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The Impact of Solid Human Resources Management on Enhancing Performance of Employees Under Total Quality Management: A Survey Study of a Sample of Maysan Education Employees

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Abstract

The study aims to know the philosophy and nature of the work of the solid human resources department in the Directorate of Education Maysan, and the extent of its impact as an independent variable on enhancing the performance of workers as a dependent variable under total quality management as an intermediate variable. Where the problem of the study lies in the lack of awareness of the Directorate of Education Maysan philosophy of solid human resources management and its role in enhancing the performance of workers under total quality management, especially in light of the emergency changes and pressures facing the institution in its work environment. The study population was represented by (1200) employees and included (294) employees, In order to reach the results of the study, the descriptive analytical approach was used and data collection was collected through the questionnaire and personal interviews, and the questionnaire collected using statistical programs was analyzed (Excel.V.2013, SPSS V.25, Amos V.25), and the study reached a set of conclusions, the most important of which is that the level of performance of employees increases whenever the administration tends to pay attention to solid human resources practices at the level of the Directorate of Education of Maysan, the study sample, and this leads to improving the level of quality of services provided to beneficiaries, One of the most prominent recommendations of this study is the need to invest in correlation and influence relationships between the variables of the study at the level of the directorate.

Keywords: solid human resource management, total quality management, employee performance.

Introduction

Based on the importance of solid human resources management and its impact on the performance of employees under total quality management, and in connection with previous cognitive contributions for intellectual enrichment of these topics, this study came to confirm the need to keep pace with these developments in order to obtain high results in the level of performance and provide good services in light of the economic, social and technological challenges that keep pace with the development taking place in all fields. We find that institutions today are required to adapt to their environment according to the quality of resources and available components. (Sukpasjaroen et al., 2022)

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Therefore, the use of solid human resources management in a strategic manner is required in order to overcome all the challenges and difficulties facing the institution in the current and future situation, through the development of training and development programs for employees to improve their performance in order to obtain a better quality of work that reduces boredom and routine suffered by employees, and this makes the institution achieve a competitive advantage compared to other institutions (Balgan et al., 2022). Therefore, the work of solid human resources management requires the use of many different practices that have an important role in helping the organization to improve and maintain the performance it wants, as this will affect the commitment and motivation of employees, such as good planning for human resources, recruitment, training and development, performance evaluation and compensation (Yehia et al., 2022). Today, organizations find that focusing on the application of total quality management TQM is the effective solution and the starting point in the space of progress and development in the environment, whether at the local or global level, as a comprehensive philosophy and methodology for institutions that are constantly improving their work in order to meet the needs of customers, a management designed to achieve long-term success by encouraging employee responses and meeting their needs (Wang, 2022).

The study methodology

First: the study problem

Total quality management is one of the modern administrative concepts that have become the focus of attention of many researchers, because of its important role in providing solid human resources management with information on the performance of employees, and the problem of the study appears in the lack of awareness of the Directorate of Education Maysan philosophy of solid human resources management and its role in enhancing the performance of workers under total quality management, especially in light of the changes and pressures facing the institution in its work environment and in order for the institution to keep pace with the changes and overcome those Circumstances (Makhitha & Mbedzi, 2022) The management of solid human resources must shed light on the selection of the human resource that is identical to the requirements and requirements of the work it carries out and work to identify practical ways that enhance the performance of workers in achieving goals, unlike traditional methods that lead to waste of energy, time and resources, and in order to maintain the workforce, organization and requirements required by the institution, it is necessary to follow the best approach to solid human resources management that enhances the performance of employees and the quality of work Done (Norman & Yaacob, 2023).

The study focuses on the extent of the contribution of total quality management and its effective role in strengthening the bond of interdependence and influence between solid human resources management and enhancing the performance of workers in the Directorate of Education of Maysan through the application of the dimensions of solid human resources management such as good planning for human resources and recruitment and the establishment of training courses for the departments and divisions of the directorate to enable them to practice their work properly and evaluate their actual performance continuously according to the planned performance and in accordance with the standards followed in total quality management that the institution

seeks and that achieves It has a competitive advantage compared to other institutions, and from this point of view, institutions began to realize the importance of adopting the concept of total quality management in order to develop solid human resources management and improve the performance of its employees, and that the philosophy of human resources management works as a supportive umbrella for this improvement (Clapp et al., 2022).

In light of the problem identified above, the current study seeks to answer these questions as follows:

1. What is the nature of the relationship between solid human resource management and total quality management?
2. What is the nature of the relationship between total quality management and employee performance? (Liu, 2023).
3. What is the extent of total quality management as an intermediate variable to enhance the relationship between solid human resources management and employee performance?

Second: the importance of study

The importance of the current study emerges from the importance of the research sector, which is the Directorate of Education of Maysan, as well as the importance of the current study in its theoretical and practical aspects, which we summarize as follows (Ali et al., 2023):

1. **The theoretical importance of study:** The importance of the study stems from the importance of the subject of solid human resource management and the extent of its great link to the ability of institutions to develop and compete and being of a modern orientation in the literature of human resource management.
2. **The practical importance of study:** The practical importance of the study is in the field of management as the first of its kind at the level of education in Iraq, especially in the Directorate of Education of Maysan. As far as the researcher knows, there is no previous Arab or foreign study that combines its three variables in one hypothetical model.

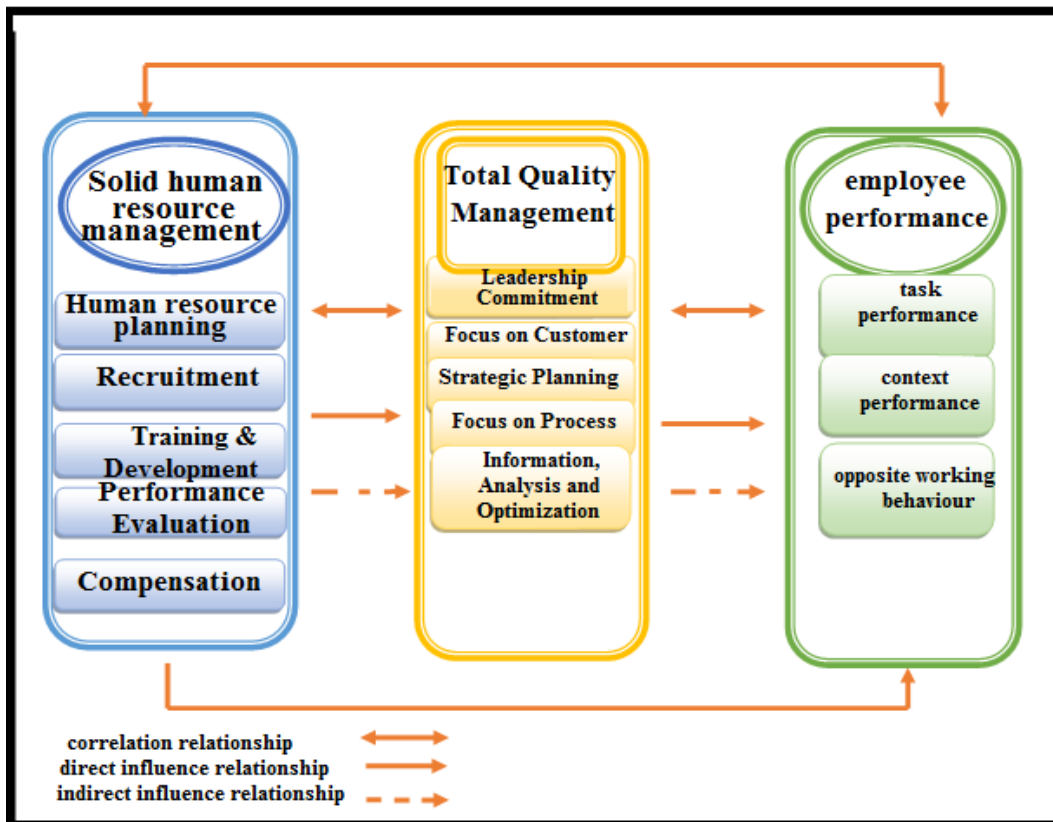
Third: The objectives of study

The main objective of the current study is the extent to which solid human resources management is affected in enhancing the performance of employees under total quality management, and the following objectives of the study can be determined:

1. Determine the nature of the relationship between solid human resources management and total quality management.
2. Determine the nature of the relationship between total quality management and employee performance.
3. Identify the extent of total quality management as an intermediate variable to determine the relationship between solid human resources management and employee performance.

Fourth: the hypothesis chart

Figure (1) Hypothetical scheme of the relationship between solid human resources management practices and enhancing the performance of employees under total quality management



Source: prepared by researcher

Fifth: the hypotheses of study

- 1- The first main hypothesis: (There is a significant correlation between solid human resource management and total quality management.
- 2- The second main hypothesis: (There is a significant correlation between solid human resource management and employee performance)
- 3- The third main hypothesis: (There is a significant correlation between total quality management and employee performance.
- 4- The fourth main hypothesis: (There is a significant effect of solid human resource management in total quality management)
- 5- The fifth main hypothesis: (There is a significant effect of solid human resources management on the performance of employees)
- 6- The sixth main hypothesis: (There is a significant effect of total quality management on the performance of employees)
- 7- The seventh main hypothesis: (There is an indirect, significant effect of solid human resources management on the performance of employees through total quality management)

The Theoretical Side

Axis One: Solid Human Resources Management

First: The concept of solid human resources management

Solid human resource management is a rigorous human resource management strategy aimed at increasing the productivity of the organization rather than using the functional flexibility of employees (2011:7 (Gill). The concept of solid human resource management focuses on the close alignment of human resources management strategies, processes and practices with the action plan. The solid human resources management imposes authority in its dealings with employees without giving it centralization in achieving competitive advantage because it emphasizes the quantitative, arithmetic, commercial and strategic aspects in its management of employees without taking into account the human aspect of them, so the solid human resources management model is a strategic administrative approach, focusing on costs in the form of the number of heads and puts control firmly in the hands of management in order to maintain the workforce, organization and behavioral requirements required by the institution Shretha, 2020:64) .

- **Dimensions of solid human resources**

1. Human resource planning

Human resource planning is the process of determining the actual need for manpower and providing it in a timely manner according to the needs of the organization to be able to achieve its current and future goals. 2022:1194).

Human resource planning is of great importance in formulating the strategies of the organization by developing human resources tactics before their implementation, as it works to create a close alignment between those strategies and tactics with the opportunities of the environment and business strategies in order to obtain unique characteristics and distinctive efficiency of the organization. Good strategic planning for human resources reduces uncertainty and helps the organization to predict and prepare for changes that occur in it, as well as produce a productive and effective workforce in line with the organization's business objectives that can affect the work performance of employees in the organization (Opatha,2023:51).

2. Recruitment

The recruitment and selection process of employees is one of the most important stages that determine the productivity and performance of the employee in the organization. The recruitment process requires accurate and continuous information regarding the number of individuals required according to their academic qualifications to carry out different functions within the organization. Therefore, the quality of the employees to be hired must be in line with the needs of the organization, and this requires a previous job analysis related to the positions that will be filled by new employees. After obtaining the job information data, the next step is to determine the source of labor from internal and external sources, that hiring employees from internal sources means filling vacancies from within the organization, while external sources mean filling jobs from outside the organization (Hafidz, etal, 2023: 418).

3. Training and development

The training and development process is very important for employees who have passed the recruitment and selection process, because through it the employee is able to grow and develop

the knowledge and capabilities of employees who will later work in an organization. This will increase the value of the organization in light of the current economic development (Putra,etal,2023:68).The human resources department is directly responsible for assisting managers in the training and development process to become good trainers and advisors to their subordinates, creating training programs for the participation of new and existing employees, assessing the organization's need and evaluating its effectiveness for trainer-led programs. (Marthalia,2022:702)

4. Evaluation

The evaluation gives an opportunity for the individual to reach the highest levels that enable him to work better, and this is an important indicator of organizational performance as it is able to enhance organizational innovation and the overall success of the institution, and that the process of evaluating the performance of the individual employee contributes to improving the overall performance of the institution. The performance appraisal system focuses on identifying the strengths and weaknesses of employees so that action can be taken to improve and develop employees' skills and competencies to achieve better results earlier, etal, 2021: 520 (Alsafadi. Almost all organizations are interested in evaluating direct supervisors in order to identify the general competence of employees and to know the shortcomings in this performance (Taher et al., 2022: 318).

5. compensation

Compensation is a phenomenon used by organizations to attract talent, abilities, and skills possessed by individuals, while salaries and wages are often the driving force behind hiring decisions in an organization. There are two types of compensation, monetary compensation (financial) includes basic wage, incentives and bonuses, and the other type is non-monetary compensation (non-financial) and includes deferred payment, health insurance, fair wage and leave pay. Compensation varies from one institution to another according to its size and the nature of its work, so institutions must be ready to increase wages (financial and non-financial) in order to attract talent, especially those with high capabilities and skills to improve the performance of the institution and achieve its competitive advantage, and this is critical to the long-term success of these institutions, so they must retain employees who possess these skills. (Boudreaux, 2021:1456)

Axis Two: Total Quality Management

First: The Concept of Total Quality Management

Total quality management is one of the most important intellectual and philosophical concepts that have received wide attention by specialists, researchers, academics and administrators, so the concept of total quality management appeared in the eighties of the twentieth century, where this concept included the quality of operations and product quality, in addition to its focus on teamwork and encouraging workers to participate and integrate, as well as focusing on customers and supplier participation (Zainab, et al., 2018: 11).

And that quality is derived from the Latin word (Qualitas) and means the nature of the person or the nature of the thing and the degree of rigidity and accuracy required, so you must highlight each vocabulary of the concept of total quality management and clarify it appropriately and its vocabulary is:

Management: which means planning, organizing, directing and controlling all activities related

to the application of quality, and includes supporting quality activities and providing the necessary resources for their establishment.

Quality: means meeting the requirements of the customer's needs, expectations and desires.

total (Inclusive): requires the participation and integration of all employees of the organization to conduct effective coordination between employees, solve quality problems and make continuous improvements in the organization (Belmardasi, 2020: 84, 85).

Second: Dimensions of Total Quality Management

1. Leadership commitment

Senior management determines the course of the organization in the light of adopting a general vision, as a key driver for the implementation of total quality management. In order for the organization to benefit from its implementation of the Total Quality Management System, future decisions must be made based on it to improve employee behavior and create values, goals and systems that meet customer expectations (Ngambi,etal,2015:70). Establishing a culture of quality is critical to the success of any organization to support business strategy. It is therefore very important that leaders have competencies related to planning, communication, management, vision development and implementation in order to ensure employee participation (Kulenović, etal, 2021:98).

Leadership is defined as a managerial concept in an organization that has an important strategic location because it is central to all organizational activities, and leadership is required to raise morale, job satisfaction, security, quality of working life, and achieve goals within the organization (Sungkawati, 2020 :231).

2. Focus on customer

Focusing on the customer is the most important principle on which total quality management is based, as it puts the customer at the top of its interests and the search for achieving satisfaction as the main focus of its activities, and customers are the people who deal with the institution may be individuals, groups, departments or institutions, and receive goods and services from them. The American Marketing Association has defined the customer as the buyer of actual or expected products or services. (Ben Krush, et al., 2023:4). Customer focus is the organization's interest in its customers, whether inside or outside the organization, and trying to gain their satisfaction and meet their desires, needs and expectations (Al-Kathiri, 2020: 85).

3. Strategic planning

Strategic planning is the approach that determines what must be done by the organization, and it is an experimental process that includes determining the goals of the institution and organizing individuals, and this means that achieving high levels of success comes in light of the integration of total quality management and strategic planning, as well as that its integration leads to achieving a competitive advantage for the institution, and strategic planning is used to predict and anticipate changes that occur within the organization's environment, Strategic planning is a set of decisions made by the organization in order to improve its effectiveness and efficiency, and that the strategic planning process is an important process for defining the vision, goals and objectives of the organization that determines its current and future capabilities (Sucuoğlu et al.,2021:1).

4. Focus on process

referred to (Zhang, Waszink and Wijngaard) the process as an interconnected series of activities that invest resources and convert inputs into outputs in order to work free from operational errors. The organization needs to manage operations as its importance is based on the assumption that institutions are interconnected operations systems, and performance improvement improves these processes because the implementation of total quality management programs is of paramount importance in adding value to these operations and raising the level of quality in order to increase the productivity of the enterprise. In order for the enterprise to achieve a high-quality level of the product and service it provides, it must identify the main operations and work to improve them continuously. , And to ensure the achievement of a high level of control over the process, it should be emphasized that appropriate statistical methods should be applied, as well as the investment of evaluation results in order to gain scientific knowledge. Re-engineering and redesigning processes leads to significant improvements in the performance of the institution and its various activities. (Kulenović, etal 2021:97) Operations management is defined as data and preventive maintenance that are used to manage operations, and to meet schedules in order to maintain high work standards. (Sungkawati, 2020:231).

5. Information, analysis and improvement

The information system is an essential part of the total quality management infrastructure in order to maintain and improve quality continuously, so organizations need a documented information flow. Organizations cannot properly assess the quality of products and services unless they can measure the status before and after improvement activities, because quality data and reporting numbers must include a high level of documentation, monitoring and feedback, documenting processes and determining the level of waste and loss in the production process, as well as keeping information easily accessible to employees. One of the important factors behind the success of the organization is the measurement that helps in evaluating the quality of operations, products or services, and is one of the most important ways to achieve continuous improvement, monitoring, analysis, and correction of deficiencies of the required standards, in order to manage the process must collect primary data. (Kulenović, etal 2021:96,97).

Axis Three: Employee Performance

First: The concept of personnel performance

The concept of performance is described as a form of individual achievement to carry out work in an organization, and its goal is to achieve the vision and mission that has been set for the organization according to pre-prepared plans (Wijayanti, 2021:428). And that improving the performance of employees is the result of a balance of four elements (quality, productivity, technology, and cost) and this is achieved by using the various resources of the institution to improve its performance in providing services, as well as achieving integration between technology and costs in the best way (Arvis, 2018: 487) The performance of employees is the performance that refers to the level of ability of employees to accomplish the tasks assigned to them and invest the best possibilities available to them to accomplish the required work in the best possible way in the organization Mohammad, Italy, 28:2023.

Second: Dimensions of job performance

1. Performance Task

Task performance is the behaviors that contribute directly or indirectly to the conversion of raw materials into goods or services, as they are distributed in the form of a final product, and have an effective role in planning the completion of tasks and activities, which would improve the efficiency of work performance, so the performance of the task is one of the behaviors that are officially mentioned in the job description because it is one of the basic and essential requirements of the job, it varies from one job to another according to the nature of the job being practiced in the enterprise. (Marzouk, et al., 2020: 272)

From the point of view of the researcher that the performance of the task is the efficiency of the employee's performance of the basic tasks required in the job description, and performed according to the experiences and abilities possessed by the employee.

2. contextual performance

Contextual performance is defined as employee discretionary behavior that benefits the organization, and contributes significantly to the effectiveness of organizations, in terms of validated dimensions of contextual performance, such as demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, organization and management. It includes assistance, volunteering, cooperation, perseverance, following the rules set forth in the organization, such as leadership and supervision, transactions and interpersonal communication, personal behavior and valuable skills, and one of the most important measures of the employee's contextual performance is the support of co-workers, customer satisfaction and compliance of the organization. (Edeh, Ital, 2023:370)

3. counterproductive work behavior

The opposite work behavior was defined as deviant behaviors behaved by employees such as unproductive personal behaviors, theft, loitering, absenteeism, late work, withdrawal and other behaviors that harm the well-being of the institution and its employees. Harari, Italy, 2016: 499).

Some believe that the opposite work behavior harms the overall effectiveness of the institution and causes organizational deviation in it, and defines organizational deviation is a voluntary behavior behaved by the employee at work as a result of organizational violations that harm the welfare of the institution. Organizational deviation is represented by performance-related actions (i.e., production-related) that violate the main requirements of the enterprise, for example, delays, daydreaming at work, reduced efforts in normal work activities and other pervasive behaviors associated with performance. (Chen, Ital,2020:33).

Practical Side

First: correlation hypotheses

The researcher adopted the simple correlation coefficient (Pearson) to test the main and sub-correlation hypotheses), because this method is considered one of the most accurate correlation methods, which always seeks to ensure the compatibility between the main study variables and their sub-dimensions, to achieve this goal use the statistical program (SPSS V.25), and in order to stand and judge the strength of the correlation coefficient and how to interpret it, will depend on the special evaluation, which is divided into five categories and according to Table (1):

Table 1 Interpretation of the value of the correlation

Interpretation of correlation	Correlation coefficient value
There is no association relationship	$r = 0$
Positive or negative complete	$r = \pm 1$
Positive or negative weak	$\pm (0.00-0.30)$
Positive or negative strong	$\pm (0.31-0.70)$
Very strong positive or negative	$\pm (0.71-0.99)$

Source: Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students* 5th ed. Pearson Education Limited: Prentice Hall, England, P.459.

Based on the above, correlation hypotheses can be tested as follows:

H1: *(There is a significant correlation between solid human resource management and total quality management)*

Table (2) shows the existence of a very strong positive correlation and significant significance between solid human resources management and total quality management, where the correlation coefficient ratio reached (0.840**) and this confirms the existence of a relationship and harmony between the independent and intermediate variables in the field according to the answers of the sample at the level of the Directorate of Education of Maysan subject of study and application.

This result can be explained that whenever the administration in the Directorate of Education Maysan sample of the study paid attention to solid human resources management practices in terms of developing a plan to attract human resources according to the needs of the Directorate and developing a special program for recruitment, training and development of employees in order to enhance their job potential and evaluate their performance with the best methods adopted and design effective programs to compensate employees and reward them, and this would enhance the role of the Directorate in achieving the total quality of its services.

Based on the foregoing, the first main hypothesis can be accepted.

Table (2) Correlation between solid human resources management in its dimensions and total quality management

Variables	Solid human resource management	Dimensions of solid human resource management				
		Human resource planning	recruitment	training and development	Performance evaluation	compensation
Total Quality Management	.840**	.612**	.663**	.681**	.626**	.625**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
result (resolution)	There is a very strong and significant correlation at the level of 0.01 between solid human resources management in its dimensions and total quality management					

Source: The output of the statistical program (SPSS V.25)

Testing the second main hypothesis: *(There is a significant correlation between solid human resources management and employee performance)*

H2: *(There is a significant correlation between solid human resource management and employee performance)*

Table (3) shows the existence of a very strong positive correlation and significant between the

dimension between solid human resources management and the performance of employees, where the correlation coefficient ratio reached (0.826**) and this confirms the existence of a relationship and harmony between the two variables at the level of the Directorate of Education of Maysan subject of study and application at the level of moral significance (1%), which proves the confidence ratio of the results of the existing relationship, where it reached (99%).

This result can be explained that the interest of the administration of the Directorate of Education Maysan sample study practices solid human resources management through the development of plans that suit the needs of human resources such as employment according to their scientific qualifications and their skills and experience serve the Directorate through the development of special training programs develop and develop the skills of individuals and their practical abilities and evaluate their performance continuously in order to evaluate and compensate them with fair standards that ensure fairness according to their performance, This, in turn, can improve the overall performance of employees.

Based on the foregoing, the second main hypothesis can be accepted.

Table 3: *Correlation ships between solid human resource management and its dimensions and employee performance*

Variables	Solid human resource management	Dimensions of solid human resource management				
		Human resource planning	recruitment	training and development	Performance evaluation	compensation
employee performance	.826**	.526**	.574**	.656**	.730**	.685**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
result (resolution)	There is a very strong and significant correlation at the level of 0.01 between solid human resources management in its dimensions and the performance of employees					

Source: The output of the statistical program (SPSS V.25)

H3: *(There is a significant correlation between total quality management and employee performance)*

Table (4) shows the existence of a very strong positive correlation with significant significance between total quality management and the performance of employees, where the correlation coefficient ratio reached (0.825**) and this confirms the existence of a relationship and harmony between the two variables at the level of the Directorate of Education of Maysan subject of study and application at the level of moral significance (1%), which proves the confidence rate for the results of the existing relationship, where it reached (99%).

This result can be explained that the interest of the management of the Directorate of Education Maysan sample of the study in the management of total quality in terms of strengthening the leadership's belief in the importance of quality services that meet the requirements and needs of the beneficiaries and increase their focus in accordance with the strategic plans set by the Directorate by relying on the available information that increases the importance of diagnosing the basics and operations of the administrative service delivery system and how to develop it, and this would improve the performance of employees.

Based on the foregoing, the third main hypothesis can be accepted.

Table (4) Correlation between Total Quality Management in its Dimensions and Employee Performance

Variables	Dimensions of total quality management					
	Total Quality Management	Leadership belief	Focus on customer	Strategic Planning	Focus on process	Information, analysis and optimization
employee performance	.825**	.525**	.591**	.724**	.545**	.652**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
result (resolution)	There is a very strong and significant correlation at the level of 0.01 between total quality management and its dimensions and employee performance.					

Source: The output of the statistical program (SPSS V.25)

H4: *(There is a significant impact of solid human resource management in total quality management)*

Figure (2) shows the existence of a significant effect of the variable of solid human resources management as an independent variable in total quality management as an intermediate variable, as it is found that the ratio of the standard impact factor has reached (0.84) and this indicates that the variable of solid human resources management affects the variable of total quality management by (84%) at the level of the Directorate of Education Maysan sample of the study, and this means that the variable of total quality management will increase by (84%) in the event of an increase in interest by one unit for resource management Solid humanity. It is also clear that the value of the impact factor is a value with a significant significance, because the value of the critical ratio (C.R.) is (25.829) shown in Table (5) and is considered a significant value at the level of significance (P-Value) shown in the same table.

As shown in Figure (2) that the value represented by the coefficient of determination (R2) has reached (0.71) and this shows that the changes that occur in the variable of the median total quality management is due to (71%) of which is due to the change of the independent variable for solid human resources management, while the remaining percentage of (29%) is due to other variables not included in the study model. This result indicates a significant impact of solid human resources management in total quality management at the level of Maysan Education Directorate study sample.

Based on the above, the fourth main hypothesis can be accepted.

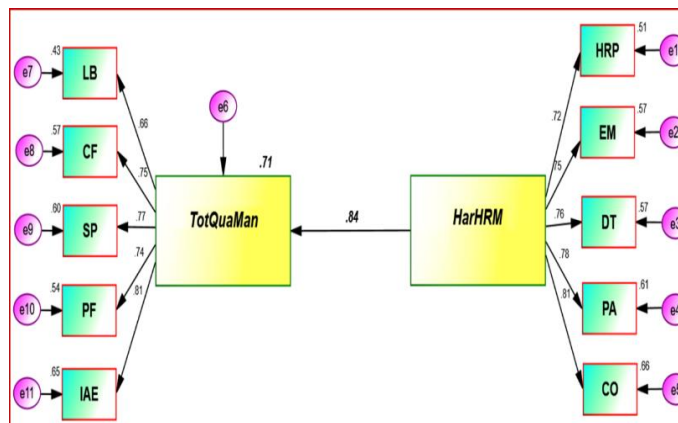


Figure (2) The impact of solid human resource management on total quality management

Source: Amos V. 25 Outputs

Table (5): Pathways and parameters of testing the impact of solid human resources management in total quality management

	path	Standard regressive weights	Non- standard rating	standard error	critical ratio	P
Total Quality Management	<--- Solid human resource management	.840	.756	.029	25.829	***
DT	<--- Solid human resource management	.757	.926	.048	19.331	***
HRP	<--- Solid human resource management	.716	1.015	.059	17.150	***
CO	<--- Solid human resource management	.814	.980	.042	23.438	***
PA	<--- Solid human resource management	.783	1.020	.048	21.058	***
EM	<--- Solid human resource management	.755	1.060	.055	19.220	***
LB	<--- Total Quality Management	.657	.693	.048	14.538	***
SP	<--- Total Quality Management	.772	1.318	.065	20.269	***
CF	<--- Total Quality Management	.752	.970	.051	19.046	***
IAE	<--- Total Quality Management	.806	1.134	.050	22.710	***
PF	<--- Total Quality Management	.735	.886	.049	18.131	***

Source: Amos V. 25 Outputs

H5: (There is a significant effect of solid human resource management on the performance of employees)

Figure (3) shows the existence of a significant effect of the variable of solid human resources management as an independent variable in the performance of employees as a dependent variable, as it is shown that the ratio of the standard impact factor has reached (0.83) and this indicates that the variable of solid human resources management affects the variable of the performance of employees by (83%) at the level of the Directorate of Education Maysan sample of the study, and this means that the variable of the performance of employees will increase by (83%) in the event of an increase in interest by one unit for solid human resources management. It is also clear that the value of the impact factor is a value with a significant function because the value of the critical ratio (C.R.) is (24.459) shown in Table (6) and is considered a significant value at the level of significance (P-Value) shown in the same table.

As shown in Figure (3) that the value represented by the coefficient of determination (R²) has reached (0.68) and this shows that the changes that occur in the variable dependent on the performance of employees is due to (68%) of which is due to the change of the independent variable of solid human resources management, while the remaining percentage of (32%) is due to other variables not included in the study model. This result indicates a significant impact

of solid human resources management on the performance of workers at the level of the Directorate of Education of Maysan study sample.

Based on the above, the fifth main hypothesis can be accepted.

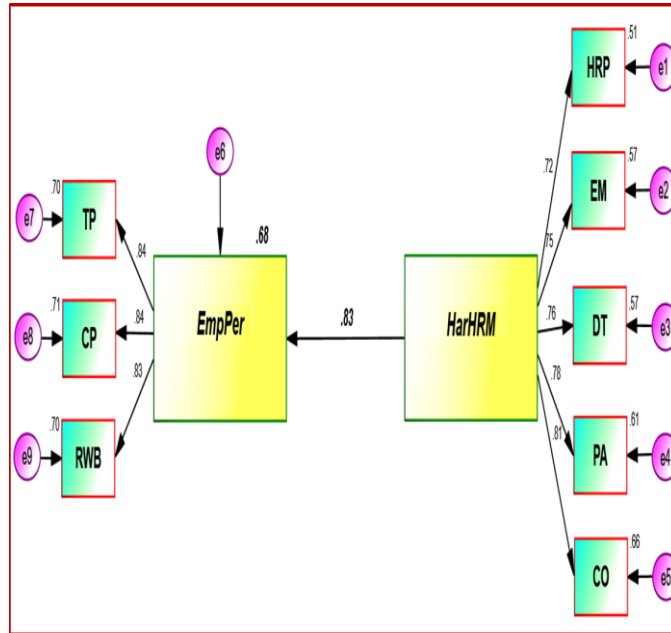


Figure (3) The impact of solid human resource management on the performance of employees
Source: Amos V. 25 Outputs

Table (6): Paths and parameters of testing the impact of solid human resources management on the performance of employees

	path	Standard regressive weights	Non-standard rating	standard error	critical ratio	P
employees performance	<--- Solid human resource management	.826	.986	.040	24.459	***
DT	<--- Solid human resource management	.757	.926	.048	19.331	***
HRP	<--- Solid human resource management	.716	1.015	.059	17.150	***
CO	<--- Solid human resource management	.814	.980	.042	23.438	***
PA	<--- Solid human resource management	.783	1.020	.048	21.058	***
EM	<--- Solid human resource management	.755	1.060	.055	19.220	***
CP	<--- employees performance	.842	1.053	.040	26.051	***
TP	<--- employees performance	.836	.983	.039	25.442	***
RWB	<--- employees performance	.834	.964	.038	25.284	***

Source: Amos V. 25 Outputs

H6: (There is a significant effect of total quality management on the performance of employees)

Figure (4) shows the existence of a significant effect of the total quality management variable as an intermediate variable in the performance of employees as a dependent variable, as it is found that the percentage of the standard impact factor has reached (0.83) and this indicates that the total quality management variable affects the variable of the performance of employees by (83%) at the level of the Directorate of Education Maysan sample of the study, and this means that the variable of the performance of employees will increase by (83%) in the event of an increase in attention by one unit for total quality management. It is also clear that the value of the impact factor is a value with a significant function because the value of the critical ratio (C.R.) is (24.413) shown in Table (7) and is considered a significant value at the level of significance (P-Value) shown in the same table.

It also shows from Figure (4) that the value represented by the coefficient of determination (R2) has reached (0.68) and this shows that the changes that occur in the variable of the performance of the employees are due to (68%) of them to the change of the independent variable of total quality management, while the remaining percentage of (32%) is due to other variables not included in the study model. This result indicates a significant impact of total quality management on the performance of workers at the level of the Directorate of Education of Maysan sample study.

Based on the above, the sixth main hypothesis can be accepted.

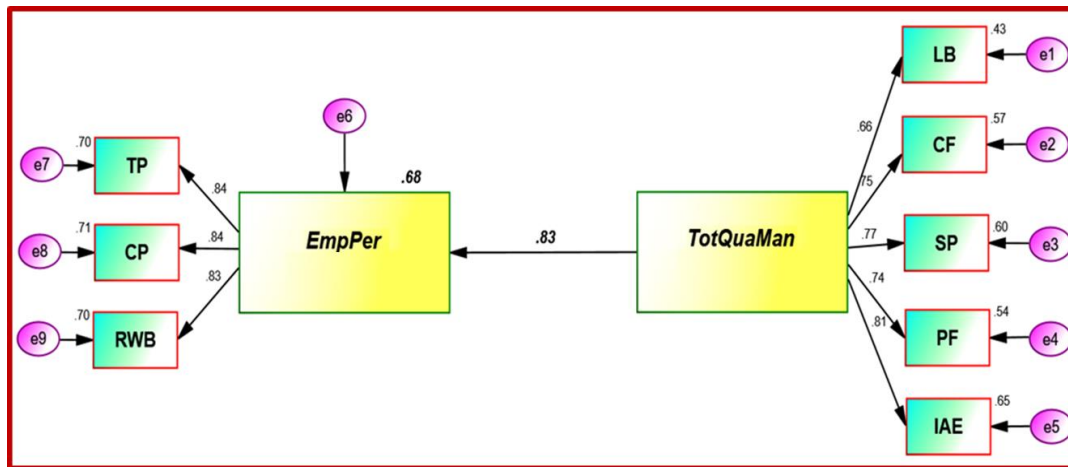


Figure (4) The impact of total quality management on employee performance
 Source: Amos V. 25 Outputs

Table (7): Pathways and parameters of testing the impact of total quality management on employees performance

	path	Standard regressive weights	Non-standard rating	standard error	critical ratio	P
employees performance	<--- total quality management	.825	1.095	.045	24.413	***
SP	<--- total quality management	.772	1.318	.065	20.269	***

	path		Standard regressive weights	Non- standard rating	standard error	critical ratio	P
LB	<---	total quality management	.657	.693	.048	14.538	***
IAE	<---	total quality management	.806	1.134	.050	22.710	***
PF	<---	total quality management	.735	.886	.049	18.131	***
CF	<---	total quality management	.752	.970	.051	19.046	***
CP	<---	employees performance	.842	1.053	.040	26.051	***
TP	<---	employees performance	.836	.983	.039	25.442	***
RWB	<---	employees performance	.834	.964	.038	25.284	***

Source: Amos V. 25 Outputs

H7: (There is an indirect impact of solid human resource management on the performance of employees through total quality management)

Figure (5) shows the standard regression paths and R2 values for evaluating the direct and indirect relationship of the three study variables, i.e. presenting the interpretation of the direct effect between the independent variable (solid human resource management) and the dependent variable (employee performance) and the indirect effect through the intermediate variable (total quality management).

Figure (5) shows the existence of a direct positive impact of solid human resources management in total quality management, where the standard regression coefficient was 0.84), as well as a direct impact of total quality management in the performance of employees, where the standard regression coefficient reached 0.45), while it was clear that there was a direct impact of solid human resources management on the performance of employees, as the standard regression coefficient reached (0.45), and all these effects were significant ratios because the values of The critical ratio (C.R) shown in Table (8) of (25.829, 8,025, 7.969 respectively) are significant values.

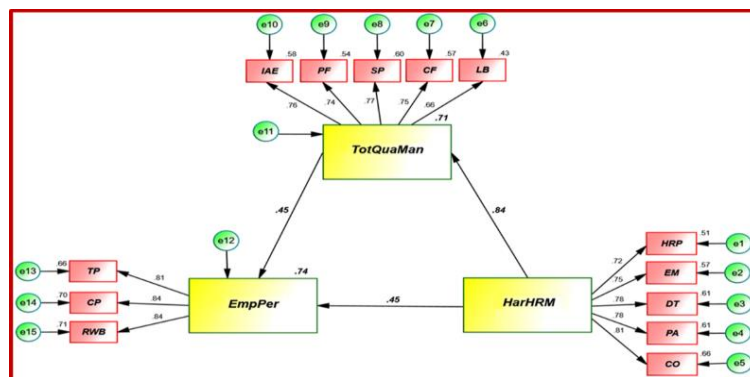


Figure 5 Impact of solid human resource management, employee performance and total quality management

Source: Amos V. 25 Outputs

Table 8: Pathways and parameters of the seventh main indirect effect hypothesis test

	path		Standard regressive weights	Non-standard rating	standard error	critical ratio	P
total quality management	<---	solid human resource management	.840	.756	.029	25.829	***
employee performance	<---	solid human resource management	.450	.537	.067	8.025	***
employee performance	<---	total quality management	.447	.593	.074	7.969	***

Source: Amos V. 25 Outputs

Thus, we note that the value of the indirect effect is deduced through the two tracks mediated by the intermediate variable Total Quality Management between the independent variable solid human resources management and the dependent variable of the performance of employees, and thus the indirect effect reached (0.376) and this is what appeared in Table (9) and therefore it is clear that the total direct and indirect impact has reached (0.829).

It is also clear from Figure (5) and Table (9) that the value of the interpretation coefficient (R2) for the performance of employees has reached (0.74), and this means that the changes that enhance the performance of employees are due to the change in the value of solid human resources management and total quality management by (74%), while the remaining percentage amounted to (26%), so it is due to the impact of other variables that are not included in the study model.

Table 9: Direct and indirect impact paths of the seventh main hypothesis

path	direct effect	indirect effect	total effect	R ²
Solid Human Resource Management <--- employee performance	.4500			
Solid human resources management <--- total quality management <--- employee performance		0.376	.8290	.740

Source: Amos V. 25 Outputs

To test the significance of the results of the indirect impact of the independent variable (solid human resource management) in the dependent variable (performance of employees) through the intermediate variable (total quality management), it has been relied on the (Sobel) test, through which we can confirm the significance of the indirect effect entered by the intermediate variable. The value of (Sobel Test) can be reached through a computer program based on the value of four basic parameters, as shown in Table (10):

Table 10: Sobel test results

path	Input	Sobel test value	P-value
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Solid Human Resource Management <---Performance of Employees	a = 0.756 b = 0.593	S _a = 0.029	7.659	0.000
Solid human resources management <--- total quality management <--- employee performance	S _b = 0.074			

Source: Sobel Test Program Outputs

As it is clear from Table (10) that the value of (p-value) is a significant value that confirms the moral significance of the results of the indirect impact test for solid human resources management in the performance of employees through the intermediate variable Total Quality Management at the level of the Directorate of Education Maysan sample study.

Since the impact of solid human resources management on the performance of employees and the presence of the moral intermediate variable (total quality management) was a significant effect, the type of mediation undertaken by the intermediate variable is partial mediation.

Based on the above, the seventh main hypothesis can be accepted.

Conclusions

1. It was found that solid human resources management affects total quality management at the level of the Directorate of Education Maysan sample study through the existence of a very strong positive correlation and significant significance between solid human resources management and total quality management and this indicates that the directorate's interest in human resources planning procedures, recruitment, training and development of employees and following fair standards to evaluate their performance and compensation, It can enhance the quality of services provided in the Directorate.

2. We conclude that the management of solid human resources affects the performance of workers at the level of the Directorate of Education of Maysan through the existence of a very strong positive correlation and significant significance between the management of solid human resources and the performance of employees and this indicates that the interest of the Directorate to develop plans that suit its needs of human resources such as employment according to their scientific and practical qualifications to serve the Directorate and the development of special training programs that develop and develop the skills and capabilities of individuals, This, in turn, can improve the overall performance of employees.

3. It was found that total quality management affects the performance of workers at the level of the Directorate of Education of Maysan and this indicates that the administration's interest in total quality practices for the services provided in terms of the belief of the leadership and taking into account the opinions of auditors and listening to them and put quality concerns in the strategic plan of the Directorate and retain and implement relevant information and this would enhance the performance of employees.

4. It turns out that total quality management mediates at a partial level the relationship between solid human resources management and the performance of employees, and this indicates that the level of performance of employees increases as the administration tends to pay attention to human resources planning practices, recruitment, training and development, performance evaluation and compensation at the level of the Maysan Education Directorate, which will have a prominent role in improving the quality level of services provided to beneficiaries.

Recommendations

1. The study recommends that the management of the Maysan Education Directorate improve the investment of the potential of its employees by making every effort to take real measures to reach advanced levels of performance by improving the careful results of administrative service delivery procedures.
2. The need to develop objective and fair standards in evaluating the performance of employees to be more realistic, accurate and useful in future decision-making processes.
3. Directing the administration of the Directorate of Education of Maysan study sample to improve the performance of workers in their jobs, and the implementation mechanism is:
 - a. Investing most of the working time in developing job tasks to develop the reality of work and service delivery procedures by providing new creative ideas.
 - b. Provide an opportunity for employees to express their opinion and actively participate in the development and modernization of the work mechanism in line with the needs and requirements of the job for their jobs.
4. The need to invest the correlation and influence relations between the variables of the study on the basis of the direct relationship between solid human resources management and the performance of employees and the indirect relationship related to the mediation of total quality management at the level of the directorate of the study sample.

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