

The role of human resource management in achieving institutional excellence in assurance organizations

دور إدارة الموارد البشرية في تحقيق التميز المؤسسي في مؤسسات التأمين

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Abstract:

The study aims to examine the role of human resource management in achieving institutional excellence in the assurance organizations in state of Oum El Bouaghi. The descriptive analytical methods were used; the research community included all the administrative managers. A sample random of 34 employees was selected to represent the research community. The primary data were collected using a questionnaire. The questionnaire's validity and reliability ascertained. The findings shows that there is statistically significant impact of human resource management dimensions on institutional excellence. The study recommends giving more importance to compensation and rewards.

Keywords: Human Resource Management, Institutional excellence, Recruitment and Selection, Training.

JEL classifications codes : M12, L1

Résumé:

l'étude vise à identifier le rôle de la gestion des ressources humaines dans l'atteinte de l'excellence organisationnelle dans les organisations d'assurances de l'état d'Oum El Bouaghi. Les méthodes descriptives analytiques ont été utilisées. La communauté de la recherche comprenait tous les responsables administratifs, Un échantillon aléatoire a été sélectionné pour représenter la communauté de la recherche. Les données ont été recueillies à l'aide d'un questionnaire. Les résultats montrent qu'il existe un impact statistiquement significatif des dimensions de la gestion des ressources humaines sur l'excellence organisationnelle. L'étude recommande d'accorder plus d'importance à la rémunération et aux récompenses.

Mots clés : Gestion de Ressources Humains, Excellence institutionnel, Recrutement et Sélection, Entraînement

JEL classification : M12, L1

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1. Introduction.

In light of highly competitive and changing business environment. Imposed by globalization and tremendous technological development and successive innovations. Which put business organizations in front of challenges, where the survival and continuity of business organizations depends on the extent of their uniqueness and distinction from the rest of the competitors. In a manner that, achieve the interests of all stakeholders, and guarantees them, a competitive ability that, enable them to occupy a strong competitive position that help them to withstand the various competitive forces.

Thus, institutional excellence has become the endeavor of all business excellence of all types and patterns. Which, considered as a philosophy and a modern management approach based in excellence on all practices, operations and activities of the organization. Through, the effective integrated and simultaneous exploitation of all the resources of the organization, allowing the creation of a unique value that, allow making it possible to satisfy the needs of all parts. Within a framework of a culture of learning, creativity and continuous improvement.

Human resource are considered one of the most valuable and most important assets within the organization, being to the necessary and essential resource for the efficient exploitation of all other resources, and the necessary condition to ensure the smooth running of all its activities and operations. Given the importance of this resource to reach the highest levels of efficiency and effectiveness. Business organization pay great attention to this resource and constantly seek to develop effective administrative practices and methods. That guarantee them to attract, develop, keep the best talents and competences, to ensure the effectiveness in performance, in order to achieve institutional excellence, which, is an urgent necessity for business organization, in light of the great changes taken place in the business environment today.

Through the foregoing, we pose the following main problem: **What is the role of human resource management in achieving institutional excellence in assurance organizations in the state of Oum El Bouaghi?**

In order to answer the problem of the study, the following hypotheses were relied on:

Main Hypothesis: There is a statistically significant relationship between human resource management and institutional excellence in assurance organizations in the state of Oum El Bouaghi.

Branching out from the main hypothesis are the following sub-hypotheses:

Sub-H01: There is a statistically significant relationship between recruitment and selection and institutional excellence in assurance organizations in the state of Oum El Bouaghi.

Sub-H02: There is a statistically significant relationship between training and institutional excellence in assurance organizations in the state of Oum El Bouaghi.

Sub-H03: There is a statistically significant relationship between compensation and rewards and institutional excellence in assurance organizations in the state of Oum El Bouaghi.

Sub-H04: There is a statistically significant relationship between career development and institutional excellence in the assurance organizational in the state of Oum El Bouaghi.

1.1.Objectives of the Study: The study aims to

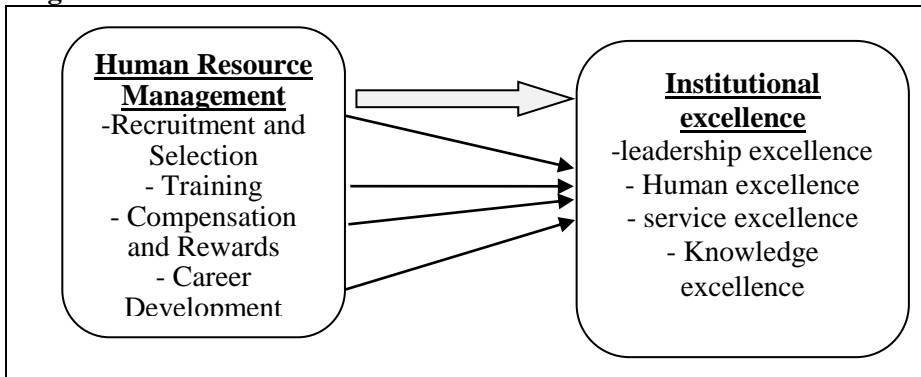
- Understand the theoretical aspects of human resource management and institutional excellence.
- Identifying the level of importance of human resource management and institutional excellence in the organizations under study.
- Identifying the contribution of human resource management (recruitment and selection, training, compensation and rewards, career development) in achieving institutional excellence.

1.2.Study methodology:

The study use the descriptive analytical approach-using questionnaire to collect data, the community of the study included all the administrative managers of the assurance organizations in the stat of Oum El Bouaghi. In this study, 42 questionnaires were distributed. The total valid returned questionnaires were 34, **which the number of** the study sample. The data were analyzed by (SPSS) version 25. The validity and reliability of the questionnaire were confirmed by Cronbach's Alpha coefficient. The results indicates that Cronbach's Alpha for all variable was equal to 0.959. the normality of the distribution was also confirmed by Kolmogorov-

Smirnov test. The results indicate that the test was equal to 0.148, which is significant at the level of significance 0.05.

Fig 1. Research model



1.3. Previous studies:

-(Aburummana, Salleha, Omara, & Abadib, 2020), **the impact of human resource management and career satisfaction on employee's turnover intention.** The study aims to examine the impact of human resource practices (compensations, performance appraisal, promotion, training and development) on employee's turnover intention and the mediating role of career satisfaction and the mediating role of career satisfaction, the study adopted the quantitative research method based on survey questionnaire. The questionnaire gathered from 394 employees located in 25 banks in Jordan. The study used the PLS-SEM to get results and teste the hypotheses. The study found that human HRM practices negatively impact employees turnover, and career satisfaction partially mediated the relationship between HRM practices and employees turnover intention.

- (Al-Abbadi, 2018), **impact of human resource management practices on organizational commitment of the employees of commercial banks in Jordan.** The study aims to examinethe impact of human resource management practices on organizational commitment of the employees of commercial banks in Jordan. The study was based on questionnaire as a data collection tool, sample of 425 employees were selected to represent the study population. The study used SPSS to achieve itsobjectives and teste hypotheses. The study results showed that human resource management practices

(staffing, training and development, compensation, and performance appraisal) had a significant and positive effect on the employees' commitment of commercial banks in Jordan.

- (Mohamed, et al., 2018). **Effect of institutional excellence and employee performance on organizational productivity within healthcare sector in the UAE.** The study aimed to assess the impact of institutional excellence and employee performance on organizational productivity within healthcare sector in the UAE. The data was collected from 256 employees of the health authority Abu Dhabi and analyzed using Structural Equation modeling (SEM). Via Smart PLS 3.0. The study found that institutional excellence have a positive impact on organizational productivity.

- (Arbab & Mahdi, 2018). **Human resource management practices and institutional excellence in public organizations.** The study aimed to study the impact of human resource management practices on institutional excellence in Sudanese public organizations. The descriptive and analytical methods were used. The statistical population included all employees in Sudanese public organizations. A random sample of 245 employees was selected to represent the research community. The primary data were collected using the questionnaire and analyzed using SPSS. The results showed that there is statistically significant effect of the dimensions of human resource management practices on the dimensions of institutional excellence in Sudanese public organizations.

2. Human resource management

Human resource are the key function of any organization that is responsible for the people dimension of the organization also responsible for getting competent people, training them, getting them to perform at best effort, and providing mechanisms to ensure that these employees maintain their productive affiliation with the organization (Arbab & Mahdi, 2018, pp. 10-11).

2.1. Human resource management definition

As result of the vital role-plays within the organization, human resource management gained a great importance among the main functions of the organization. And there is no doubt that the developments taking place in this concept and the differences in viewpoints among researchers made defining a unified definition of human resource management very complex and difficult matter.

However, it generally describes ways of managing people, which all firms must do regardless of size or type (Atkinson, Lupton, Kynighou, & Val , 2021, p. 451).

Table 1 represents some definitions of human resource management

Table 1. Human resource management definition

| Author | Definition |
|-------------------|--|
| Mahapatro 2010 | Is a process of bringing people and organizations together so the goals of each other are met. It is a part of the management process, which is concerned with the management of human resource in organization. It tries to secure the best from people by winning their wholehearted cooperation (Mahapatro, 2010, p. 03). |
| Fong 2011 | The productive use of people in achieving the organization's strategic business objectives (Fong, Ooi, Rahman, & Chong, 2011, p. 705). |
| Newman 2014 | The strategic integration of human resource practices into management and development of employees (Newman & Sheikh , 2014, p. 414). |
| Yeganegi 2018 | Is the process of working with people in a way that these people and their organizations achieve their full potential, even when change, acquiring new skills, accepting new responsibilities and a new form of relations are acquired (Yeganegi & Tajdani, 2018, p. 25). |
| Chong 2020 | Is a strategic approach to managing employment relations which emphasizes the leveraging people's capabilities is critical to achieving competitive advantage (Chong, Ngolob, & . Palaoag, 2020, p. 121). |

Source:Prepared by the Authors

Through the previous definitions. human resource management can be defined as a set of administrative decisions and procedures that aim to provide the organization's needs of human resource in the right quantity and type at the right time, and influence the type of relationship that binds the organization with its employees, to reach the optimum utilization of resource and achieve various organizational goals.

2.2. The Importance of Human Resource Management

Among all the assets of an organization, human resource is the most significant and precious asset, which is essential for healthy operation of all other resources of the organization (Fenech, Baguant, & Ivanov, 2019, p. 2).The importance of human resource management for the organization can be summarized in the following points:

- Human resource management is a strategic asset to firms contributing to the competitive advantage of the company(Fenech, Baguant, & Ivanov, 2019, p. 2)
- Human resource management has the capacity of influencing the organizational behavior of the employees, and by the mean of which, it ensure the achievement of the corporate objectives.
- Human resource management positively influences firm performance, which lead to organizational commitment (Mehwish, Abeera, Tania, & Aideed, 2019, p. 01).
- Investing in human resource management could yield long-term financial benefits for organization, as employees would prefer to stay in the company rather than move to other companies or competitors if they are motivated (Chong, Ngolob, & . Palaoag, 2020, p. 121).

2.3. Human resource management practices

Human resource management practices have been defined as “a set of distinct but interrelated activities, functions and processes that are directed at attracting, developing and maintaining (or disposing) a firm’s human resources”(Aburummana, Salleha, Omara, & Abadib, 2020, p. 643). Human resource practices are the primary means by which firms can influence and shape the skills, attitudes, and behaviors of individuals to achieve the organizational goals(Al-Abbad, 2018, p. 12)through hiring, socializing and developing a firm’s pool of human. (Fong, Ooi, Rahman, & Chong, 2011, p. 706). Human resource management practices in many organizations are mostly involved in operations, systems and issue setting compensation, development of individuals and recruiting.

(Aburummana, Salleha, Omara, & Abadib, 2020, p. 643)

Table.2 represents the most important practices of human resource management

Table 2. Human resource management practices

| Practice | Definition |
|---------------------------|--|
| Recruitment and selection | Recruitment is the process of discovering or selecting and hiring the best-qualified candidate. (Pshdar, et al., 2021, p. 01) Selection is a process of evaluating and interviewing for a particular job and selecting the right position. Selection is a process of hiring suitable people for a job who can successfully perform the job. (Pshdar, et al., 2021, p. 02) |
| Training | It is intended to provide individuals with specialized professional knowledge related to their work and methods of best performance to improve their skills and abilities.(Arbab & Mahdi, 2018, p. 14) |
| Compensation and rewards | Is a performance-based variable paying system integrates individual and teamwork performance, thus allowing for obtaining many benefit (Gope, Elia, & Passiante, 2018, p. 662) |
| Career development | Career development is an employment activity that helps employees plan their future career in the company so that the company and the employees concerned can develop themselves optimally. (Niati, Siregar, & Prayoga, 2021, p. 2386) |

Source: prepared by the researchers

3. Institutional excellence

Excellence concept is a holistic and comprehensive, in the sense that it cannot portray excellence of an organization in a particular area, while the performance breaks down in the other areas, equilibrium and tangles marked by two characteristics of excellence in the various sectors of the organization, which includes the two dimensions of the modern management axes: real management objective is the pursuit of excellence, and the other that everything that comes from the management of the business: the decisions, adopted systems and events are characterized by excellence, they are two sides for the same coin, cannot be achieved one without the other. (Al Hilal, Mazen J, Youssef M, & Samy S, 2017, p. 22)

3.1. Institutional excellence definition

Institutional excellence refers to the highest degree of performance; achieving excellence is largely dependent on the commitment of all the people within the organization, as well as the application of particular management tools, techniques and practices. (Amalnick & Zadeh, 2017, p. 58)

Table.3 represents some definitions of institutional excellence

Table 3. Institutional excellence definition

| Researcher | Definition |
|----------------|--|
| Moullin 2007 | Institutional excellence is outstanding practice of managers in managing organizations and delivering value for customers and other stakeholders. (Moullin, 2007, p. 182) |
| Husain 2010 | Is a set of organizational properties that organization must observe to have successful business (Hussain, Khalid, & Waheed, 2010, p. 40) |
| Anonymous 2016 | Is an ongoing effort to establish an internal framework of standards and processes intended to engage and motivate employees to deliver products and services that fulfill customer requirement within business expectations (Mohamed, et al., 2018, p. 6200). |
| Lasrado 2020 | Is implies an ability of an organization to excel or achieve superior performance by focusing on key pillars that are key component of business excellence. (Lasrado & kassem, 2020, p. 174) |

Source: prepared by the authors

Through the previous definitions. Institutional excellence can be defined as the integration of a set of excellent decisions, practices and resources, in order to achieve superior levels of performance that satisfy all stakeholders.

3.2. Importance of Institutional excellence

The institutional excellence as a concept has been within the center of management theory and practices (AlHalaseh & Al-Rawadyeh, 2020, p. 17). Institutional excellence a comprehensive and integrated concept. It is a reflection of the thought and development of management. The concept of excellence was created to express the need to a comprehensive approach. That, combine the elements of building organizations on a superior basis that achieves their abilities in facing the changes and external conditions surrounding them, achieves full coherence and consistency among its own components, and invest their competencies excel in market and bring benefits to stakeholders, employees and customers(Jumaah, 2019, p. 2901)

Institutional excellence is an essential component of the business concept that drive to developed outcomes. Institutional excellence is related to the integrated approach to managing the company's performance, which lead to the provision of progressive value to continuously, hence, participating in firm sustainability, growing firm effectiveness and capacities and organizational and personal learning.(Alhih, Tambi, & Yusof, 2020, p. 624)

3.3. Dimensions of Institutional excellence

Institutional excellence is a set of dimensions; the most important dimensions of institutional excellence are represented in the following figure as follow.

Fig 2. Dimensions of institutional excellence



Source: prepared by the authors

a- Leadership Excellence : The ability of the leader to exploit organizational opportunities to enforce continuous development, to accept business challenges and to formulate competitive business strategies in a way that can enhance the overall organizational capabilities to face a turbulent and rapidly changing business environment.(Al-Adaileh, 2017, p. 89)
excellence in command is the most important pillar that are on modern management, where contemporary management requires superior capabilities of the commander; to be able to keep up

with the developments and changes imposed by the knowledge age.

- b- **Service Excellence:** Excellence in service is the development of it with unique recipes. The organizations gives an opportunity to put exceptional prices, for example if the supplier increased prices of inputs, the organization may be able to transfer it to its customers who they cannot easily get alternative products because of its unique quality. (Al shonaki & Abu naser, 2016, p. 70)
- c- **Human Excellence:** Human resources powered by experience, knowledge and professionalism. Are considered as a competitive advantage that the organizations maintains and tries to develop continuously to maintain its competitive position, especially this type of organizational assets cannot be imitated easily by other competitors. The rapid changes in the business environment dictate the organization to prepare itself to respond to new challenges or opportunities, and therefore its must empower its workers through continuous training and development to the level that it can rely on their skills and capabilities to adopt to new changes in the business environment.(Al-Eida, 2020, p. 166)
- d- **Knowledge Excellence:** knowledge is a mix of experiences, values, information and insight that provide a framework for assessing and integrating experiences and new information as its source and application are in minds of those who know and at many times it become an integral part not only in documents but also in processes, practices and standards of regulatory measures.(Abdel Gani, 2018, p. 25).

3.4. Human Resource Management and Institutional excellence

Institutional excellence is considered as a management approach based on carrying out all the operations and activities of the organization with a high degree of efficiency to reach high quality outputs. therefore, achieving institutional excellence is closely related to the human resource, which is considered the basic element of all the organization's operations and activities, and the base that determine of the organization's successes. For this, it is necessary to link the role of human resource directly with the organization's strategy toward excellence. The deep and the strong human resource management will determine the extent to wish these resources will take over the different activities successfully. Human resource management will determine the organization's needs, and at the

same time will relate the human resource strategy to the overall organization's strategy

Strategic human resource management should be part of other strategies of the organization and work parallel to them. The role of strategic human resource management is to determine the role of human resource in accomplishment of other strategies (Al-Jedaiah & Albdareen, 2020, p. 50)

4. Finding

4.1. The Relative Importance of the Study Variables Dimensions

To achieve the first objective of the study, which is to identify the relative importance of the study variables, the arithmetical average, the standard deviation and the relative importance of respondent's responses were calculated for all the dimensions of human resource management and institutional excellence as shown the following two tables

Table 4. Dimensions of human resource management

| Dimensions of human resource management | Arithmetical Average | Standard Deviation | Relative importance | ranking | level |
|---|----------------------|--------------------|---------------------|---------|-------|
| Recruitment and Selection | 3.6756 | 0.93559 | 72.912% | 2 | High |
| Training | 3.6824 | 0.80621 | 73.648% | 1 | High |
| Compensation and Rewards | 3.2500 | 1.13429 | 65.000% | 4 | High |
| Career Development | 3.4338 | 0.88828 | 68.676% | 3 | High |

Source: Prepared by authors based on SPSS.25

Table 4 shows the arithmetical average, standard deviation and relative importance of the dimensions of human resource management. The arithmetical average ranging between 3.25 and 3.8624, while the standard deviation ranging between 0.67237 and 0.74959, the relative importance ranging between 67.176% and 74.118%, and the level is high for all dimensions, but to varying degrees, where they were in the following order: training, recruitment and selection, career development, compensation and rewards.

Table 5. Dimensions of institutional excellence

| Dimensions of organizational Excellence | Arithmetical Average | Standard Deviation | Relative importance | ranking | Level |
|---|----------------------|--------------------|---------------------|---------|-------|
| Leadership excellence | 3.4657 | 0.71277 | 69.314% | 3 | High |
| Service excellence | 3.6059 | 0.67237 | 72.118% | 2 | High |
| Human excellence | 3.3588 | 0.74959 | 67.176% | 4 | High |
| Knowledge excellence | 3.7059 | 0.7403 | 74.118% | 1 | High |

Source: Prepared by authors based on SPSS.25

Table 5 shows the arithmetical average, standard deviation and relative importance of the dimensions of institutional excellence. The arithmetical average ranging between 3.3588 and 3.7059, while the standard deviation ranging between 0.67237 and 0.74959, the relative importance ranging between 67.176% and 74.118%, and the level is high for all dimensions, but to varying degrees, where they were in following order: knowledge excellence, service excellence, leadership excellence, human excellence.

4.2. Correlation Between the Dimensions of Human Resource Management and Institutional excellence

To achieve the third objective of the study, person coefficient was calculated between the dimensions of human resource management and institutional excellence as shown the following table.

Table 6. Correlation between institutional excellence and dimensions of human resource management

| | Dimensions of Human Resource Management | | | | |
|--------------------------|---|----------|---------------------------|--------------------|---------|
| | Recruitment and Selection | Training | Compensations and rewards | Career development | Total |
| Institutional excellence | 0.581** | 0.646** | 0.603** | 0.784** | 0.724** |

Source: prepared by authors based on SPSS.25

Table 6 shows the correlation between institutional excellence and the dimensions of human resource management. The correlation between the total degree of institutional excellence and the dimensions of human resource management (recruitment and

selection, training, compensations and rewards, career development) is in order 0.581, 0.646, 0.603, 0.748, which are statistically significant at the level of significance 0.01. And the correlation between the total degree of human resource management and the total degree of institutional excellence is 0.724, which is significant at the level of significance 0.01.

4.3.Hypothesis Testing

The simple linear regression was used for testing the research hypothesis; the simple linear regression shows the impact of human resource management, recruitment and selection, training, compensations and reward, career development on institutional excellence, as shown the following table.

Table 8.Hypothesiestesting

| Main Hypothesis | | | | | | | |
|------------------------|---------------|----------------|--------------|-------|-------|--------------|--------------|
| Variance source | Total Squares | Freedom Degree | Ave. Squares | R | R2 | Test value F | Sig F |
| Regression | 6.487 | 1 | 6.487 | 0.724 | 0.524 | 35.244 | .000 |
| Residual | 5.890 | 32 | 0.184 | | | | |
| total | 12.337 | 33 | | | | | |
| Sub-H01 | | | | | | | |
| Variance source | Total Squares | Freedom Degree | Ave. Squares | R | R2 | Test value F | Sig F |
| Regression | 4.175 | 1 | 4.175 | 0.581 | 0.337 | 16.289 | .000 |
| Residual | 8.202 | 32 | 0.256 | | | | |
| total | 12.337 | 33 | | | | | |
| Sub-H02 | | | | | | | |
| Variance source | Total Squares | Freedom Degree | Ave. Squares | R | R2 | Test value F | Sig F |
| Regression | 5.163 | 1 | 5.163 | 0.646 | 0.417 | 22,900 | .000 |
| Residual | 7.214 | 32 | 0.225 | | | | |
| total | 12.337 | 33 | | | | | |
| Sub-H03 | | | | | | | |
| Variance source | Total Squares | Freedom Degree | Ave. Squares | R | R2 | Test value F | Sig F |
| Regression | 4.494 | 1 | 4.494 | 0.603 | 0,363 | 18,243 | 0.000 |
| Residual | 7,883 | 32 | 0.296 | | | | |
| total | 12.337 | 33 | | | | | |
| Sub-H04 | | | | | | | |
| Variance source | Total Squares | Freedom Degree | Ave. Squares | R | R2 | Test value F | Sig F |

| | | | | | | | |
|------------|--------|----|-------|-------|-------|--------|--------------|
| Regression | 6,929 | 1 | 6,929 | 0.748 | 0.560 | 40.703 | 0.000 |
| Residual | 5.448 | 32 | 0,170 | | | | |
| total | 12.337 | 33 | | | | | |

Source: prepared by authors based on SPSS.25

Main Hypothesis: the table shows a high value of calculated F equal to 35.244, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.524$, the variation in **human resource management** explain 52.4% of the variation in **institutional excellence**, and therefore the main hypothesis is accepted.

Sub-H01: the table shows a high value of calculated F equal to 16.289, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.337$, the variation in **recruitment and selection** explain 33.7% of the variation in **institutional excellence**, and therefore the hypothesis 01 is accepted.

Sub-H02: the table shows a high value of calculated F equal to 22.900, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.417$, the variation in **training** explain 41.7% of the variation in **institutional excellence**, and therefore the hypothesis 01 is accepted.

Sub-03: the table shows a high value of calculated F equal to 18.243, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.363$, the variation in **compensations and rewards** explain 36.3% of the variation in **institutional excellence**, and therefore the hypothesis 03 is accepted.

Sub-04: the table shows a high value of calculated F equal to 40.703, which is significant at the level of significance 0.01, and confirmed by the value of coefficient of determination $R^2 = 0.560$, the variation in **career development** explain 56% of the variation in **institutional excellence**, and therefore the hypothesis 04 is accepted.

5. Conclusion

The purpose of the study is to examine the role of human resource management in achieving institutional excellence in assurance organizations in the state of oum el bouaghi. The finding related to employees perceptions toward human resource management dimensions indicated that, all the dimension of human resource management including recruitment and selection, training,

compensation and rewards, career development got high level of respondents' responses. The finding related to employees' perceptions toward institutional excellence dimensions indicated that, all dimensions of institutional excellence also got high level of respondents' responses. The finding showed also that there is a positive and strong statically significant correlation between the total degree of human resource management and institutional excellence, and a positive strong statistically significant correlation between training, compensation & rewards, career development and institutional excellence, and a positive moderate statistically significant correlation between recruitment & selection and institutional excellence. Further regarding the impact of the dimensions of human resource management on institutional excellence, the simple linear regression showed that there is a moderate statistically significant impact of the total degree of human resource management, training, career development on institutional excellence, and a weak statically significant impact of recruitment and selection, compensation and rewards on institutional excellence. Therefore, all the hypotheses of the study were accepted.

Based on the foregoing we conclude that human resource management plays an important role in achieving institutional excellence. Accordingly, the study recommends the necessity of reconciliation between the various human resource management practices to achieve a high degree of institutional excellence, and giving more importance to compensation and rewards, by linking the types of compensation and rewards to the actual performance, and updating the annual compensation and rewards plan in line with the competitive environment. The study also recommends that all employees should have equal opportunities for promotion in positions and ranks.

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