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Soft human resources management and its role in enhancing job performance study the reality of its application in the Tikrit Presidency

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Abstract

The current study sought to explain the role of the relationship between soft human resource management (Soft HRM) and job performance for the study participants of workers at the Presidency of Tikrit University in Salah al-Din Governorate. Soft human in achieving outstanding job performance in the studied sample, where the study population consisted of 150 working individuals, and where we got the answer from 30 individuals. The researcher used the descriptive analytical method as well as it was found that the questionnaire was used as a study tool, which ensures the determining and evaluation of the nature of the direction and relationship between the two variables, and the researcher summarized that the use of the statistical program (spass) to extract the results came with real results culminating in that there is a significant correlation and effect, which confirms the existence of interest Big in the well-studied workers and their interest in Soft HRM is considered an integral part and essential in the administration in order to achieve high and distinct job performance among workers, which achieves job performance.

Keywords: Soft human resources management, job performance, presidency of Tikrit University

Introduction

For any company other than an organization, the department of human resources is one of the most important and complex departments, except at the level of organizations and private and governmental companies. In companies at the macro level, greater than in the country of the West. It is high time that the pressures on the human resource are taking a wide space in recent years, as all organizations aim to obtain employees with soft flexibility, which enhances high quality with potential for growth in the labor market or among its current employees. In the ever-changing business environment, it is necessary for every small or large local or multinational organization to retain distinguished and efficient human resources within its investment portfolio and develop them in this era of a high level of human development. The management of soft human resources as a continuous strategic axis in the development process that allows individuals working within an organization to perform their future work over a long term with a set of rules and legislation directed by senior management that may arise in response to the environmental development that occurs, in order to advance the reality of human resources Soft skills in order to keep pace with organizational change, that is, the advancement of all stakeholders for career development and access to achieving an added value and competitive advantage for the organization, using planned and unplanned training and using modern leadership methods, and acquiring soft experiences and competencies in order to preserve them at present and in the future. Thus, the enjoyment of the organizations' possession of soft human resources that are easy to deal with and respond to the reality of environmental requirements (Working environment). The soft management method was important to develop and learn flexibility in dealing with workers, which is done through cooperation. Moreover, it is necessary for leaders to be experts in the ability to use their soft skills and abilities as leaders. They must have the competence to move their institutions effectively. The soft human resource competency consists of personal development, teamwork, personal mastery, initiative, planning,

communication, leadership ability, and organizing. In addition to the required and basic presentation skills that leaders must possess for the process of developing human capabilities. From the foregoing, the study concerned the importance of such topics in the field of the intellectual framework and the contemporary perspective with the sustainability of modern and important topics in general and in particular, the University of Tikrit and the challenges and difficulties it faces. This study centered on the statement of the role of soft human resources in promoting, in addition to the need for our society and environment to conduct studies and research that address important topics such as this topic. Also, it came to accurately address the testing of these variables in one of the vital and important sectors, it is the higher education sector. Which is the main test for dealing, and these particles were employed in a practical and logical context to become a good model and starting point for conducting a field study of the opinions and attitudes of the participants in a study of those working in the Presidency of Tikrit University, Salah al-Din Governorate.

Methodological framework for research

Search problem

One of the most important means and methods of facing the problems and challenges facing various contemporary and modern organizations is soft human resources (Soft HR), especially in governmental and private organizations now, where the development in human resources, especially employees at the operational functional level, has become the biggest challenge facing organizations because those who are attracted to individuals in the functional labor market must be distinguished. With the rapid response to functional work, the increasing importance has begun in the recent times in the modern business world and the modernization of competitive projects need to focus on the management of the soft human resource as a competitive asset for organizations. On the same set of available soft humanity, the process of developing and retaining soft human for a reasonable period in an organization represents a major challenge facing the study sample represented by the University of Tikrit. Retaining the soft human resource in the field of knowledge can become a source of competition and achieve human talents can be developed through the use of leadership capabilities and skills. The Soft HR is considered one of the most essential elements for the advancement of organizations on the organizational coast that contemporary organizations need to survive, grow, prosper and continue in light of the constellation of current developments and rapid dynamic changes. Building positive relationships between employees to face contemporary challenges and transforming from a hierarchical Soft HR model to a Soft HR model that focuses on collaborative work and positive interaction with subordinates in a manner that responds to important environment variables, as the organization's possession of Soft HR represented by soft skills are vital skills for human performance owned by the organizations in which they work in addition to achieving their desired goals. The problem of the study is the necessity and importance of focusing on several aspects are the reality of the study, its main variables, and its sub-dimensions at the University of Tikrit, in addition to being under study to determine the level of application of these aspects and to explain their nature and the relationship between them. Accordingly, the problem of

our study revolves around identifying the role of Soft HR in job performance. Therefore, the study questions can be stated to reach a more precise definition of the problem, which included the following:

1. Are the internal dimensions of a variable of the Soft HR present in the field, the research sample?
2. Are the internal dimensions of the job performance variable present in the research sample field?
3. Is there a statistically significant correlation between Soft HR with their dimensions (soft empowerment, soft procedures and rules, soft work teams) and job performance in the field, the research sample?
4. Is there a statistically significant impact of the Soft HR variable in enhancing job performance in the research field?

Study importance

The importance of the current study stems from the importance and realism of the study variables (Soft HR, job performance), the topic covered, and the location chosen for study (Tikrit University/the Presidency of the University within the Salah al-Din Governorate). The importance of studying at the levels:

Scientific significance

- a) The importance emerges from the effective and fundamental role played by the variables under analysis and discussion, which gained their importance through the field problem they addressed. This research focused on basic and important variables (Soft HRM, Performance Job) and is considered one of the most important recent writings in the field of contemporary administrative literature related to HRM. The current study also contributes to providing a clear and contemporary vision that benefits academic researchers in this field.
- b) This research contributes to clarifying the conceptual frameworks for the research variables (Soft HRM, job performance), in terms of theoretical frameworks.

Practical significance

- a) The practical importance of this research stems from its connection to the service and educational sector represented by higher education at the forefront of the academy, as this educational level requires exerting efforts and possible capabilities in order for Tikrit University to remain at a level that enables it to keep pace with development. This development takes place through the application of various contemporary concepts in the field of HRM employed with the aim of confronting challenges and variables, keeping pace with various developments, as well as enhancing knowledge at this university.
- b) On the other hand, the importance of this practical study stems from the fact that it relies on the descriptive and analytical method, which relies on surveying the opinions of a group of participants working in the education sector. The participating workers also need studies like this, as they provide good information about the skills and abilities that can be effectively employed in serving the future direction in its various activities, especially in the Iraqi society covered by our study.

Objectives of the study

By identifying the problem of the study, its main objective can be determined by identifying the role of soft HR in enhancing the job performance of the workers in the presidency of Tikrit. In addition to the determined sub-objectives as follows:

1. The extent of application of the dimensions of the variable soft HR in the field investigated.
2. Extent of the reality of applying the variable dimensions of lightness of job performance in the field studied.
3. Testing the correlation relationship between the impacts of the soft HRM variable with its dimensions (soft empowerment, soft procedures and rules, soft work teams) in the field studied.

4. Analysis of a variable impact relationship with its dimensions (Soft empowerment, soft procedures and rules, soft work teams) in the field under study.
5. Providing a set of conclusions and recommendations that may benefit those working in the presidency of Tikrit University, as well as in the process of evaluating the current work and working to develop it.

Default study scheme

In order to verify the hypotheses of the research that clarify the logical relations between the hypotheses related to the current study. As follows: Represented by the independent or fixed variable (soft HRM) and includes the following dimensions: (soft empowerment, soft procedures and rules, soft work teams) as for the dependent variable "single job performance."

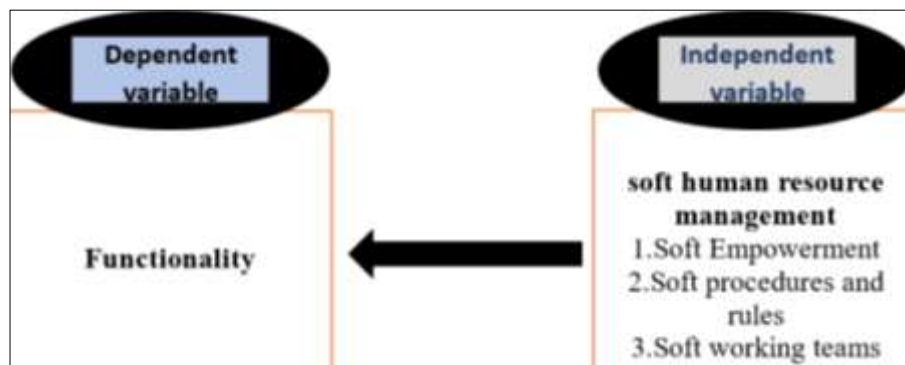


Fig 1: hypothetical study schematic.

Study hypotheses

In light of the importance of the current study and its objectives, a set of main and sub-hypotheses were developed, which are as follows:

1. **First main hypothesis:** The dimensions of the soft HRM variable are present in the field investigated.
2. **Second main hypothesis:** job performance is available in the field studied.
3. **Third main hypothesis:** There is a statistically significant correlation between soft human resources management with its dimensions and job performance in the field studied. From the main hypotheses, the sub-hypotheses were derived, which are as follows:
 - There is a statistically significant correlation between the dimension of soft empowerment and job performance in the field, the study sample.
 - There is a statistical effect between the soft training dimension and job performance in the field of the study sample.
 - There is a statistically significant correlation between the dimension of the soft work teams in the field, the study sample.

The first axis

Theoretical aspect of soft human resource management

Foreword

The soft human resources that are derived from the theory ((z) (x), which divided human categories into types, including pessimists and lenient ones. Human resources in organizations in order to achieve the best possible job performance in the organization, the study sample, and because of the historical development and several eras that

human resources have gone through and what was called them, several labels have appeared. In order to advance towards a more sober work of organizations, including the permissive, cooperative, anti-optimistic, charming, flexible and soft organizations, the soft human resources management was taken to work as a dark basis in our next research and what it achieves in raising the job performance in the effective organization, which is the main pillar for building a successful organization from In order to advance and achieve sustainability in light of the adverse and dynamic environmental changes.

First: the concept of soft human resource management

Soft HR are one of the innovations of the modern methods and means to improve the level of individual performance within organizations in an effective leadership manner. Oriented towards the best possible performance, this is in order for the workers in the positions to seek the job that they are more important than being an effective model in the organization and possess the principle of tolerance, appreciation and flexible and soft cooperation in effective organizations.

Soft HRM is not a resource management subject and behaving impolite behavior according to its personal desires, but it possesses a polite and tolerant approach and at the same time respects the ladder of rules and laws to which organizations are subject in order to reach the highest horizon of success 0(1), where the studies focus on How organizations try to possess a permissive human resource that is able to develop and move functional matters without any dilemmas that hinder the functional work, which achieves prosperity and success for organizations.

The concept of soft HRM is used to reduce the burden and cases of errors and defects, as an applied and behavioral term has been added to overcome the consequences of matters, a new endeavor for rational management, as interest in the concept of soft HRM has increased through the distinguished role in business organizations, because today's organizations and because of the ruling conditions. The current organizations are subject to the laws that have been imposed on the organizations in order to continue and succeed in order to achieve characteristics and advantages that are unique to the organizations from others, [33] and therefore dealing in a manner of sympathy, flexibility and vision, which draws us success plans within the framework of permissive procedures and soft rules, possesses effective oversight, permissive work teams, and soft empowerment of. In order to motivate the subordinate to be creative by presenting more creative and applicable ideas that benefit the effective organization in the long term, and therefore it can lie in being a management built on the basis of friendly relations and the working individuals feel their importance through working in ways of effective participation and diligent work teams lenient in the light of the world of competition, soft HR work In order to achieve an effective balance between people and the organization and actions without prejudice to organizational goals and objectives and penetrating the desired foundations and principles [37].

Second: Justifications for the interest in soft human resource management

Soft HRM department is considered one of the most important departments that bears the most important principles on which it is based is to achieve the goals that organizations seek in order to have unique competitive characteristics that help them increase capacity and efficiency and achieve organizational effectiveness.

Dealing mechanism: It is done by presenting the most basic means in order to present ideas to reach the goals.

- The result by providing material and moral support to employees and workers.
- Guidance and directives while adhering to the laws The soft human resource is a tool and a means to provide advice and guidance in the organization in order to perform the work in a more technical and expert manner.
- It is considered an effective tool to attract qualified and talented people in order to be able to attract and retain talents [34].
- Reducing the opposite type of human resource, which is the pessimist, i.e. difficult workers who provide pressure and use ineffective means to direct workers [25].

Third: Objectives of soft human resource management

All businesses need a leadership role, where leadership revolves around a group of people to achieve a common aim, as the power of soft leadership lies in extracting the best skills from individuals, [11] and one of the most important objectives of soft leadership is to take care of work and manage it successfully and convince individuals to achieve them, whether on their individual ability or As a team, a good leader must be able to convince people to do their best to achieve common business goals with proper organization of people. People often come from different backgrounds (Lauren & Lauren, 2016: 72), which may mean

that they have different views and agendas, with a focus on organizing. There is a common goal that this diverse group of individuals strives to achieve, and this may include achieving the larger goal of business development during the next year [26] and the ability to organize these goals in a way that can be worked on and achieved.

Third: The dimensions of soft human resource management

The first dimension: Enabling soft human resource management

Empowerment in soft HRM is one of the best management techniques to enhance performance, creativity, employee effectiveness, commitment, and other positive and effective work-related behaviors and attitudes while providing an essential tool for developing succession planning and leadership [8]. Empowerment includes sharing resources and information, delegating authority, and allowing workers to participate in decision-making. Efficiency, meaning, self-determination, and influence are all positive outcomes of empowerment practices [11]. However, it must be practiced with caution, and before doing so, leaders must understand the industrial dynamics, organizational culture, and their employees' competencies, aptitudes, and characteristics. Also, the practice of empowerment needs to use information and communication technology increasingly, and the inevitable impact of globalization [4], as well as working on the dynamics of interdependence between industries continuously. Thus, the field of business has become more complex, ambiguous, and volatile [20]. Therefore, to continue in this field, many companies seek to obtain a diverse group of employees (Workforce) with the aim of achieving the maximum benefit from the opinions, experiences, and skills that they possess. Accordingly, innovation and creativity in the workforce are enhanced, and this leads to difficulty in leadership and management [29]. The potential is an important concept in the field of management and business, which is delegation of authority. Therefore, comparing the concept of administrative capabilities with personal potential helps to reach information that shows that they are two completely different concepts, but they are linked to each other. Delegation of authority is one of the manager's actions that practically represents the decision-making process and the transfer of authority to subordinates in specific circumstances. Moreover, all authority can actually be transferred to the person responsible for doing the task, and he has all the responsibilities and rights to take the initiative of authority when necessary [22]. There is a close connection between empowerment and motivation, and the difference appears in that in motivation the manager is responsible for controlling and making decisions. In addition, empowerment helps employees, as it gives them the opportunity to contribute to problem-solving and management, as well as to participate directly in decision-making. Based on this, it is clear that delegation of authority, co-management, motivation, and job enrichment are all interrelated concepts in the field of personal empowerment [18].

Enabling soft HRM enhances engagement, increases organizational commitment, and decreases employee turnover. One of the tasks that capabilities help subordinates carry out after making decisions is to enhance the effectiveness of these decisions and the speed in the process of making them. In the field of VUCA, a significant barrier

to establishing sustainability in highly competitive business areas can be posed by limited decision-making [8].

The second dimension: Soft procedures and rules

The soft HRM policy is an important and guiding guideline for managers and supervisors to be used as a reference base for managing employees in the organization and should be worked out in a flexible and non-stop manner stating what employees can and cannot do in a lenient manner. Unless it is set by the administration, and these policies and procedures are subject to the laws of the country in which the organization operates [27]. Where it represents a good and soft set of soft HRM procedures and policies, which is a live document and is lenient with all employees. As these policies and procedures are available to everyone. If you are experiencing a growth spurt.

HRM has flexibility in good guidance and application of those rules and procedures in a lenient manner, and there are several main elements that enable organizations to deal and advance according to the correct work procedures that can be achieved through it [3].

- An equal opportunity policy that includes discrimination between and compliance with various labor laws.

Recruitment and recruitment.

- Termination of service and resignation - conditions of employment according to orientation and desire, and any exceptions that may include performance evaluation, salaries at various levels, and bonuses.
- Code of behaviors: dress code, sexual harassment, drug testing, drug use, disciplinary procedures, family branches, setting lunch times and dates, health insurance, vacation benefits, sick leave, use of e-mail and the Internet, use of various company tools and equipment, conflict of interest statement, grievances, and confidentiality agreement (19).

Third: soft work teams

Soft work teams are the foundation of organizational growth is very common in business organizations because the movement tends towards a group mindset rather than a hierarchical mindset (16) and a successful leader understands that there is much more to effective teamwork than just coming together to organize around a common mission Work must be understood. The team building concept is a process to enable teams to achieve goals, including setting and defining goals. The most important personal skills for a project manager are building and forming a harmonious participation work team. Therefore, building this team is a process of providing assistance to a group of working individuals, who are united by the idea of working cohesively and by a high and shared sense of purpose for the work they accomplish (17). A study reported that team performance includes various activities (36) aimed at improving the ability of team members to solve problems related to personal tasks that hinder individual jobs. In addition to that, a previous study mentioned the most important and common activities carried out by the team (19), which are:

1. Set the work team correctly.
2. Planning and preparing the project with the work team.
3. Building and deepening the sense of commitment among all members of the work team.

4. Developing and creating strong channels and means of communication between members of the work team.
5. Ensuring the support and encouragement of senior management.
6. Empowering all members of the work team.
7. Development of organizational interfaces.
8. Conflict management.
9. Determine the work structure.
10. Building a positive image of the project.

The team building process is an evolutionary process through five steps which are (23): (1) identifying the problem or opportunity, (2) properly collecting and analyzing data, (3) planning and preparing for improvement, (4) implementing actions to improve, and (5) get results and then evaluate.

The process of building and developing the team must be based on the principle of cooperation to a large extent, as the participating team members must carry out a collective activity in every step they take in order to achieve the expected results of their activity. In this study, cases of participation by team members were monitored and followed up. Participation was represented by physical work only, and thus the team members ignored the activities required after building and preparing the team. Therefore, the result was the failure of the participating team members to achieve the desired goals despite undergoing team building. The results of team building and participation for this study are consistent with the results of a previous study (30).

The team building process is described as the process of making efforts to help a team of individuals linked by work and a common goal in order to work and participate in a solid, cohesive, and harmonious manner with other team members to complete a specific project. There are several tasks that must be carried out when building a team to be a successful team, including coordinating efforts among team members while performing the most difficult and complex tasks, taking full advantage of and exploiting knowledge and experience, and raising the level of motivation and confidence among team members (28). In addition to that, developing strengths among team members to complement each other and thus achieving good results that are difficult to achieve by individuals working individually. Moreover, leaders and managers are encouraged to work together in order to come up with effective ideas to solve various problems, break communication barriers by using new methods, stay away from unhelpful and wrong competition, set specific points that distinguish departments, and enhance participation among team members and raise their level of empowerment individually and collectively (33).

Leading a team or group requires a good and productive approach to building a productive and capable team to work in many organizations, thus obtaining a distinguished team capable of overcoming various obstacles and problems that result from other teams (31). In this team, attributes are provide leadership and direction to all team members are increased creativity, reduced costs, and reduced size. The individual qualities in team building are collectivities that are demonstrated by the leader in the group as a whole, and thus diverse and creative traits will emerge in their groups (4).

Also, to successfully deal with the various stages of the project, the leadership team is the basis for doing so, and

since each member of the team has a good opportunity to experience his level of empowerment, and thus this motivates the team members and supports their success cycle.

Second axis: Functionality

Foreword

One of the most important things that was discussed is job performance, as it must be beneficial and complementary to a full set of well-overlapping policies and strategies that can be used by the fields of organizational, administrative, and industrial psychology with the aim of improving and developing human performance in various work organizations at the present time and in the era of rapid and opposing developments. For the environment (7). These strategies are training, recruitment, motivation, selection, and development. As well as there are other strategies, which are removing the restrictions and obstacles that prevent team members from contributing effectively to various organizational tasks and providing team members with good and enhanced opportunities for various effective organizational contributions that may directly affect the performance of team members.

First: the concept of job performance

The literature refers to job performance which is an important complement to the basic functions of human resources and by which the difference between actual and planned performance can be measured, the definition of job performance includes and allows for a set of differences, which are as follows (22):

- a) The traits measured in the selection programs.
- b) Participation in training and development programmes.
- c) Exposure to motivational interventions and practices.
- d) Situational constraints and opportunities

Job performance is the expected and total value aimed at organizing the various separate behavioral episodes that an individual accomplishes in a certain period of time. It was also known as a property of behavior. In particular, it also represents an aggregate characteristic of a set of separate and multiple behaviors that occur in a given period of time. The expected value of the organization is indicated by the behavior characteristic, and therefore according to this concept, the performance construct is a variable that aims to distinguish between different groups of behaviors performed by different individuals and groups of behaviors performed by the same individual at different times. The discrimination is based on the potential for aggregate sets of behaviors to contribute to or detract from various organizational activities. Briefly, the concept of variation in performance is defined as variation in the expected and organizational value of behavior (24). Behavior and performance are two different concepts. Behavior is the actions that individuals perform, while performance is the organizational expected value of what individuals perform. Outcomes are the states of people or things that may change because of what they do in ways that contribute and help to organizational effectiveness. Therefore, the behavior of the individual that contributes to making the organization achieve its goals or hinders them are the outcomes, and this is what makes the focus and interest in the results striking in the individual performance (25). However, there are advantages of two practical to link the structure of job performance to the

individual's behavior rather than to the consequences of that behavior.

First: Thus, we found that most of the time, individuals' states and circumstances, which are changed by the individual's behaviors, are greatly influenced by several factors that the person performing them cannot control. It assumes that this is an argument aimed at distinguishing between two types of situational opportunities and constraints. One of these types affects the ability of individuals to perform performance behaviors that may help or harm the organization. Therefore, this type relates to job performance (16). This type of situational factors aims to make individuals perform easier or more difficult actions that directly contribute to organizational effectiveness by intervening in facilitating behavioral responses (20). An example of this is that the availability of raw materials or appropriate tools affects the ability of individuals to perform behaviors that depend on the use of these tools in order to work on raw materials to produce organizational services and goods. The second type of situational opportunities and constraints directly affect valuable organizational outcomes but do not necessarily affect individuals' performance behaviors. For example, market conditions and economic factors can have significant and direct impacts on profitability without restricting the volume of sales and, on the other hand, facilitating individual performance behaviors that contribute to the production of various goods and services. Therefore, the situational opportunities and constraints that impact on individuals' behaviors are considered among the basic determinants of job performance, while those that affect the outcomes of individuals' behaviors are not considered among the determinants of job performance.

Second: It is preferred by psychologists to understand job performance as a behavioral phenomenon, based on the fact that psychology is the science of behavior. Determining performance based on the characteristics of behaviors rather than their consequences helps and allows for the development and improvement of understanding of the various psychological processes that govern training, selection, motivation, and facilitate or difficult situational processes. Determining performance also allows the application of the most useful psychological principles for managing these processes.

Work behavior when people spend their time at work is a continuous, smooth flow. However, when an individual spends an 8-hour workday, he does many things and actions that neither hinder nor help in the process of achieving the organization's goals. This means that these behaviors do not affect their performance. Also, work behaviors include occasions that make a difference related to organizational goals, and these are behavioral episodes that shape the scope of job performance.

Second: Campbell's multifactorial model (37)

Campbell (1990) identified eight behavioral dimensions of job performance which he claimed were "sufficient to describe the top of the hierarchy inherent in all jobs in the Dictionary of Occupational Titles. However, the eight factors are not of the same shape. They have different patterns of sub-factors, and their content varies across jobs.

Moreover, any given function may not include all eight components. The eight factors appear in the following list:

1. Job-specific task mastery: the extent to which a person can perform the tasks that constitute the basic technical requirements of the job and that distinguish one job from another.
2. Proficiency in Non-Job Tasks: How well someone performs tasks that are not limited to the job but are required in most or all of the jobs in the organization.
3. Written and Oral Communication: The extent to which a person can write or speak to an audience of any size.
4. Demonstration of Effort: How much someone is committed to a job assignment and how persistent and hard someone is working on the job assignments.
5. Maintain personal discipline: The extent to which a person avoids negative behavior such as alcohol abuse, rule-breaking, and absenteeism.
6. Facilitate team and peer performance: the extent to which a person supports, helps, and develops peers and helps the group function as an effective unit.
7. Supervision: The extent to which a person influences subordinates through face-to-face interaction.
8. Management and Administration: How well someone performs other non-supervisory management functions such as setting organizational goals, organizing people and resources, monitoring progress, controlling expenses and finding additional resources.

The second axis / the field framework of the study

First: - Description and diagnosis of the study variables

In order to identify the importance of soft human resource management and the reality of its work in the way in which

it is possible to know when the job performance of the employees at the level of the Presidency of Tikrit University has progressed and the extent of the clear response of the respondents to the paragraphs of the questionnaire, it will be relied on the measures of central tendency represented by the arithmetic mean and the standard deviation of the formulated questions in the questionnaire form. The researcher relied on the answers of the sample using the quinquennial Likert to analyze the formulated questions, the level of each variable will be confined between (1-5) with three levels, and the table (3) shows this, and includes three levels at the hypothetical mean of (3).

Table 1: Weighted averages of the answers of the research sample

Rating level	weighted average
low	From 1 to 2
Center	from 2 less than 3
high	from 3-5

The results of the answers of the study community members to the variables addressed in the questionnaire, based on the analysis of those answers related to the variables, were as follows:

A - Description and diagnosis of soft human resource management

This variable was measured through the questions (question 12) that were listened to, and therefore the answer to the paragraphs of those sub-dimensions that reflected all the trends of the study sample and the extent of its diagnosis in the studied sample. In Table No. (4) it is shown:

Table 2: Description and diagnosis results.

Standard deviations	Arithmetic mean	The content of the phrase	T
3.72	0.86	3.72	1
3.59	0.81	3.59	2
3.80	0.69	3.80	3
3.74	0.58	3.74	4
0.77	3.80	Soft empowerment	
4.70	0.88	4.70	5
4.54	0.58	4.54	6
2.79	0.89	2.79	7
3.81	0.66	3.81	8
0.75	3.98	Soft procedures and rules	
3.93	0.50	3.93	9
3.90	1.51	3.90	10
3.35	0.48	3.35	11
4.15	0.77	4.15	12
0.84	3.87	Soft work teams	
0.79	3.95	The content of the overall statement of the soft human resource management variable	

Source: Prepared by the researcher based on the results of the electronic calculator.

The researcher has noticed through the table and the scientific conclusions of the studied sample that the sub-dimensions of the variable soft human resource management were measured from which the content of the total expression of the variable as a whole amounted to (3.95), which is as a value greater than the hypothetical mean whose chosen hypothetical value is (3) and with a standard deviation (0.79) And if it indicates something that indicates that the soft HRM at a very high level, the answers of the sample surveyed. And the answer about the branching dimensions as follows:-

- The results of the first sub-dimension have been proven through the four response paragraphs, where the arithmetic mean of the dimension of soft empowerment was (3.80) greater than the hypothetical mean of (3) and with a standard deviation of (0.77), and this indicates that the surveyed sample practices after soft empowerment.
- The results of the second sub-dimension have been proven through the four response paragraphs, where the dimension of procedures and soft rules has reached, where the arithmetic mean is (3.98), which is the amount of the hypothetical mean of (3) and with a standard deviation of its

value (0.79) and this indicates the importance of which procedures and soft rules in the organization researched.

□ The results of the third sub-dimension have been proven through the four response paragraphs, where the dimension of soft work teams has reached, where the arithmetic mean is (3.87), which is the hypothetical mean of (3) and with a standard deviation of (0.84), and this indicates the

importance of the soft work teams in the organization researched.

1. The answers of the sample members to the paragraphs of the questionnaire

2. Description and diagnosis of the job performance dimension: This variable has been measured job performance through the following paragraphs, which can and can be shown in the table below:

Table 3: Results of job performance description and diagnosis.

Standard deviations	Arithmetic mean	Responsive phrase	رد
0.90	4.67	X1	1
0.70	3.95	X2	2
0.88	3.64	X3	3
0.56	4.57	X4	4
0.76	3.73	X5	5
0.19	3.86	X6	6
0.68	3.90	X7	7
0.89	4.97	X8	8
0.90	4.10	X9	9
4.03	4.03	4.03	10
4.23	4.23	The overall level of the job performance variable	

Source: Prepared by the researcher based on the results of the calculator

We note through the results shown in the table () that this variable was measured through 10 paragraphs, and the arithmetic mean of job performance reached (4.23) which is greater than the hypothetical mean of (3) and with a standard deviation of (0.79), which indicates that the job performance of the organization in question is very high.

3- Analysis of the hypotheses of correlation and influence of the study variables.

FirstTesting the validity of the first main hypothesis (the correlation hypothesis).

The first main hypothesis: There is a significant correlation between soft HRM and its dimensions, job performance in the presidency of Tikrit University.

To find out the correlation between the research variables (the independent variable) represented in soft human resource management, and the dependent variable represented in (job performance) Pearson correlation coefficient was used, and the results were as follows:

Table 4: Results of the correlation between soft human resource management and job performance

Soft HR Management	Soft work teams	Soft procedures and rules	soft empowerment	relationship type	Independent variable
0.408**	0.254**	0.496**	0.569**	link	dependent variable
0.00	0.00	0.00	0.00	Indication level	Functionality

Source: Prepared by the researcher based on calculator outputs.

We note from the results of the table () that there is a strong correlation between soft human resource management and job performance, as the correlation coefficient reached (0.408) at a level of significance less than the levels of morality (0, 00), and the relationship was positive and this positive value indicates that the nature of the direct relationship between The two variables and this confirms the tendency of the relationship to increase, and at the level of all sub-dimensions they had a correlation with job performance, which is a positive and strong relationship that indicates the direct relationship between the two variables and therefore the first main hypothesis is accepted in the form of proof.

B. Impact test

This hypothesis was tested in the research related to measuring the effect of the variable HRM with its dimensions on the variable of job performance using the multiple linear regression model.

The second main hypothesis: There is an effect of high moral significance between soft HRM in terms of its dimensions in job performance in the presidency of Tikrit University.

Table 7: Estimated values of multiple linear regression model

Statistical significance	calculated (t)	B regression coefficient	Sub-dimensions	Statistical significance	calculated (F)	(R ²) The coefficient of determination	Dependent variable
0.00	8.727	0.453	soft empowerment	0.00	220.51	0.636	Functionality
0.00	6.034	0.352	Procedures and rules				
0.00	7.479	0.465	work teams				

Source: Prepared by the researcher based on the results of the analysis; Significant (*) value at the (0.05) level.

We note from the estimates in the fields of the above table that the second main hypothesis that there is a significant effect with a statistical significance for soft HRM represented by its dimensions in enhancing job performance has been achieved, as the calculated (F) value reached (221.52) which is greater than its tabular value at the level of Significance (0.05) at the degree of freedom (1,28) of (4.16) and this indicates the existence of a significant relationship assumed relationship between the independent variable and the dependent variable, and the coefficient of determination (R²) indicates that the soft HRM explains its amount (63.6%) Of the changes that occur in the job performance of the studied sample, and at the level of the sub-dimensions, all of them have an impact on the job performance as indicated by the regression coefficient for all dimensions in significance, and this is confirmed by the calculated (T) value greater than its tabular value at the significance level (0.05) at the degree of freedom (1, 29) amounting to (2.042) and these results indicate the significance of the influence relationship between the two variables, which means that the individuals working in the presidency of Tikrit University, which is located within the area of Salah al-Din governorate in question, which is characterized by having a soft human resource capable of having a moral effect in Enhance job performance. Thus, the second main hypothesis was accepted in the form of proof.

Fourth Axis

The conclusions and recommendations of the research

First, a summary of the conclusions

1. The Human Resources Department has an effective and distinguished role in solving all problems in a manner that takes into account the environment of all laws and procedures, determining them through interactive steps to discover deviations at the beginning of their occurrence or before that.
2. There is a strong correlation between soft human resource management and job performance, and this indicates something that indicates that the more soft human resource management practices increase, job performance will be stimulated and enhanced by employees of the organization in question.
3. There is a significant effect of soft HRM in enhancing job performance, and this indicates that soft HRM in the surveyed sample represents an important part to achieve high job performance for workers in the organization in question.
4. There is a somewhat clear knowledge, understanding and awareness among the individuals working in the researched field about the clear dimensions of the dependent and independent variables, and this indicates the extent of the individuals' inclinations in this direction.

Second: Summary of recommendations

1. Providing advice and guidance to workers in the organization under study on the importance of soft HRM represented in its dimensions, through monitoring publications and courses held in development and guidance centers.
2. Motivating and directing the individuals working in the organization with the importance of completing the work and that is a form of dedication and hard work by raising their morale financially and morally.

3. Directing human resources managers with the importance of easy and flexible dealings with working individuals in accordance with the controls governed by business organizations and the completion of their work according to the best possible job performance.
4. Paying attention to job performance reports and performance evaluations for working individuals. This reflects the extent of aspiration and awareness among individuals of the importance of.

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