

The role of hard human resource management in improving production efficiency: An exploratory study in the Maysan Oil Company

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Abstract

The study aims to know the role of hard human resources management in improving production efficiency, as the problem of the study lies in the lack of awareness of the management of the Maysan Oil Company of the philosophy of solid human resources management and its role in improving production efficiency. The study sample included (205) officials in the Maysan Oil Company, and for the purpose of achieving the objective of the study, the questionnaire was adopted to collect data related to the study, and the questionnaire collected was analyzed using the statistical programs (SPSS.V.23), (Amos V. 23). The results show that the company in the field of study seeks to pay attention to the performance achieved by all employees in order to improve it and encourage employees in many ways to increase the percentages of achievement achieved for performance.

Keywords: human resource management, production efficiency.

Introduction

The management of human resources in the administrative organs is the cornerstone of the administrative process. Hence, organizations in various countries have been keen to develop laws, policies and rules for human resource management. These laws, regulations and rules mainly target competencies to work in organizations, and since the oil sector in Iraq is one of the most important sectors that achieve The sustainable economic development of the country, as the oil sector in Iraq needs oil institutions and companies that keep pace with environmental complexities and technological developments and make changes in order to achieve leadership and productive efficiency. Through their loyalty, ability to adapt, experience and high quality results to improve the productive efficiency of the researched company

❖ **Study Methodology**

the study Problem:

Companies are currently facing a lot of pressures, challenges and complications due to the accelerating dynamism and continuous changes and the acceleration of the pace of events and the increase in the depth of competition in various industries and businesses in the world, which has created pressure on these organizations to find ways and ways that enable them to adapt to those environmental secretions around them through the development of strategies It is in harmony with the nature of the challenges that they face and thus led to the transformation of human resources within organizations from human resources with limited behavior to empowered human resources with high talents and capabilities that qualify them to perform the best work and adapt to all circumstances and variables, which leads to facing many difficulties in order to build the capabilities and skills of resources humanity in it. Where the problem of the study lies in the lack of awareness of the management of the Maysan Oil Company of the philosophy of hard human resources management and its role in improving efficiency and productivity. In light of the specific problem, the current study seeks to answer the following questions.

1. Does Maysan Oil Company adopt a hard human resource management philosophy?
2. Does hard human resource management contribute to improving production efficiency?
3. What is the relationship between hard human resource management and productive efficiency?
4. Does hard human resource management in the company contribute to raising the capabilities of employees and qualifying them towards providing better performance?

the importance of studying:

The importance of the current study lies in the theoretical and practical aspects:

1. The theoretical importance of the study stems from the importance of hard human resource management, as it is a recent trend in the human resource management literature.
2. It serves as guidelines for researchers who conduct experimental research in the future and is of paramount importance in being the first of its kind in the oil industry in Iraq to the knowledge of the researcher, especially in the Maysan Oil Company as an extractive company.
3. The importance of the applied study is highlighted in that it can make contributions that help draw attention to the importance of the dimensions of solid human resource management.

Objectives of the study:

The study seeks to achieve a number of goals in light of the field problem, which is essentially related to revealing the nature of hard human resources management and its impact on the productive efficiency in the Maysan Oil Company. Accordingly, the research seeks to improve goals through: -

1. Knowing and determining the nature of the work philosophy of the Human Resources Department in the Maysan Oil Company.
2. Knowing the extent to which hard human resource management contributes to improving production efficiency.
3. Determine the relationship between hard human resource management and productivity efficiency.
4. Knowing the extent to which the hard human resources management in the company contributes to raising the capabilities of employees and qualifies them towards providing better performance.

Study hypotheses:

❖ **Key Correlation Hypothesis**

(There is a significant correlation between hard human resource management and production efficiency) from which the following subhypotheses are branched:

- 1-There is a significant correlation between human resource planning and productivity efficiency.
- 2- There is a significant correlation between wages and production efficiency.
- 3-There is a significant correlation between work turnover and productivity efficiency.
- 4- There is a significant correlation between control and production efficiency.
- 5-There is a significant correlation between performance evaluation and productivity efficiency.

❖ **Main Impact Hypothesis**

(There is a significant effect of hard human resource management and production efficiency) from which the following sub-hypotheses are branched:

- 1- There is a significant effect between human resource planning and productivity efficiency.
- 2- There is a significant effect between wages and production efficiency.
- 3- There is a significant effect between work turnover and productivity efficiency.
- 4- There is a significant effect between censorship and productivity infidels.
- 5- There is a significant effect between performance evaluation and productivity efficiency.

❖ **The theoretical side**

First: The concept of hard human resource management

The concept of "hard" HRM requires a close blend of an organization's business strategy with its HRM policies. From a management perspective, this can be linked to the Taylor Doctrine where "hard" methods are associated with bringing benefits to organizations, where the role of HRM focuses on achieving success through its willingness to make difficult decisions. The human resource is treated as a negative factor cost to production which ultimately encourages an equivalent focus on labor costs and numerical flexibility, while personal development and employee needs are largely ignored (Rahman et al, 2017:107).

According to Legge (1995:35), the concept of hard HR is a 'utilitarian mechanism' in which the 'resource' aspect of human resource management is emphasized. This challenging model highlights HRM's focus on the importance of the close integration of HR policies, systems, and activities as well as business strategy. From this point of view, human resources are mainly a part of the production process and the expenses of running a business, i.e. the individual resource that has the power to transform inorganic factors of production into wealth. Human resources are a passive part and are used only as numbers and skills at affordable prices rather than as a source of creative energy. Solid HRM, communicating through the hard term business and economics, is as calculating, logical, and strict as any other branch of management.

❖ **Dimensions of hard human resources**

1- Human Resource Planning

Human resource planning is based on the concept that people are the most important strategic resource of an organization. In general, it is about the appropriate resources for the needs of the business whether in the longer or short term needs in terms of quantity and quality. Human resource planning deals with the larger issues related to methods of staffing and people development for the purpose of improving the effectiveness of the organisation. Therefore it plays an important role in strategic human resource management.

The concept of human resource planning is a process by which the human resources that are needed by the organization are identified and planned in order to meet its requirements in the short and long term (Prashanthi, 2013:63).

Human Resource Planning (HRP) is also defined as “the process of ensuring that the human resource requirements of an organization are identified and plans are made to meet these requirements.”

It is defined (Maina & Kwasira 2015: 1572) as the process of analyzing the current human capital and predicting the future human capital that the organization may need to achieve its goals.

2- Job rotation

The emergence of different organizations in the country and the associated increase in the requirement for skilled manpower leads to organizations competing to recruit and retain the best employees. Hence employee turnover becomes one of the biggest human resource problems in most organizations. Various scholars have defined employee turnover in the following way. The employee turnover rate is the net result of the exit of some employees and the entry of others into the organization. The employee turnover rate is the rate of change in the relevant personnel during a specified period. (WUBE, 2020 :8) defines employee turnover as the amount of movement in and out of employees in an organization.

According to (Rehman, 2012:83)., employee turnover “simply indicates the movement of employees out of the organization.” It is a negative aspect that may lead to the failure of employee retention strategies in organizations. “Leaving a job appears to reflect significant problems in the workplace, rather than opportunities to advance to better jobs.” Employee turnover disrupts teams, raises costs, reduces productivity, and leads to a loss of knowledge. Therefore, it is necessary for the management to realize the importance of job satisfaction of the employee.

3- Performance appraisal

According to (Kondrasuk ,2011: 63) formal appraisal can be defined as: A tool or method for evaluating the work performance of an employee. During which the employee's work performance is evaluated and the employee is given feedback. A system for determining an employee's job prospects, current work performance, appraisal performance, and feedback provided to employees by evaluating performance and possibilities for future improvement, and setting new goals and expectations for another term.

Between (Brefo-Manuh et al, 2016:12) the performance appraisal system generally includes the procedures that are

taken to evaluate, monitor and enhance the effectiveness of employees as well as enhance the overall success of the organization. It is the process of evaluating the performance of an individual employee and how it can be improved to contribute to the company's overall performance. The performance appraisal system focuses on identifying the strengths and weaknesses of the employees so that actions can be taken to improve and develop the skills and competencies of the employees to achieve better results. Earlier, the performance appraisal system provides a means by which various organizations can ascertain the expected performance outcomes of their employees as well as identify areas for improvement in order to make good use of human capital.

4- Censorship

It is a management tool for the purpose of increasing the company's value targets in plans and budgets and managing deviations from the plan with ex-post resolution and advance forecasting. „The concept of human resource control can be deduced from the concept of control as a management tool aimed at increasing the value of organizations, evaluating the follow-up of the financial plan and managing deviations from the plan and about controlling the objectivity of the plan and changes of the plan,“ (SoÓsová, 2011:95).

Control includes setting organizational standards for aligning employees' actions with the organization's goals, as well as monitoring and rewarding the extent to which these standards are met (Verburg et al, 2018:182). The objective of control practices in general is to ensure that employees are provided with information on relevant performance standards, to correct deviant behavior, motivate effective performance and thus improve productivity.

5- wages

Wages have been used for over centuries to reward employees for work and have evolved over time. The work of Frederick Wilson Taylor also known as the father of scientific management, was one of the landmarks in this field. Taylor's scientific management concept was to link efficiency with performance and promote the idea of 'fair day's pay versus fair day's work'. Workers will be paid based on the efficiency of their work, and Taylor believes this system will encourage people to work better

One of the most common criticisms of Tellurism is the lack of concern for human needs and appreciation. Over time, the organization's approach to management began to integrate the needs of its employees. Another factor characterizing wage development occurred during World War II (Mir, D 2020:2), where salary and price controls prevented companies from continuing to compete in terms of employee salaries. As a result, companies have begun offering benefits such as health bonuses and attractive retirement plans to offset stagnant salaries. The introduction of employee stock options is also one of the elements that contributed to the development of compensation.

The second axis is production efficiency

First, the concept of production efficiency

Studies indicate that the concept of productivity is a broader concept than the concept of efficiency, as efficiency is a measure of results and achievements of human resources. As for productivity, it measures the final results of the facility or the economic system as a whole, and the focus is on measuring efficiency at the level of the final facility. As well as focusing on the added value and not on the volume of production, because value added means the addition in the final value of the economy, which is the outcome of the difference between sales and expenses. Some believe that productivity is the performance criterion, while efficiency is the economic criterion, and that both criteria are what is called technical rationality (Sabah, 2009: 83).

Efficiency is defined as one of the important measures commonly used by business organizations in measuring their performance as a result of the great trends of the management of these organizations towards achieving the largest possible return from the use of available material, human and financial resources, as well as the scarcity of these resources. It means achieving the best results from the relationship. Between inputs and outputs, it is measured by the ratio of inputs to outputs (Evans, et.al., 2007:519).

Production efficiency is a concept that is difficult to define. Efficiency can generally be defined as a measurement (usually expressed as a percentage) of actual output to expected standard output. Efficiency measures how well something performs compared to current standards; In contrast, productivity measures output in relation to a given input, for example, ton/hour worked. Efficiency is the ratio of actual units produced to expected standard rate of production in a period of time, standard hours produced to actual labor hours (takes longer means less efficient) and actual volume of production in value to standard volume in a period of time in value terms. In the economic aspect, the efficiency is the result of the company's activity and is a percentage of the effect achieved to bear the expenditure (Kolinski, A. 2013:95).

Second: measures of production efficiency

(Myronenko, 2012:20) describes labor productivity as a component of economic indicators because it provides a dynamic measure of competitiveness, economic growth, and standards of living within an economy. It is the measurement of labor productivity (and all that this metric takes into account) that can help explain the key economic foundations that both social development and economic growth should have. Work productivity is measured by the number of products an employee has produced for some time. Therefore, organizations must identify the metrics by

which productivity can best be measured, which are as follows:

1- Speed of response

Companies with a product leadership strategy need to rapidly change production and organizational processes in order to meet changing market and customer preferences. This uncertainty requires greater depth and breadth of skills, greater attention to quality, and commitment to organizational goals. HR practices fulfill these requirements by emphasizing a long-term focus with high levels of HR involvement, a set of individual and group criteria for performance appraisal, and extensive and continuous training and development that dramatically improve productivity (Wang & Verma, 2012:409). It must rely on initiatives and ideas that arise from a highly committed workforce in order to achieve success it must align with the interests of the company and the interests of its employees. Companies wishing to implement HR engagement programs to improve efficiency and productivity must find ways to encourage HR loyalty and commitment, and the benefits of work-life balance can help achieve this goal. The HR department must play a key role in managing any change in the organization (Hoke et al,2020:134)

2-time

Time is just one of the many resources available to the use of every organization and every human effort. Effective use of this resource along with other resources increases and improves productivity (FOLASADE, 2014:9). Time management involves investing time to determine what one wants from one's activities. It is the process of using time in order to accomplish certain tasks in an efficient and effective manner using skills and tools to achieve organizational tasks and goals. It has also been described as a way for managers to increase the effectiveness of work performance (therefore, effective time management is key to high levels of performance and the latter is essential to organizational success. Thus time management becomes a process by which individuals can accomplish organizational tasks and goals. In addition, time management often They are thought or presented as a set of time management skills.The theory is that once people master time management skills, they will be more organised, efficient, and happier (Al-Marri, 2019:35).

3- Flexibility

It is mentioned (Veise et al, 1971: 2014) that the term “flexibility in human resources” refers to the capabilities of human resource management and the extent to which the organization’s ability to effectively adapt during the appropriate time with the events and changes of the external environment or within the organization. (Kumari & Pradhan 2014:44) shows that the flexibility of human resources Interested in multi-talented workers and knowledge of their experience, behavior and education level. In addition to the ability to develop a system for human resources in an organizational aspect that would completely manage employees in order to be able to compete on the basis of responding to environmental changes and achieving high levels of productivity in the organization, and flexibility in human resources is seen as a possibility that helps the organization to face environmental conditions This is an adaptability that helps the organization increase productivity, improve performance, and achieve a competitive advantage for the organization over the rest of the organizations in the business environment.

4-Quality

Human resources, especially high-quality human resources, are playing an increasingly crucial role. Vietnam is in the process of industrialization and modernization of the country, developing in the direction of openness and integration into the world. In order to perform the above process well, the factor which has the most important role is the human factor. Qualified and high-quality human resources will make the renewal process in the country faster and achieve higher results. Industrialization and modernization of the country requires many important factors such as capital, science, technology and natural resources. But the most important and decisive factor is still the human being. Compared to other resources, human resources are an internal factor, which decides the success or failure in the social and economic development of each country. Therefore, in comparison with other resources, human resources, especially high-quality human resources, always occupy a central position and play a leading role in the industrialization and modernization of the country. Therefore, (Tien et al,2021:47).

Quality defines human resources as the level of education, experience, knowledge and skills required to carry out the tasks that fall to the members in order to achieve organizational goals. (Samiruddin, 2014:882).

5- Cost

The cost of human resources is important in creating a competitive advantage for the company. The ability of companies to take advantage of this potential source of profitability. That human resources are often “underutilized” because human resources often underperform their maximum potential. He argued that human resource management (HRM) practices can influence this discretionary effort through their impact on employee skills and motivation and through organizational structures that provide human resources with the ability to control how their roles are performed. The cost of managing human resources affects employee skills through the acquisition and development of the company's human capital. Recruitment procedures that provide a large pool of qualified applicants, combined with a reliable and valid selection system, will have a significant impact on quality, increase productivity, and the type of skills that new hires possess. (Bassey& Tapang, 2012:49).

❖ **Practical side**

First, the correlation hypotheses

The purpose of testing the main and sub-correlation hypotheses between the main study variables and their sub-dimensions and the interpretation of its field results requires that inference with the values of the simple correlation coefficient (Pearson), which turned out to be possible to use because the data were subject to a normal distribution as previously tested, and for this purpose the statistical program (SPSS V. 23). In order to judge the strength of the correlation coefficient, the evaluation will be adopted by dividing it into five categories, as shown in Table (1):

Table (1) Interpretation of the value of the correlation

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

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 foregoing, the correlation hypotheses can be tested as follows:

Test the main correlation hypothesis: (there is a significant correlation between solid human resource management and productive efficiency)

It is clear from Table (2) that there is a strong positive correlation with a significant significance between solid human resource management and production efficiency, as the value of the correlation coefficient between them was (0.662**), which is a significant value at a significant level (1%), i.e. with a confidence percentage (99%).

This result indicates that the company's management, the study sample, is interested in the dimensions of solid human resource management in terms of seeking attention to planning its needs of human resources and adopting a fair wage program based primarily on skills and achievement rates achieved and their control in order to evaluate their behavior and examine the extent of their implementation of the duties assigned to them and to evaluate and manage their performance With the aim of improving it and rationalizing their field contributions to work, which in turn improves the level of productive efficiency.

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

Table (2) The relationship between solid human resource management with its dimensions and production efficiency

independent variable the first Dependent variable	hard human resource management	Dimensions of hard human resource management				
		HR Planning	wage s	work rotatio n	ensorship	Performan ce evaluation
production efficiency	.662**	.567**	.579**	.511**	.481**	.581**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
result (resolution)	There is a very strong and significant positive correlation relationship at level 0.01 between solid human resource management with its dimensions and productive efficiency.					

Source: Prepared by the researcher in light of the outputs of the statistical program (SPSS V.23) N=205, $P \geq 0.01$

Depending on the results of the above table, it is possible to test the sub-hypotheses of correlation that emanate from the main correlation hypothesis, as follows:

a. The first sub-hypothesis test: (there is a significant correlation between the dimension of human resources planning and production efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the dimension of human resources planning and production efficiency, as the value of the correlation coefficient between them was (0.567**), which is a significant value at a significant level (1%), i.e. with a confidence percentage (99%).

This result indicates that the company's management, the study sample, is interested in planning its human resource needs and striving to achieve a balance between the supply and demand for human resources and determine the

quality of skills and knowledge currently required and expected in the future in order for the selection and distribution of employees to jobs and departments according to their qualifications and skills, and this in turn achieves Reducing total costs and enhancing the level of production efficiency of the company.

Based on the foregoing, it is possible to accept the first sub-hypothesis emanating from the main correlation hypothesis.

B. Second sub-hypothesis test: (there is a significant correlation between the wages dimension and production efficiency)

It is evident from Table (2) that there is a strong and significant positive correlation between the wages dimension and production efficiency, as the value of the correlation coefficient between them was (0.579**), which is a significant value at a significant level (1%), i.e. with a confidence percentage (99%).

This result indicates that the company's management interest in the study sample is to follow and focus on developing an effective strategy for wages and how to determine the salaries, rewards and incentives of employees, taking care of their personal issues and supporting their material needs, especially with regard to providing positive climates for them at work, contributing to solving their personal problems and providing them with financial support under all circumstances. This would improve the level of production efficiency.

Based on the foregoing, the second sub-hypothesis emanating from the main correlation hypothesis can be accepted.

c. The third sub-hypothesis test: (there is a significant correlation between the dimension of work turnover and production efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the dimension of work turnover and production efficiency.

This result indicates that the company's management, the sample of the study, is interested in reducing work turnover rates, deepening employee engagement with their jobs, increasing their commitment and loyalty to the company, and adopting organizational change as needed and in light of the capabilities and qualifications of employees and job requirements for each job position, in order to achieve the best level of training and development of employees' skills, and this in turn enhances Job performance and improves the level of productive efficiency.

Based on the foregoing, it is possible to accept the third sub-hypothesis emanating from the main correlation hypothesis.

d. Fourth sub-hypothesis test: (there is a significant correlation between the control dimension and production efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the control dimension and production efficiency, as the value of the correlation coefficient between them reached (0.481**), which is a significant value at the level of significance (1%), i.e. with a confidence percentage (99%).

This result indicates that the company's management interest in the study sample in the dimension of control and the design of effective control systems based on the diligent follow-up of work processes and the implementation of production steps is based on the availability of specialists in the control matter and the development of objective criteria for conducting regulatory comparisons with the achieved performance of production departments and units in particular with the aim of reducing the level of Costs, reduce production time and achieve high levels of production efficiency.

Based on the foregoing, it is possible to accept the fourth sub-hypothesis emanating from the main correlation hypothesis

e. The fifth sub-hypothesis test: (there is a significant correlation between the performance evaluation dimension and production efficiency)

It is evident from Table (2) that there is a strong positive correlation with a significant significance between the performance evaluation dimension and the productive efficiency, as the value of the correlation coefficient between them was (0.511**), which is a significant value at a significant level (1%), i.e. with a confidence percentage (99%).

This result indicates that the company's management interest in the study sample whenever it seeks to pay attention to managing and evaluating the overall performance of departments and production units, adopting appropriate approaches in managing job performance, activating the benefit from the results of performance evaluation for previous years, and adopting evaluation results in drawing motivation strategies and determining material rewards, and this in turn achieves levels of Advanced production efficiency.

Based on the foregoing, it is possible to accept the fifth sub-hypothesis emanating from the main correlation hypothesis.

Second: Testing the hypotheses of the effect

Testing the main impact hypothesis: (there is a direct and significant effect of solid human resource management on productive efficiency)

Table (3) shows that there is a significant effect of the solid human resources management variable on productive efficiency. We also note that the value of the effect coefficient is a significant value, because the value of the critical

ratio (C.R.) shown in Table (3) of (12.627) is a significant value at the level of significance (P-Value) shown in the same table.

This result indicates the existence of a significant effect of solid human resources management on the productive efficiency at the level of the study sample company

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

Table (3): The paths and parameters of testing the impact of solid human resources management on productive efficiency

path			Standard gliding weights	Non- standard assessment	standard error	critical ratio	Significance
production efficiency	<---	hard human resource management	.662	.687	.054	12.627	***
WR	<---	hard human resource management	.737	.693	.044	15.585	***
CO	<---	hard human resource management	.808	.971	.050	19.576	***
PA	<---	hard human resource management	.861	1.170	.048	24.188	***
WA	<---	hard human resource management	.847	1.030	.045	22.781	***
HRP	<---	hard human resource management	.847	1.135	.050	22.757	***
CC	<---	production efficiency	.944	.953	.023	40.859	***
FL	<---	production efficiency	.924	.977	.028	34.448	***
QU	<---	production efficiency	.939	1.070	.027	39.081	***

Source: Program output (Amos V. 23)

Based on the foregoing, it is possible to test the sub-hypothesis that emanated from the main effect hypothesis, as follows:

a. The first sub-hypothesis test: (there is a direct effect relationship with a significant significance for the dimension of human resources planning in productive efficiency)

Table (4) shows that there is a positive and significant effect of the dimension of human resources planning on production efficiency, because the value of the critical ratio (C.R.) shown in the table amounting to (2.243) is a significant value at the level of significance (0.025).

Based on the foregoing, the first sub-hypothesis emanating from the main impact hypothesis can be accepted.

B. The second sub-hypothesis test: (there is a direct and significant effect of the wages dimension on productive efficiency)

Table (4) shows that there is a positive and significant effect of the wages dimension on production efficiency, because the value of the critical ratio (C.R.) shown in the table amounting to (2.306) is a significant value at a significant level (0.021).

Based on the foregoing, the second sub-hypothesis emanating from the main effect hypothesis can be accepted.

c. The third sub-hypothesis test: (there is a direct effect relationship with a significant significance for the dimension of work turnover in productive efficiency)

Figure (4) shows the existence of a positive and significant effect of the dimension of work turnover on production efficiency, because the value of the critical ratio (C.R.) shown in the table amounting to (2.573) is a significant value at a significant level of (0.010).

Based on the foregoing, the third sub-hypothesis emanating from the main impact hypothesis can be accepted

d. Fourth sub-hypothesis test: (there is a direct effect relationship with significant significance for the control dimension in productive efficiency)

Table (4) shows that there is a positive and significant effect of the control dimension on production efficiency, because the value of the critical ratio (C.R.) shown in the table amounting to (.369) is a non-significant value at the level of significance (0.05), and this contradicts the expectations of the study, which indicates a need after Oversight for more attention to the company-wide field of study.

Based on the foregoing, the fourth sub-hypothesis, emanating from the main impact hypothesis, is rejected.

e. The fifth sub-hypothesis test: (there is a direct effect relationship with a significant significance for the performance evaluation dimension in productive efficiency)

Table (4) shows that there is a positive and significant effect of the performance evaluation dimension on production efficiency, because the value of the critical ratio (C.R.) shown in the table amounting to (2.901) is a significant value at the level of significance (0.004).

Based on the foregoing, it is possible to accept the fifth sub-hypothesis emanating from the main impact hypothesis.

Table (4)

Paths and parameters of testing the impact of the dimensions of solid human resource management on productive efficiency

Path			Standard gliding weights	Non- standard assessment	standard error	critical ratio	Significance
production efficiency	<---	human resource planning	.179	.139	.062	2.243	.025
production efficiency	<---	wages	.188	.161	.070	2.306	.021
production efficiency	<---	work rotation	.174	.192	.074	2.573	.010
production efficiency	<---	control	.027	.024	.064	.369	.712
production efficiency	<---	Performance evaluation	.234	.179	.062	2.901	.004

Source: Program output (Amos V. 23)

Conclusions

The results showed a positive impact relationship of the solid human resource management variable with its dimensions (human resource planning, wages, work turnover, control, and performance evaluation) on production efficiency. The results of the analysis also showed a strong positive correlation between hard human resource management and efficiency. Productivity and this confirms that the company in the field of study seeks to determine its needs of human resources based on its current and future capabilities, and this depends on the available expertise and specialized skills in the company and the level of their professional training within this framework. Where the study sample company seeks to some extent to be interested in drawing clear plans and criteria to determine the approved wage policies and how to determine wages according to the performance of each employee so that the wage determination is according to the achievement percentages achieved and the performance of each employee, but this concern was below the required level. In addition, the company seeks the field of study to the best of its ability to reduce work turnover rates, and at the same time it is concerned with maintaining the stability of employees and increasing their commitment to work, and is concerned to some extent in changing employees according to the interest achieved by the company. The company in the field of study also seeks to adopt an effective control policy by urging employees to abide by the instructions and laws and to implement orders issued by higher authorities as long as they enjoy transparency and objectivity. In addition, the company seeks in the field of study to pay attention to the performance achieved by all employees with the aim of improving it and encouraging employees in many ways to increase the percentages of achievement achieved for performance.

Recommendations

1. The company's management should determine its needs of human resources based on its current and future capabilities through a comprehensive study of its internal and external environment. This helps the company to acquire the human resources required for expansion and potential diversification, assess potential surpluses of human resources and make the necessary adjustments.
2. The company should pay attention to drawing clear plans and criteria to determine the approved wage policies and

how to link the incentives and rewards of human resources to their contribution to work, which includes the effort, educational qualification, experience and performance of each employee.

3. The study recommends that the Maysan Oil Company work to reduce work turnover rates and at the same time pay attention to maintaining the stability of employees, increasing their commitment to work, and changing employees according to the interest of work.

4. Working to adopt an effective control policy by conducting periodic inspections of the company's sites and workshops, as well as equipment and machines to ensure that they meet the requirements of quality and flexibility in work, as well as urging employees to abide by the instructions and laws and implement orders issued by higher authorities when the objective of control practices is General is to ensure that employees are provided with information on performance standards relevant to the work, correcting deviations, motivating effective performance and thus improving productivity.

5. Paying attention to the performance of each employee with the aim of improving it and encouraging employees in many ways to increase the percentage of achievement of performance by relying on objective criteria for evaluating performance that are far from bias when assessing to achieve the best investment of their abilities and capabilities.

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