



Research Paper

The role of human resources management in achieving strategic coherence

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Abstract

The general objective of this research is to identify the role of human resources management in achieving strategic cohesion in organizations concerned with refugee affairs in Jordan. The research relied on the descriptive approach through the opinions of a sample of workers in these organizations such as (the UN, the Norwegian Refugee Council (NRC), UNDP, WFP, and UNICEF). This research adopted the conceptual framework of human resources management as one of the important topics as an independent variable and strategic cohesion as a dependent variable. The analysis was conducted using a set of statistical tools, such as descriptive analysis and testing the hypothesis of association and influence based on the SPSS 25V program. The research included a number of conclusions, The most important of which is that although the variables of the current study are not relatively new, the literature confirms that they are hot topics in the field of business administration today and need to be studied and applied such topics in order to limit or address some of the problems that organizations suffer. The research presented a set of recommendations, the most important of which is the need to provide the basic components for practicing cognitive activities and adopting the application and concept of human resources management through practicing the activities it includes.

Keywords: Human Resources Management; Strategic Management; Strategic Coherence; Refugee Affairs in Jordan.

Received 12 Oct., 2024; Revised 23 Oct., 2024; Accepted 25 Oct., 2024 © The author(s) 2024.

Published with open access at www.questjournals.org

I. Introduction

The concept of human resources and its links with all departments of the organization is clear evidence of the importance of this department (Amjad et al., 2021). Therefore, human resources management is not only concerned with employee affairs, but rather those tasks have gone beyond legislation in financial and administrative decisions and decision-making (Reina & Scarozza, 2020). Today, the tasks assigned to human resources management have become to keep pace with all matters and developments occurring in the organizational system (Piwowar-Sulej, 2021). The challenges facing organizations require concerted efforts between the organization's departments to maintain high competitiveness, and therefore strategic cohesion is one of the most important things that symbolize the strength of the organization and organizational matters in organizations. One of the issues that has attracted the attention of many researchers and scholars in the field of management (Guo & Chen, 2021). In general, is the appropriate human resources management strategies in organizations, which have a major and primary role in directing employees in the organization and striving to achieve the desired goals, as the knowledge strategy has clear repercussions on employees and thus affects the overall productivity of organizations and their performance, whether these results are positive or negative (Al-

Qudah et al., 2020). In addition, the changes occurring in today's society in general and the rapid technological developments require organizations to follow new strategies and methods to confront these developments due to their repercussions on the productivity of organizations and the achievement of their goals (Temel & Durst, 2020).

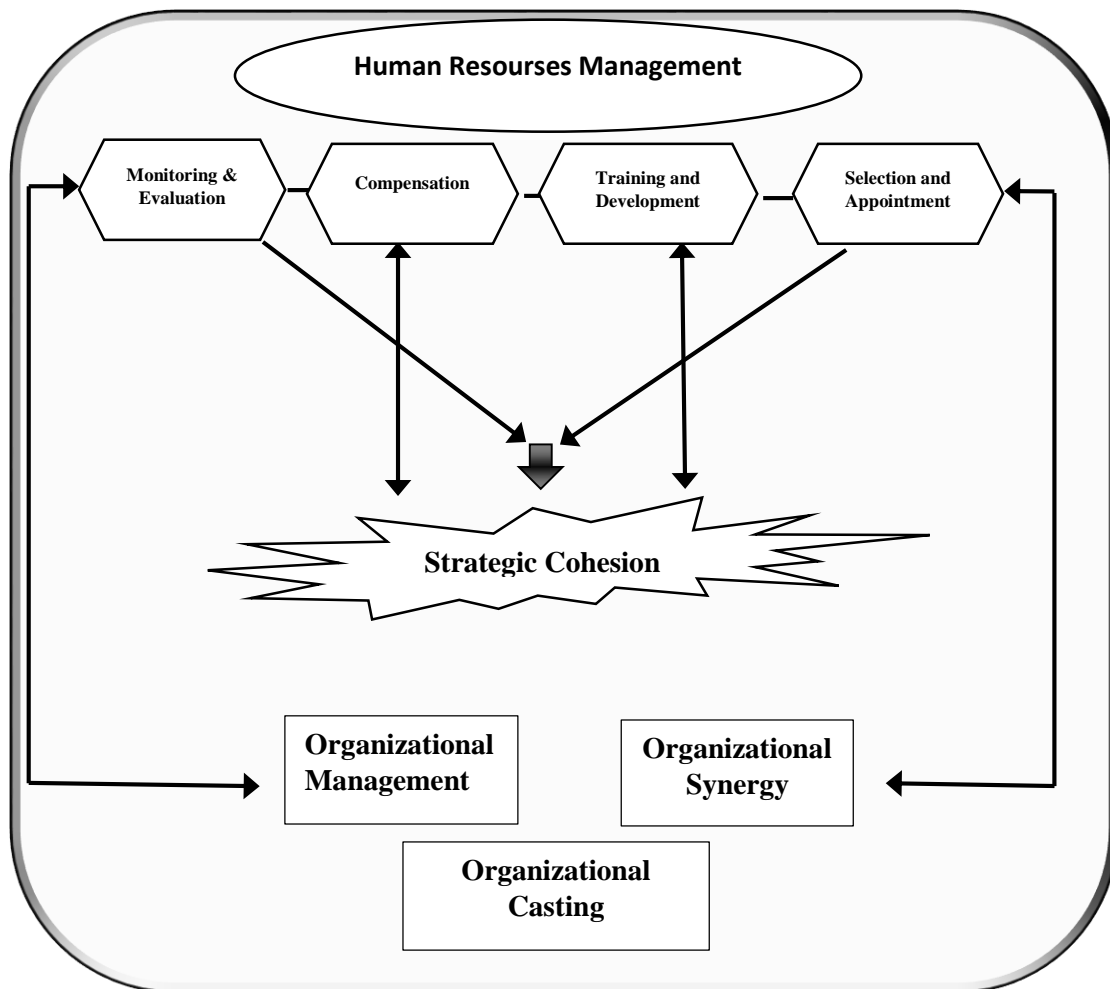
Therefore, this study attempts to identify human resources management in achieving strategic coherence in civil society organizations, and to identify the role of human resources managements in achieving strategic coherence in these organizations. The study problem is addressed by answering the following two main questions:

- What is the reality of applying human resources management in civil society organizations?
- What is the role of the level of human resources management application in achieving strategic coherence?

Given the great importance that organizations attach to human resources managements and the focus of researchers on this topic as the main driver of the organization in order to achieve its goals, no group can work and achieve goals unless there is strategic coherence that the organization possesses in its possession (Mohsin et al., 2022). Likewise, the organization cannot work alone, as it needs a work team characterized by cooperation and commitment to the organization (Roberson & Perry, 2021). In addition, the importance of this study lies in the fact that it addresses a modern administrative topic that has become essential to the work of civil society organizations. These organizations operate in an environment characterized by development, change and renewal, and human resources management is one of the basic means that enables this university to reach the stage of strategic coherence in achieving its goals (Zafar et al., 2020). This study seeks to contribute to achieving strategic cohesion and activating Human recourses managements in these organizations.

This study seeks to achieve the reality of human resources management in civil society organizations. This is done by monitoring the reality of applying human resources management in achieving strategic cohesion and personalizing knowledge in organizations. Furthermore, identifying the level of strategic cohesion working in civil society organizations. Analyzing the relationship between human resources management in achieving strategic cohesion in organizations.

Research hypothesis scheme



Study hypotheses:

- **H1:** There is a significant correlation between the independent variable, human resources management, and the dependent variable, strategic cohesion.

- **H2:** There is a significant influence of the variable, human resources management, on strategic cohesion.

Sample of the study: the opinions of a sample of workers in these organizations such as (the UN, the Norwegian Refugee Council (NRC), UNDP, WFP, and UNICEF).

II. Literature review:

The concept of human resources management comprehensively expresses the processes of planning, directing, organizing and following up on individuals working in any organization, regardless of its specialization and objectives, as they are among the most important resources that cannot be easily obtained, considering that human resources are an investment capital that must be developed and advanced because it has a strategic dimension for the success of the organization or work. Human resources management appears in a way that works to direct care and complete attention to individuals and help them perform their work in the best possible way, highlighting their distinguished activity, ideas and creative energies. The result of this is achieving the interest and objectives of the organization, which provides it with a competitive ability in the world of work and production and remaining strong and stable in the specialized path of its work (Kehoe & Han, 2020).

Human resource management science uses tactics in addition to the basic strategy in managing employees and ways to achieve excellence in the field of work and production (Chadwick & Flinchbaugh, 2020). In fact, the concept of human resource management did not settle in this form until after the human element went through various and numerous experiences and activities that gained him cumulative experiences over time, which gave him the ability to develop, formulate and develop the concept of human resource management. When there is a need for development in the work process of organizations, this management is found to be efficiently able to keep pace with that through coordination between functions or creating new functions that develop with the development of the needs of these organizations. As a result, human resource management has played and continues to play many roles in the lives of organizations (Chadwick & Flinchbaugh, 2020).

Alshammari (2020) define that the human resources management is one of the most important organizational departments at the present time, especially since modern administrative sciences have proven through studies and theories that a large percentage of the organization's success depends on caring for the human element. Therefore, any organization had to include this department within its organizational structure, but there are a group of factors that determine the organization's path in establishing human resources management, which are: -

• **Size of the organization:**

The larger the size of the organization, the larger the number of employees and the wider the scope of jobs, departments and sections, especially those emanating from human resources management, which makes the organization place human resources management at the top of the administrative pyramid, close to senior management, in order to help it in strategic planning for its human resources, in addition to helping in setting the budget and facilitating the process of communication with branches (Carroll, 2021). Also, in very small organizations, human resources are at the top of the administrative pyramid, and in some very small organizations, they are integrated within senior management. As for the middle area between the two cases, the position of human resources is an unstable position and relative to its proximity or distance from the top of the administrative pyramid. Increasing the size of the organization means the necessity of creating a specialized human resources department in it. Therefore, organizations must measure their sizes accurately and reconcile between the size and the location of human resources management in it and its type (Aina & Atan, 2020).

• **Nature of the organization's work:**

The location of human resources management differs from one organization to another according to the nature of the service (AlHamad et al., 2022). We often notice that in profitable or economic establishments, human resources management is closer to senior management than in service organizations, because profit organizations want to examine and know the level and number of workers and know their ability to produce and what development programs, they need to provide human resources requirements in order to obtain the highest level of productivity. As for service institutions and organizations, the systems are often enacted and established by civil service institutions, and appointment and training operations are often carried out according to central procedures by these institutions, while human resources departments in service organizations supervise the implementation of the laws and foundations established by these institutions (Oliveira et al., 2023).

• **Centralization and decentralization of the organization:**

We consider the organization centralized when the authority is concentrated in one individual or in the upper administrative levels only, so decisions are made away from administrative implementation (Peçiflo, 2020). As for decentralization, it is when authority is delegated to lower administrative levels as close as possible to implementation. Also, the location of departments, especially human resources, is affected by the organization's delegation policies. Therefore, we can say that if the organization believes in the principle of delegation, it is possible to give up a job or manage human resources to other organizations that perform it more specialized, while it performs important or necessary tasks. However, if the organization relies on the centralized method, human resources fall within the organizational pyramid (Anwar & Abdullah, 2021).

• **Technology level:**

In the organization, the more technology increases, the easier it is to communicate with employees in all centers and departments, and the degree of human resources is raised and placed at the top of the administrative pyramid, unlike when technology is weak, which requires the human resources department to be at the bottom of the administrative pyramid to be in closer contact with employees (Schilling & Seuring, 2022). However, there are those who believe that "raising the level of use of automated technologies in implementing the organization's work and production constitutes a negative factor for the extent of the human resources department's participation in taking its full role in the organization, as high technology will leave this department with only the executive role and strip it of the rest of the roles, which gives it an ineffective formal existence." Therefore, there is more than one opinion in placing technology as a determinant of the place of human resources department in the organizational structure (Cirillo et al., 2021).

• **Level of efficiency in the organization:**

The experiences and distinguished competencies are an important wealth in organizations and they must preserve them because of their "great importance in many aspects, including the extent of understanding and adapting different concepts and investing them responsibly to serve the objectives of human resources management (Dekker, 2020). Also, dealing with senior management and ways to convince them within the framework of the interests of workers and work requires skill and efficiency that enhances ways to confront sometimes unfair decisions. It also requires this management to be able to deal with multiple aspects of decision-makers in addition to unions and other legal and executive bodies in the organization. This in turn calls on the organization to raise the status of human resources management and place it under its higher authorities at the top of the pyramid or organizational structure because of its prominent role in dealing with senior management and providing it with the opinions or suggestions it needs (Mohammadnazari et al., 2022).

The basic tasks of human resources management:

1-Training and development: It work on preparing training programs and plans, measuring the level of qualification of employees and comparing it with what the work requires, in addition to studying new training programs and knowing what is new in the programs that may benefit employees to perform their work in a better way (Mislia et al., 2021). Training is also known as "the organized and planned effort to provide human resources in the organization with specific knowledge, improve and develop their skills and abilities, and change their behavior and attitudes in a positive and constructive way, which may be reflected in improving performance in the organization (Cop et al., 2020).

2- Recruitment: The job description is compared with the qualifications of job applicants in addition to describing and describing new jobs and restructuring old jobs. The administration also works on appointment. This task is concerned with searching for workers in the labor market and filtering them through job applications, selection and personal interviews in order to put the right person in the right place (Kambur & Yildirim, 2022).

3- Evaluation of employee performance: It is the section concerned with imposing discretionary rewards and penalties based on employee performance. It includes legal investigations with employees and provides awards, rewards and certificates of appreciation to the distinguished ones. Negative and positive incentives are "an effective means of achieving goals efficiently and effectively, by directing employee behaviors, developing their level of performance, increasing their productivity, raising their morale and deepening their sense of belonging to the organization." Therefore, incentives are considered an effective means and an essential task of human resources management, as the organization can direct employees to the behavior it wants at work and keep them away from what it does not want them to do (Groen et al., 2016).

The topic of strategic cohesion is one of the important topics in strategic banking thought, through which banks can achieve their strategic goals by performing comprehensive strategic cohesion that ensures that the organization's departments and employees who work together to achieve the banks' goals adopt the concept of strategic cohesion, as many researchers and academics use different terms that refer to strategic cohesion, including compatibility, proportionality, integration, and interconnection (Groen et al., 2016).

Cohesion represents a strategic challenge for most organizations, and it includes multiple dimensions, including financial aspects, providing unique solutions that achieve employee satisfaction with the services and products provided, and exchanging information and expertise between the organization's units. Alignment requires careful planning and implementation to maximize value for stakeholders or beneficiaries of its services (Charbonneau & Wood, 2018). Senior leaders are the first and important step in implementing strategic cohesion, through which effective communication is achieved, channels are opened for mutual dialogue between everyone within the organization, and planning and adopting a methodology for managing change are carried out. Senior leaders also see strategic cohesion as a system of mutually compatible meanings among members about organizational direction, i.e., members' understanding on a broad scale about the intended direction towards the work to be achieved. It requires leaders to communicate strategic priorities and goals in ways that enable all employees to understand them, and to create strategic awareness through different communication methods. Organizations usually use questionnaires to determine the level of strategic awareness of their employees and their awareness of the organization's mission, vision, and strategic priorities (Fuertes et al., 2020).

There are a number of basic principles for achieving strategic coherence in banks such as follows:

1- Change through leadership:

The success of the organization and the achievement of its goals come through its leadership, and the most important condition for achieving success is the participation of leaders in implementing the plan, as the strategy requires change in every part of the organization (Hussain et al., 2016).

2- Translating the strategy into executive plans:

The strategy is placed at the center of the organization's management system and thus is understood by everyone. If we want to build a strategy management system around strategies, we need a system to describe the strategy. A system to achieve the success of organizations, as it works to help executives understand and formulate strategies. Through the use of strategic maps that contribute to linking executive plans to strategic goals (Loeser et al., 2017).

3- Achieving strategic coherence in the institution:

Each organization consists of many sectors, business units and specialized departments, each of which has a strategy. In order for interaction between them to be achieved, the organization needs a means to achieve coordination between these strategies, and this is not an easy task, as functional departments such as finance, marketing, engineering and purchasing have their own information systems, language and culture, and the functional structures of these departments become a major obstacle to implementing the strategy (Glass & Newig, 2019).

4- Make the strategy the responsibility of every individual in the organization:

Every individual in the bank must be aware of the strategy, compatible with it and able to implement it in order to achieve the organization's goals and achieve coherence and consistency in performance (Wang et al., 2016).

5- Make strategy formulation an ongoing process:

Most organizations build their administrative processes in light of the budget and operations plan, and monthly management meetings discuss plan deviations and the requirements for addressing them, and these executive tasks are important within the organization (Chanias et al., 2019).

III. Methodology

A questionnaire was developed to collect primary data from the members of the study sample, based on the theoretical literature and previous studies related to the subject of research. The questionnaire consists of two parts, the first of which is related to the characteristics of the members of the study sample, namely: scientific specialization, academic qualification, job level, and length of service, and the second includes questionnaire questions and includes two axes, the first axis, which concerns the variable of success of accounting information systems, consists of (24) phrases distributed as follows: Statements (1-6) for information quality, statements (7-12) for system quality, statements (13-18) for user satisfaction, and statements (19-24) for system use. The second axis dealt with the variable of crisis management and consisted of (26) phrases, and these phrases are distributed as follows: phrases (25-29) to detect warning signals, phrases (30-36) to prepare and prevention, phrases (37-42) to contain or limit damage, phrases (43-46) to restore normal activity, and phrases (47-50) to learn. To answer the questions of the second part of the questionnaire, the Likert-Scale was used. Pentagram from the degree of strongly agree to the degree of strongly disagree.

The validity and stability of the study tool

To verify the authenticity of the tool (questionnaire), it was presented to a group of workers in the human management departments of the refugee affairs organizations in Jordan, and on the basis of the observations submitted by the arbitrators, some paragraphs were excluded and the wording of others was modified. In order to verify the stability of the instrument, the stability coefficient was extracted using the Cronbach Alpha method for the resolution as a whole and for each variable in all its dimensions. The total stability coefficient of the resolution

was approximately (96%), indicating high internal consistency of the scale. Table 1 shows the values of the stability coefficient of internal consistency (Cronbach alpha) for the study instrument.

Table No. (1): Values of the stability coefficient of internal consistency (Cronbach alpha) of the study instrument

Sequence of paragraphs in the questionnaire	Variable name and dimension	Alpha Cronbach value
1 - 6	Testing and Recruitment	0.8931
7 - 12	Training & Development	0.9156
13 - 18	compensations	0.8742
19 - 24	Control and evaluation	0.9411
Human Resource Management		0.9318
25 - 29	Organizational excitement	0.8699
30 - 36	Organizational synergy	0.8811
37- 42	Regulatory Casting	0.9051
Strategic cohesion		0.9167
The resolution as a whole		0.9601

Statistical methods used

To analyze the study data and test its hypotheses, the following statistical methods were used:

- 1- Cronbach alpha stability coefficient to indicate the internal consistency of the statements that make up the scales adopted by the study.
- 2- Variance Inflation Factor (VIF) test and tolerance test to ensure that there is no high multicollinearity correlation between the variables of the independent study.
- 3- Skewness test to ensure the normal distribution of data.
- 4- Descriptive statistics measures such as frequencies and percentages to describe the characteristics of the study sample members, arithmetic averages and standard deviations to know the extent to which the respondents' answers are concentrated on the groups of statements for the independent and dependent variables and their constituent elements and the extent to which these answers are dispersed from their arithmetic mean.
- 5- Analysis Regression Multiple Linear to test the impact of independent variables represented by human resource management indicators in the dimensions of the dependent variable represented by strategic cohesion.
- 6- Regression Analysis Stepwise Multiple to arrange variables according to their importance in interpreting the dependent variable.

Data analysis and hypothesis testing

It is clear from the analysis of the results of the first section of the questionnaire, presented in Table (2), that (81.5%) of the members of the study sample are from the accounting specialization and that the remaining percentage is distributed between financial and banking sciences, business administration and economics, and it is noted that the majority of them hold a bachelor's degree as a minimum, as their percentage reached about (70%), and this means that they are appropriately qualified scientifically.

In terms of job levels, the majority was at the manager level, with 39% occupying the position of manager. Confidence in the results is reinforced by the fact that respondents have a long service at work, with almost 53% having a service period of more than 10 years, which means that they have a high level of experience in their field. From the above, it is clear that respondents have the necessary knowledge and ability to understand and answer the questionnaire questions.

Table No. (2): Characteristics of the study sample

Sequencing in the resolution	Question	Category	Iteration	Percentage
A	Scientific Specialization	accounting	88	81.5%
		Banking & Finance	15	13.9%
		Business Administration	3	2.8%
		economy	2	1.8%
		Other	-	-
		Total	108	100%
B	Qualification	Less than Bachelor	-	-
		Bachelor	76	70.4%
		Graduate	32	29.6%
		Total	108	100%
C	Career Level	manager	42	38.9%
		Deputy Director	38	35.2%
		Head of Department	28	25.9%

		Total	108	100%
D	Length of service	5 Years & Under	12	11.1%
		6-10 years	39	36.1%
		11-15 years old	31	28.7%
		16 years and above	26	24.1%
		Total	108	100%

Descriptive statistics of questionnaire answers

The level of availability of human resources management indicators and the level of availability of an integrated system of strategic coherence were determined according to the value of the arithmetic averages of the responses of the study sample members to the questions posed in the questionnaire regarding the study variables and according to the following scale: less than 2.50 low, from 2.50-3.49 medium, from 3.50-5.00 high.

It is clear from Table (3) that the responses of the respondents to the groups of phrases related to human resources management indicators support the availability of these indicators to an average degree, as the general arithmetic average of the availability of these indicators was (3.29), with a standard deviation of (0.83), which indicates the consistency of the views of the respondents in this aspect. The level of availability of the test and recruitment indicator ranked first with an arithmetic average of (3.48), followed by the training and development index with an arithmetic average of (3.40). The control and evaluation index ranked third with an arithmetic average of (3.30), and in last place came the compensation index with an arithmetic average of (2.99). In general, these results indicate the availability of indicators of success of human resources managements at an average level in achieving the strategic coherence in the organizations.

Table No. (3): Descriptive statistics of the responses of the study sample members related to human resources management indicators.

Sequencing in the resolution	Human Resource Management Indicators	Arithmetic mean	Standard deviation	Rank	Availability
1- 6	Testing and Recruitment	3.48	0.81	1	Medium
7- 12	Training & Development	3.40	0.73	2	Medium
13- 18	Control and evaluation	2.99	0.86	4	Medium
19- 24	compensations	3.30	0.79	3	Medium
Arithmetic means and general standard deviation		3.29	0.83	-	Medium

Table (4) shows the respondents' answers to groups of phrases related to strategic cohesion.

Sequencing in the resolution	Stages of crisis management	Arithmetic mean	Standard deviation	Rank	Availability
25-29	Organizational excitement	3.35	0.85	2	Medium
30-36	Organizational synergy	2.78	0.72	5	Medium
37-42	Regulatory Casting	3.40	0.99	1	Medium
Arithmetic mean and general standard deviation		3.22	0.86	-	Medium

Hypothesis testing

To ensure the suitability of the study data to the assumptions of regression analysis, it was confirmed that there was no high correlation between the independent variables by conducting the Multicollinearity Test by calculating the tolerance coefficient and the Variance Inflation Factor (VIF) for each element of the independent variable, taking into account that the permissible variance value exceeds (0.05) and the variance inflation coefficient does not exceed the value (10). To verify the normal distribution of the study data, a coefficient of Skewness to ensure the normal distribution of data, and it is known that the data follows this distribution if the value of the torsion coefficient is less than (1).

It is shown from Table (5) that the value of the variance inflation coefficient VIFF or all human resources management indicators are less than (10), and the values of the permissible variance test. The tolerance for these variables was greater than (0.05), indicating no high correlation between the independent variables. The values of the torsion coefficient of the study variables were less than (1), which confirms the normal distribution of the study data.

Table No. (5): Test results of permissible variance, inflation and torsion coefficient

Variables	Contrast Amplification Coefficient (VIF)	Tolerance	Torsion coefficient (Skewness)
Testing and Recruitment	2.913	0.338	0.511
Training & Development	2.851	0.456	0.684
compensations	3.127	0.328	0.602
Control and evaluation	3.266	0.395	0.486
Organizational excitement	-	-	0.623
Organizational synergy	-	-	0.593
Regulatory Casting	-	-	0.631

The results of the hypothesis test are as follows:

- First hypothesis:

Ho1: "There is no statistically significant effect of human resources management (testing and recruitment, training and development, compensation, control and evaluation) in the refugee affairs organizations in Jordan to detect crisis warning signals as a stage of Strategic cohesion".

The results of the regression analysis presented in Table (6) show the impact of the dimensions of the independent variable (human resources management indicators) on strategic cohesion as a dependent variable. The value of F calculated to the significance of the model, where it reached (76.318) at the level of significance (0.000), and the adjusted coefficient of determination of the regression model R² Adjusted (0.593) That is, the independent variables represented by the dimensions of human resource management (as a group) explain (59.3%) of the variation in strategic cohesion, which means that the regression curve is good to describe the relationship between this variable and the independent variables, and the multiple correlation coefficient R of (0.778) indicates the strength of the relationship or correlation between the interpreted variables and the value of the dependent variable, as well as it reflects the lack of complete correlation between the independent variables, which indicates the acceptance of the alternative hypothesis that there is a statistically significant effect of resource management Human (testing and recruitment, training and development, compensation, control and evaluation) in the capacity of the refugee affairs organizations On the discovery of strategic coherence.

The regression model resulted in three statistically significant dimensions in front of the strategic coherence variable: testing and recruitment, training and development, control and evaluation, where we find that the regression coefficients have positive and significant at the level of significance (0.05), while the user satisfaction variable was not significant at the level of significance mentioned. The results of the statistical analysis here indicate that there is a statistically significant effect at a significant level (0.05) for the variables represented by testing and recruitment, training and development, control and evaluation, in strategic coherence, while there is no statistically significant effect of the user satisfaction variable on strategic cohesion at the level of morale mentioned.

Table 6: The results of multiple regression analysis to test the impact of human resources management dimensions on strategic cohesion

Coefficient of determination (R ²)	0.605				
Adjusted coefficient R ²	0.593				
Multiple correlation coefficient (R)	0.778				
F Calculated	76.318**				
Significance level (Sig.) F	0.000				
Independent variables	B	Standard error	Beta	Calculated t	Significance level t (Sig.)
Testing and Recruitment	0.219	0.054	0.210	*4.488	0.000
Training & Development	0.206	0.056	0.213	*4.446	0.000
Control and evaluation	0.031	0.059	0.057	0.327	0.743
compensations	0.192	0.048	0.199	*3.973	0.000

**Statistically significant at a significant level ($\alpha \geq 0.05$) and, * Statistically significant at a significant level ($\alpha \geq 0.01$).

- Second hypothesis:

Ho2" There is no statistically significant impact of the success of accounting information systems (information quality, system quality, user satisfaction, and system use) on the ability of commercial banks operating in Jordan to prepare and prevent crises as a stage of crisis management."

To illustrate the importance of each independent variable separately in contributing to the mathematical model, which represents the impact of human resource management (testing and recruitment, training and development, compensation, control and evaluation) in strategic cohesion, Regression Analysis Stepwise Multiple was used. Table (7), which presents the order of entry of independent variables into the regression equation, shows that the test and assignment dimension came first and explained (50.3%) of the variance in the dependent variable, then the dimension Training and development, which explained with the control and evaluation dimension (57.4%) of the variation in the dependent variable, and finally entered the compensation dimension, which explained with the previous two variables the amount of (60.2) of the difference in the dependent variable represented by strategic cohesion, while the user satisfaction variable came out of the regression equation, as it did not have an important role in interpreting the data of the dependent variable.

Table 7: results of multiple gradient regression analysis of human resource management dimensions affecting the discovery of strategic coherence

Independent variables	Cumulative coefficient of determination (R ²)	Calculated t	Significance level t (Sig.) **
Organizational excitement	0.503	3.089	0.000
Organizational synergy	0.574	3.632	0.000
Regulatory Casting	0.602	2.561	0.000

**Statistically significant at a significant level ($\alpha \geq 0.05$).

IV. Conclusions

1. The increasing challenges facing organizations in the twenty-first century require organizations to resort to ensuring the performance of their employees by creating a performance management system capable of raising the level of employee performance.
2. Although the variables of the current study are not relatively new, the literature confirms that they are hot topics in the field of business administration today and need to be studied and applied in order to reduce or address some of the problems that organizations suffer from.
3. Previous cognitive efforts indicate that achieving strategic cohesion represents the goal of managing the organization, which made researchers and practitioners pay more attention and depth to searching for the factors that help the organization achieve strategic cohesion through the application of human resources management.
4. Previous cognitive efforts indicate that achieving strategic coherence represents the goal of managing the organization, which made researchers and practitioners pay more attention and depth to searching for the factors that help the organization obtain human resources management and achieve strategic coherence through the application of human resources management

V. Recommendations

1. The necessity of expanding the study of the concept of human resources management and its strategies for its importance in supporting the ability of academic institutions to distinguish, innovate, advance and continue to develop the information revolution of the organization.
2. Improving the level of performance of organizations by adopting a clear formula to integrate performance management by approaching an integrated view between the objectives of performance management and the strategic objectives of the organization.
3. Establishing performance management in the strategic coherence of Iraqi organizations as one of the formations of human resources management to care about raising the performance of employees, which will be reflected on the organization.
4. The necessity of providing the basic components for practicing cognitive activities and adopting the application and concept of human resources management through practicing the activities it includes.

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