development of strategy and policies organized. There are

statistics indicating a large proportion of human resources managers became members of the Board of Directors (Mohammed Al-Fateh Mahmoud Bashir Al-Maghrabi 2016):

The second topic: The functions of human resources management

Once organizations identify their strategic directions and develop employment plans that meet these trends, they identify the jobs and skills needed to perform them, and then direct efforts towards those who have the required qualifications. Employees are not always expected to come spontaneously to use, But require FAO to make efforts to attract and recruit qualified staff to fill vacant positions. These efforts are used to inform the public of vacancies and receive responses from those who wish to work there (Al-Mubaidain and Al-Akbali 2011).

Polarization

Is the process of identifying potential candidates who are willing and qualified to fill actual or anticipated vacancies? In other words, polarization can be expressed as the link between those who want to fill jobs and those looking for employment. In other words, the most important goal to mitigate the polarization process is to balance the increase in the number of applicants (alternatives) to choose the best, and reduce the cost of selection to the minimum possible (Al-Mubaidain and Al-Akbali 2011).

The selections

The real selection problem is the ability to predict the form that reduces the risks of uncertainty. That is, a desired method of selection is more accurate to reach a prediction in the selection of individuals who subsequently prove the validity of their choice. There must be two basic conditions in the method of choice:

- Condition 1: Dependability
- Condition: health or accuracy

Performance evaluation

Although it is difficult to develop university definitions in the field of humanities, including business administration, it is possible to define performance appraisal as an administrative process that aims to measure individual differences between employees in terms of their competence and responsibilities.

Job evaluation is meant to determine the value of each job relative to the value of other jobs in the establishment, in order to determine the wage of the jobs on the basis of these values, where there is a direct relationship between the value of the job and its importance, and the wage paid to it, the greater the value of the job, than the other established functions (Ben Antar 2010).

Compensation

Through this main function, the Human Resources Department designs a number of systems on the basis of which compensation and rewards for the human resources operating in the organization are being developed on the basis of objective and fair rules. Rule is a structure of salaries and wages designed by the Department of Human Resources to include standards on the basis of payment of salaries and wages of human resources, based on the results of job evaluation.



Employee compensation is all forms of wages and benefits that an employee receives because of his or her job.

Training

Training is an important link in the human resources development plan to achieve developing the knowledge and information of the individual in the work and methods, and developing the overall behavioral structure of the individual. In many cases, the development of human resources by re-qualification acquire new skills, abilities, and knowledge, and then comes the promotion at the top of development work when the capabilities and desires of the individual to a level commensurate with a higher function (Desler 2010).

Safety and security of staff

For example, 218.6 workers in the United States have died recently due to work accidents. There were approximately 2.6 million or more non-fatal accidents and diseases resulting from accidents at work, an average of 8.4 accidents per 100 workers working full-time in the United States each year.

Management of the incentive program

Success in an organization is measured by the ability of the staff to achieve the required or their job (Gary Desler 2010). One of the primary tasks of any organization official is to ensure that the performance continues with efficiency and effectiveness. In order to achieve this, he must understand the motivations and patterns of behavior of the workers and the means of influencing them, and thus how to effectively motivate employees to achieve the goals and objectives of the organization.



-The first topic: Institutional Excellence

The European model defines excellence as "the outstanding practice of managing the organization and achieving results". Thus, the Organization can achieve the status of "excellence management" if it adheres to the ideas and patterns of management based on the foundations (Nizar Abdul Majeed Al-Barwari 2011). The stages of the comparative measurement process with the best performance include:

1. Selecting the functions to be measured and compared to the best performance.
2. Choosing the best performing organization.
3. Data collection and analysis and identifying the gap in performance, processes, and practices.
4. Setting performance goals for improvement and excellence in the best organization in the field.
5. Implementation of the plan to eliminate the gap in performance (Bakri 2002).

Performance evaluation in the government sector

The government administration has undergone a fundamental transformation in many countries of the world until it has become especially active in the developed countries with the philosophy of the program management style and activities which focus on the results that must be measured and evaluated and ensure their good performance compared to the expected and

targeted results. In contrast, most developing countries still adhere to the mode of management of physical, financial and human resources, which focuses on monitoring the flow of government labor inputs to the departments and divisions of organizational structures in government units rather than their flow on their programs and activities to help measure and evaluate the quality of services in terms of measures' and indicators' objective, as well as genuine and declared performance of the various internal and external parties (Grote 2002).

Characteristics of institutional excellence and its entrances

1. Difficult business acceptance is one of the most important sources of organizational excellence, where there are opportunities for growth and rapid learning of organizations, improvement of processes and starting work from scratch:
2. Provide efficient leadership, as leadership has a prominent role in stimulating excellence and encouragement.
3. Difficulties: Difficulties show the levels of capacity of organizations as the commission of errors and the organization's handling of crises, and contribute to the refinement of the organization's capabilities and excellence.
4. Distant experiences: Distinguished organizations have expertise outside the scope of work, specifically community service, which offers many opportunities to achieve excellence in performance.
5. Training Programs: The normative system prevailing in organizations for performance excellence activities is less important than directly learned training opportunities that enhance organizational excellence.
6. Accuracy: It is intended to enhance the accuracy of its prediction system by selecting the best methods for performing tasks and building an internal climate that emphasizes the importance of accuracy of prediction in influencing the organization's excellence (Grote 2002).

(Ibrahim, 2001) believed that the broad positive concept of excellence should be based on two basic inputs:

1. A pluralistic approach to values, and this seeks to demand many kinds of excellence that individuals can perceive.
2. Introduction of the philosophy of self-achievement of the organization to be a general appreciation, and this derives from the values that the organizations believe in.

Dimensions of Corporate Excellence and Awards

Institutional excellence has a range of dimensions including:

1. Leadership: The senior leadership has a direct impact on excellence by developing the capabilities of individuals and encouraging them to move towards creativity and excellence, through excellence of leadership skills effective working relationships, the ability of renewed thinking that moves away from tradition, as well as their interest in encouraging competition among individuals to come up with new ideas, and, if the senior leadership adopts the open door strategy, supports direct contacts between them and individuals to reach new ideas. (Borghini, 2005)
2. Human resources: Organizations face renewed and changing challenges, requiring senior management to adopt policies and strategies adapted to these challenges to achieve the



organization's goals in a successful manner. Given the rapid and renewed change in the working environment, the senior management must adopt a method To delegate, allow staff at various administrative levels, and make appropriate decisions without reference to senior management except in necessary cases and when making critical decisions. (Cristina et al., 2006)

3. Operations: All categories of customers are considered as consumers of goods and services. When a commodity is obtained that does not meet the needs of customer groups or increase their expectations, these dealers will take the competitors to deal with them. (Al-Naimi, Mohammed Abdel-Aal, Suweis, Ratib Jalil , 2008)
4. Knowledge: Defining the concept of knowledge acquires particular importance, and to illustrate this concept we proceed from confirming (Stronmgults and Samoff 2000).
5. Finance: The financial aspect is historically the focus of the organizations, with attention to melasma and its accumulation as giving a positive impression of success. Throughout the ages, accounting was a system of measurement and translation of the language of business, and its indicators and disclosure reports were clearly presented (King Abdullah II Award 2008).

The second discourse

Excellence Awards

When dealing with the subject of institutional excellence, it is necessary to refer to the prizes of quality and excellence. The quality awards were established in many countries of the world to improve the quality and honor the organizations that implement quality programs. It is one of the effective tools of motivation that leads to improvement of the business and upgrading the productivity, performance, customer satisfaction, and increased profitability. Quality awards are the driving force for quality and continuous improvement, which is the model and roadmap to the quality and excellence prospects of all organizations in different competitive fields. Quality awards are designed to ensure universal acceptance and recognition, and the criteria for them are:

1. leadership and clear orientation.
2. continuous improvement.
3. human resources management.
4. focus on customers.
5. information, measurement, and analysis.
6. long-term strategic planning.
7. participation, development, and motivation of employees.

Each criterion is given different weight depending on its importance. It differs from one award to another, and the weight is on the basis of points for each criterion so that the total points are 1000 or 100 points, or on the body of a percentage. Examples of quality models include:

- The European Foundation for Quality Management (EFQM)
- Defining the characteristics of the European model of Excellence
- The European Excellence model is one of the most outstanding models of excellence management and is based on a basic base of comprehensive quality thought and European



Union quality management events established in 1988 and interlinked with the European Quality Award administered by the Union itself.

Table 1: System Model standards (EFQM).

t	Standard	Weight
1	Leadership	10%
2	Strategic Planning	8%
3	Employment Management	9%
4	Recourses	9%
5	Operations	14%
6	Customer Satisfaction	20%
7	Employment Satisfactions	9%
8	Impact Community	6%
9	Business Results	15%
10	Total	100%



The philosophy of the European model is that excellence in performance is not achieved through customer service, delivering benefits to stakeholders, workers and others, and the community as a whole, but through leadership that formulates and directs policies, strategies, and human resources and invests relationships. It manages the various operations of the organization (Nizar Abdul Majeed 2011).

Singapore model

With regard to human development, the Singapore model confirms:

- to assess the employees, increase their abilities through training, continuous development, and encourage them to continue improving their knowledge and skills.
- assigning employees with difficult and important responsibilities, and providing the right tools, resources, and environment to do the work to the fullest.
- the demand of its employees to work well with others, and through different levels of people with diverse abilities (Nizar Abdul Majeed Al-Barwari 2011).

Comprehensive quality model in South Africa

The criteria underpinning the model on the human resources side is based on the building blocks of the individual's composition, skill development, and the development of the human capabilities of the organizations:

- To strengthen the capacity for dialogue and meaningful debate, to accept the views of others and to enable the individual to assume his responsibilities by enabling him to employ information and communication technology and to develop the ability to research, discover and innovate.

- To discover, nurture, and promote the individual's abilities through change, development, and mental and creative development that support excellence, understanding, thinking, and maximizing it (Bakri 2002).

King Abdulaziz Award for Quality

The award provides an integrated structure for the coordination and management of all quality and performance improvement activities and provides a means for organizations to evaluate their current position and compare it with other organizations, providing a range of benchmarks that enable organizations to measure their achievements and plan for progress in the future. It also assists in strategic planning to continually improve business by setting, prioritizing, organizing, achieving, and reviewing objectives. Awarding leads to the national appreciation of achievements and recognition of the achievement of a privileged rank among the best organizations (Nizar Abdul Majeed Al-Barwari 2011).

Field Study

The resolution

Section I: It includes questions related to basic information such as sex, age, academic qualification, and practical experience.

Section II: This section contains a set of questions related to the elements of the exploited variable (human resources management).

Section III: It contains a set of questions about the elements of a dependent variable (organizational excellence).

The measurement is done using a pentagram scale, where the numbers 1 to 5 respectively indicate I strongly agree, I agree, neutral, I disagree, and I strongly disagree.

The questionnaire was distributed electronically to the various colleges in the university and the number of replies was 83. One of the main themes of the study was the following ratios.

Human resource management jobs:

1- Selection and appointment

The University takes into consideration the recruitment of new employees specialized to achieve the advantage of creativity:

Term	Ratio
I strongly agree	15.7%
I agree	55.4%
Neutral	19.3%
I disagree	7.2%
I strongly disagree	2.4%

The selection of candidates is conducted in a transparent manner:



Term	Ratio
I strongly agree	21.7%
I agree	39.8%
Neutral	28.9%
I disagree	8.4%
I strongly disagree	1.2%

2- Training and development

Employees in each department are subject to a standardized training program each year:

Term	Ratio
I strongly agree	15.7%
I agree	39/8%
Neutral	21.7%
I disagree	14.5%
I strongly disagree	8.4%

Training programs increase the productivity of human resources:

Term	Ratio
I strongly agree	26.5%
I agree	55.4%
Neutral	12%
I disagree	4.8%
I strongly disagree	1.2%

3- Performance evaluation

The Department assesses the performance of its human resources according to their job description:

Term	Ratio
I strongly agree	26.5%
I agree	55.4%
Neutral	12%
I disagree	4.8%
I strongly disagree	1.2%

The performance appraisal system helps to raise the level of performance of employees:

Term	Ratio
I strongly agree	18.1%
I agree	60.2%
Neutral	14.5%
I disagree	6%
I strongly disagree	1.2%

4- Compensation and benefits

The Administration has a flexible compensation policy (based on experience or performance and productivity rates):

Term	Ratio
I strongly agree	10.8%
I agree	38.6%
Neutral	36,1%
I disagree	10.8%
I strongly disagree	3.6%



Management provides some incentives to maintain competencies and capabilities:

Term	Ratio
I strongly agree	9.6%
I agree	32.5%
Neutral	28.9%
I disagree	21.7%
I strongly disagree	7.2%

5-Institutional Excellence: The contribution of university staff

Employees feel the importance of their role in the university:

Term	Ratio
I strongly agree	20.5%
I agree	49.4%
Neutral	24.1%
I disagree	4.8%
I strongly disagree	1.2%

University employees feel equal opportunities:

Term	Ratio
I strongly agree	9.6%
I agree	34.9%
Neutral	22.9%
I disagree	27.7%
I strongly disagree	4.8%

6-The importance of excellence of university staff

The University has maintained outstanding human resources for many years:

Term	Ratio
I strongly agree	12%
I agree	51.8%
Neutral	25.3%
I disagree	8.4%
I strongly disagree	2.4%



The University has a group of staff with skills, experience and knowledge:

Term	Ratio
I strongly agree	31.3%
I agree	53%
Neutral	13.3%
I disagree	1.2%
I strongly disagree	1.2%

7. Organizational atmosphere and encouraging employees to excel

Employees have the ability to develop and handle work methods:

Term	Ratio
I strongly agree	16.9%
I agree	56,6%
Neutral	15.7%
I disagree	7.2%
I strongly disagree	3.6%

The general atmosphere of the university provides administrative innovation workers:

Term	Ratio
I strongly agree	14.5%
I agree	44.6%
Neutral	25.3%
I disagree	12%
I strongly disagree	3.6%



8-Leadership and Excellence

The University is introducing radical changes in its organizational structure:

Term	Ratio
I strongly agree	9.6%
I agree	44.6%
Neutral	36.1%
I disagree	6%
I strongly disagree	3.6%

The University has made drastic changes in the use of computer systems in its administrative processes:

Term	Ratio
I strongly agree	36.1%
I agree	49.4%
Neutral	10.8%
I disagree	1.2%
I strongly disagree	2,4%

RESULTS

1. The study revealed that there is an effort from human resources management to improve the performance of the organization. The management of the organization treated the employees in a positive way by encouraging them to excel.
2. There is a strong correlation between the interest of resource management to assess performance and performance excellence.
3. Encouraging creativity, excellence, diversity, and equal opportunities and providing the required support for workers in a timely manner.
4. There is a statistical significance between the use of technology and the distinction of job performance.
5. Institutional excellence and development of the human resource are all integrated, where there can be no institutional distinction without the attention of human resources management and there can be no development of the human resource and not reflected on institutional excellence.

10 - Recommendations

1. The administrative leaders should pay attention to spreading the culture of excellence among the employees, which will directly contribute to the promotion of performance.
2. Taking care of training the administrative leaders of the university to apply the concepts of institutional excellence and selection of workers according to scientific standards, attention to training employees, increasing their efficiency, and providing comprehensive electronic programs for different levels of administrative and faculty members
3. The need to pay attention to creativity and creators.
4. Keeping pace with the rapid changes and opening new horizons to the ways of accomplishing the work and linking the material and moral incentives to what the employee learns.
5. Giving the theme of institutional excellence and human resource development is of great importance in the field of education at the university level.

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