

The impact of Human Resources Management Strategy on the performance of Employees in the Baghdad municipality

Ali Mohammed Salim^{1*}

¹ Presidency of Al-Nahrain University, Baghdad, Iraq.

* Corresponding author: alialimohammad468@gmail.com

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Abstract

This study aims to determine the impact of human resource management strategies on employee performance. An applied study was conducted in Baghdad, where a questionnaire was distributed to all employees in various professional fields. The sample size is 250 people. The findings of the study concluded that if. The researchers suggest that the significant level of human resource management strategies on employee performance is less than 0.05. Municipal governments should adopt human resource management strategies based on improving employee satisfaction and Organization commitment. Municipalities must develop the goals and strategies needed to achieve this goal and ensure their effective implementation. Communities must create a positive work environment that promotes effective interactions among employees and encourages respect, trust, and engagement. This may include providing opportunities for ongoing training and development, as well as improving Organization fairness and transparency in reward and promotion systems.

Keywords: Human Resources, Management strategy, Employee performance, Baghdad Municipality.

1. Introduction

Human resource management strategy is a critical factor in achieving superior employee performance for any organization or government agency, including the Baghdad Municipality. Human resource management strategies are a set of practices and methods designed to manage and develop employees to increase their effectiveness and motivate them to perform their best in the workplace. Human resource management strategies influence the performance of City of Baghdad employees in several ways, including through the use of advanced selection and hiring processes that select employees with the appropriate skills and qualifications to perform required tasks. (Al-Lami, 2007, 54) This results in a strong and diverse team of employees who work efficiently and effectively. This includes providing education and training opportunities for employees to enhance their skills and develop their skills. This improves employee performance and helps them overcome emerging challenges and requirements. The use of human resource management strategies aims to create a work environment that motivates employees and increases their commitment and self-motivation. By providing development opportunities, promotions, recognition and rewards, employees feel cared for and recognised, which has a positive impact on their performance. Strong and effective leadership is critical to achieving superior employee performance. You must be able to motivate, coach and provide

employees with the support and guidance they need to achieve Organization goals. Since the realisation of institutional goals depends on the optimal utilisation of various resources controlled by human factors, it is necessary to explore how to pay attention to them, improve their efficiency, and change the inferiority complex of considerations. This is the most critical factor in his success and his most valuable resource. This can translate into a shift from so-called people management to resource management. Strategic management of human resources emphasises the strategic dimension of human resources and reflects the position and role of human resources in Organization life. (Aljader, 2007, 33)

When the City of Baghdad implements an effective human resource management strategy, it can see significant improvements in employee performance and increased efficiency and productivity across all roles and responsibilities.

Research problem:

Researchers are faced with the challenge of measuring and evaluating communities' actual commitment to human resource management strategies. It is difficult to determine the extent of community involvement in the implementation of policies and practices related to human resource management and whether this involvement translates into improved employee performance. Researchers also had difficulty identifying other external influences that may have affected employee performance in the city of Baghdad. There could be other and more profound actionable antecedents necessary to analyze and interpret the findings of human resource management and its effectiveness strategies in terms of economic, social, political and cultural conditions.

Research Aims:

The Study Aims to:

- 1- To establish the level that the strategies in human resource management of the city of Baghdad have an impact on performance. This entails assessing the level or rate at which employees are performing and evaluating performance data to establish whether or not the various strategies in HR management are likely to enhance general performance among the employees.
- 2- Identify the theories that relate to successful & unsuccessful implementation of human resource management plans and apply situational analysis to the city of Baghdad to recognize the factors that support successful implementation of the strategies and the challenges that could be perceived by the implementation team. These may comprise factors like; funding, backing from the organizational management, and access to competent personnel.
- 3- Sharing current knowledge scientific information and data available in the discipline of human resource management and its future effects on employees' performance. The purpose of this research is laid in the objective to bring a new piece of knowledge to the scientific world and to contribute to the elaboration of this significant issue.

Research importance:

Research is essential for the following reasons:

1. The study assists in establishing the relationship between HRM practices and employee performance in the city of Baghdad. This assists in directing the expectations and required behaviors that concern working to enhance employee performances and hence organizational efficiency.
2. It was also identified that to elaborate on the human resource management strategies, the impact of such strategies on employee performances in the city of Baghdad are major elements that need to be enhanced.
3. Some of the ways the research assists in the enhancement of Organization efficiency in the city of Baghdad are; Thus, the application and understanding of the motives of the human resource management strategies that can promote the enhancement of work flexibility and adaptability, and the further increase of employees' performance and the municipalities' overall performance.
4. Such a study is welcome with the understanding that it would enhance and develop human resource management in Baghdad city. In this way, the effectiveness of the organization's strategies can be evaluated regarding how they influence the performance of the employees, and subsequently, strategies are more effectively applied to optimize human potential and use it to achieve better results for the organization.
5. In this way, the research study will help develop new scientific findings in the area of human resource management and its effects on staff performance. Research results and recommendations must be made public through peer-reviewed journals, and engaged in debates and training operations to enhance the awareness of the issue.

Altogether, the investigation of the effects of the human resources management policies on employee productivity in the city of Baghdad can increase the body of knowledge on human resources management and institutional work, and consequently improve institutional performance which can ultimately lead to sustainable growth of organizations.

Default search scheme:

Hypothesis diagrams are designed to illustrate the logical relationships between primary or relevant sub-study variables. The diagram represents a series of relationships connecting the study variables, as shown in Figure (1).

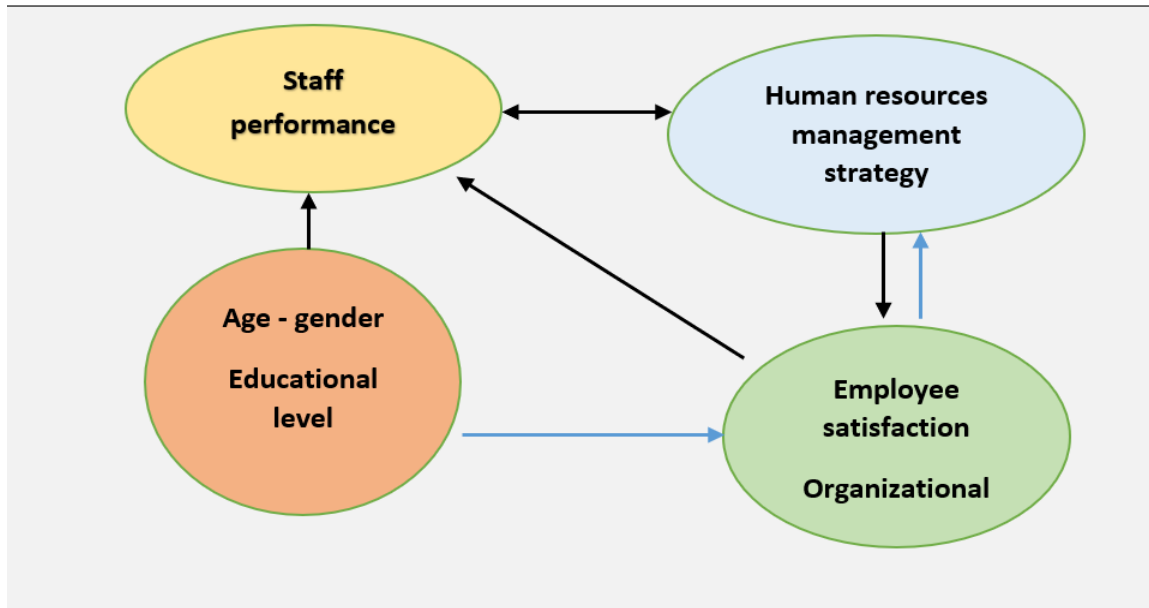


Figure (1) Default search scheme

Research assumes

Based on the information in the hypothetical research proposal, the following hypothesis can be formulated:

1. Basic hypothesis:

It states: "Human resource management strategies have a positive and statistically significant impact on the performance of Baghdad Municipality employees at a significance level of less than 0.05."

2. Control hypotheses:

- Age and gender have statistically significant effects on employee performance at a significance level of less than 0.05.
- Education level and years of work experience have a statistically significant impact on employee performance, with a significance level of less than 0.05.

3. The two intermediate hypotheses:

* Employee satisfaction has a positive mediating effect between human resource management strategies and employee performance, and the significance level is less than 0.05, which is statistically significant.

* Organizational commitment has a positive mediating effect between human resource management strategies and employee performance, and the significance level is less than 0.05, which is statistically significant.

Search limits:

Spatial boundaries: Baghdad Governorate Municipality

Human boundaries: The community included managers, department heads, and employees in the Baghdad municipality

Time limits: 2023-2024

Seventh: The research population and sample.

1. Research Community

The research population is all supervisors, department heads and employees in Baghdad province and city, and the random sample size is 300. After collecting the distributed questionnaires, the number of questionnaires suitable for analysis was received (250).

2. Research sample

The sample consisted of directors, department heads, and employees of the Baghdad provincial municipality. Table (1) shows the characteristics of the study sample:

Table (1): Demographic characteristics of the study sample

No.	variable	Category	Number of sample members	percentage %
1	gender	male	240	96%
		female	10	4%
the total			250	%100
2	the age	Less than 30 years old	53	21%
		30-40 years	60	24%
		41-50 years old	48	19%
		Older than 50 years	89	36%
the total			250	100
3	Educational level	Bachelor's	73	29%
		Higher Diploma	40	16%
		Master's	68	27%
		Other	69	28%
the total			250	100
4	Years of Experience	Less than 5 years	60	24%
		From 5 years and less than 10 years	53	21%
		From 10 years and less than 15 years	55	22%
		More than 15 years	82	33%

the total	250	100
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Source: Prepared by the researcher based on the questionnaire

The first section: The theoretical aspect and previous studies

The concept of human resources management:

The group of people involved in setting the goals, policies, and activities and completing the work performed by the organization. (Balout, 2002, 12), while the concept of human resource management was proposed by (Abu Al-Nasr, 2007, 31), “the group of people who can complete a certain job and are willing to provide services for that job”. Serve conscientiously and dutifully”.

The importance of human resources management:

Human resources are a critical component of the success of any organization. Improvements in human resource management help increase productivity and efficiency and achieve organizational excellence. Its meaning can be expressed as follows:

1. Human resources are those who create real added value to the organization through the skills, abilities, and knowledge of their employees. By effectively leveraging these resources, organizations can achieve differentiation and advantages that differentiate them from the competition. (Abd al-Baqi, 2002).
2. Continuous training and continuing education are conducive to the further development of employees' skills and abilities. This helps improve efficiency and effectiveness, improving work performance. (Al-Jajari, 2006, 34)
3. It plays a vital role in managing organizational change. Through the correct management of human resources and their positive interaction, a smooth change process can be achieved, and the chances of success in implementing the necessary changes can be increased. (Al-Durie, 2010, 23)
4. Talented and qualified employees are one of the most critical assets of any organisation. Through good human resource management, companies can attract and retain talented employees, thereby achieving stability and continuity of performance and success. (Al-Saadi, 2006, 34)
5. Focusing on human resources and meeting their needs helps improve employee satisfaction. When employees are happy and feel valued, they are motivated, work harder, and are loyal to the organization.
6. Human resources play an essential role in strengthening practical relationships within an organization. When employees get along well with each other and with their managers, they are cooperative and harmonious, thereby helping to improve the overall performance of the organization.

The concept of human resources management strategy

A human resource management strategy is a comprehensive plan or method for managing and organizing human resources adopted by an organization to achieve organizational goals.

Human resource management strategies aim to develop and improve employee performance so that they achieve excellence at work. Human resource management strategy includes a set of elements and practices designed to improve organizations and effective human resource management. (Abu Al-Nasr, 2007, 31)

1. Human resources management. This includes identifying personnel needs and managing them accordingly to achieve the organization's goals.
2. Recruitment and selection, including selecting suitable employees for vacant positions and ensuring that their skills, experience and abilities are appropriate to the job requirements.
3. Training and development, including providing education and training opportunities for employees to develop their skills and increase their productivity.
4. Performance management includes setting performance goals, regularly evaluating employee performance, and using incentives and penalties to improve performance.
5. Increase satisfaction and motivation, including creating a positive work environment and providing incentives and rewards to increase employee satisfaction and motivate them to achieve organizational goals. (Al-Ani, 2002, 51)
6. Change management involves identifying and implementing strategies to effectively manage organizational change and improve employees' ability to adapt to change.

The strategic role of human resources management:

The strategic role of human resource management is as follows:

- Participate in setting future goals and defining the organization's mission, vision, and plans to achieve goals and serve customers. (Al-Tahrawi, 2019, 30)
- Rationalization of the workforce by designing the appropriate organizational structure.
- Establish qualitative and quantitative standards and indicators to measure individual and unit performance and benchmark against similar organizations.

The direction of the human resource management strategy is to coordinate all resources of the organization and ensure the implementation of its main strategies. (Muzaffar, 2014, p. 64).

The second section: the applied aspect

Introduction

The purpose of this study was to validate the statistical analysis results obtained by using a statistical analysis program (SPSS, V27). A five-point Likert scale was used to measure respondents' reactions to the questionnaire statements. It is considered one of the most common scales and asks the respondent to indicate the extent to which they agree or disagree with specific options. The measure consists of five graded options, one of which the respondent chooses. There are five options, explained below. Next:

Response	Strongly Agree	agree	neutral	not agree	Disagree
Scope of approval	From 4.21 to 5	From 3.41 to 4.20	From 2.61 to 3.40	From 1.81 to 2.60	From 1 to 1.80
Class	very high	high	Moderate	weak	Very weak

•Validity of the study tool

The validity of the research instrument is demonstrated by the fact that it measures the purpose for which it was designed and also measures the quality and reliability of the research as validity has been demonstrated by:

First: apparent honesty:

To verify the validity of the content of the questionnaire, the questionnaire was submitted in its original form to a committee of arbitrators consisting of (4) experienced professional arbitrators, who were asked to express their opinions on the various paragraphs of the research instrument: the wording of the paragraph language validity, its clarity and suitability for achieving the research objectives, and any comments or changes they deem appropriate. Based on the reviewers' revisions and comments, the revisions suggested by the reviewers were made.

•Stability of the study tool

The research instrument was validated by calculating the Cro-Nebach alpha coefficient. Table (3) shows the overall reliability score and reliability coefficient for each axis, as well as the number of items belonging to each axis. Looking at the values of the Cro-Nebach alpha coefficient, we found that all values are more significant than (0.7). This demonstrates that the research instrument is characterized by stability and that the research instrument has been designed, prepared, created, and evaluated acceptably and achieved the research objectives.

Table (3) Cron-Nbach's alpha coefficient

mensuration	Alpha CRO-Nbach coefficient
Human resources management strategy	0.865
Employee satisfaction	0.825
Organizational commitment	0.776
Staff performance	0.882

Source: Prepared by the researcher based on SPSS

• Study Results and discussion

• **Section Two: Human Resources Management Strategy**

Table (4): Arithmetic means and standard deviation for the human resources management strategy

No.	Paragraphs	SMA	standard deviation	Degree of appreciation	Rank
1	The organization follows a systematic and objective recruitment and selection process to ensure that qualified and suitable candidates are selected for vacant positions.	4.27	0.86	very high	1
2	The organization provides ongoing training and development opportunities to employees to enhance their skills and develop their professional skills.	3.96	0.75	high	3
3	The organization allows employees to participate in decisions related to their work, encourages empowerment to achieve innovation, and improves organizational effectiveness.	3.98	0.71	high	2
4	Regularly evaluate employee performance and provide constructive feedback and guidance to improve performance and achieve organizational goals.	3.85	0.86	high	4
5	The organization provides a comprehensive reward and incentive system that reflects the outstanding performance and contributions of employees.	3.85	0.84	high	5
6	The organization aims to improve employees' work-life balance by offering a flexible work environment and home care plans.	3.78	0.95	high	6

7	Organizations employ comprehensive change management strategies that include providing the necessary training and tools and involving employees in change-related decision-making processes.	3.76	0.75	high	7
8	The organization provides leadership development programs designed to enhance and develop the skills of leaders and managers, thereby improving employee performance and increasing confidence in leadership.	3.75	0.96	high	8
9	The organization promotes a culture of innovation by encouraging employees to think creatively and providing a space to exchange ideas and suggestions to improve company processes.	3.55	1.05	high	9
10	The organization places a strong emphasis on creating a stimulating work environment by providing opportunities for personal and professional development and encouraging continuous learning.	3.03	0.12	Moderate	10
the sum of arithmetic means and standard deviation		3.778	0.785		

Source: Prepared by the researcher based on the statistical program SPSS

As can be seen from Table (4), the research sample is basically consistent with the human resource management strategy, with an overall mean of (3.778) and a standard deviation of (0.785). All points of human resource management strategy were rated highly. "The organization follows a systematic recruitment and selection process." and objectivity to ensure that qualified and suitable candidates are selected for vacant positions. "With a mean of (4.27) and a standard deviation of (0.86), it recorded the first position for the item "The organization places a strong emphasis on creating a stimulating work environment by providing opportunities for personal and professional development and encouraging continuous learning." Ranked last with a mean (3.03) and one standard deviation (0.12). Management should focus on strengthening and improving human resource management strategies. This includes conducting additional conversations and surveys with employees to understand the impact of providing a stimulating work environment and negative perceptions of factors and take appropriate actions to improve these factors.

- **Section Three:** (Employee satisfaction and organizational commitment).

Table (5): Arithmetic means and standard deviation for employee satisfaction and organizational commitment

No.	Paragraphs	SMA	standard deviation	Degree of appreciation	Rank
Employee satisfaction					
1	The management team is committed to creating a positive work environment by promoting effective communication and improving collaboration among teams.	2.55	1.09	weak	5
2	The organization provides employees with opportunities for professional development by providing ongoing training and skills development programs.	3.76	0.45	large	2
3	The organization provides employees with opportunities for professional development by providing ongoing training and skills development programs.	4.98	0.91	extra large	1
4	Promote effective communication with management through regular meetings and an open system that encourages employees to provide feedback and suggestions.	3.65	0.56	big	3
5	Organizations seek to achieve organizational justice through fairness in procedures and reward distributions and by promoting procedural justice in conflict management and decision-making.	3.15	0.54	Moderate	4
the sum of arithmetic means and standard deviation		3.618	0.71		
Organizational commitment					
6	I am proud to be a member of this organization and committed to long-term membership. Willingness to go	3.87	0.59	high	3

	the extra mile and contribute to achieving organizational goals.				
7	A sense of control at work and a commitment to completing tasks to the highest quality. and go the extra mile to achieve results, meet organizational expectations and achieve employee satisfaction.	3.96	0.85	high	2
8	Confident in leadership and management's ability to make good decisions and achieve the organization's vision. Confidence in the transparency of communications and the support and resources needed to achieve organizational goals.	3.55	0.76	high	5
9	Rewards and opportunities are distributed equitably throughout the organization, and decisions are made based on objective criteria and performance.	3.65	1.15	high	4
10	The organization offers clear promotion and professional development opportunities, with transparently defined promotion criteria and the opportunity to acquire new skills and develop professional direction.	4.43	0.82	very high	1
the sum of arithmetic means and standard deviation		3.892	0.834		

source: Compiled by the researcher based on the SPSS statistical program

It can be seen from Table (5) that the research sample is consistent in terms of employee satisfaction, with an overall mean of (3.618) and a standard deviation of (0.71). The Baghdad Municipal Government should be proud of achieving such high levels of employee satisfaction. All employees received high ratings for satisfaction. The paragraph states: "Organizations strive to achieve work-life balance by providing employees with flexible workspaces and paid time off." Ranking first with mean (4.98) and standard deviation (0.91) illustrates this aspect: The importance of employee satisfaction and their desire for work-life balance. However, management must continue to provide support and facilitation to promote this balance and understand employee needs in this regard. The item "The management team is committed to promoting a positive work environment by promoting effective communication and improving collaboration among teams" has a mean of (2.55) and a standard deviation of (1.09) in the last ranking. This must be taken into account, and steps must be taken to improve communication and collaboration between teams in the city of Baghdad. This may require training and

workshops to build teams and improve communication between management and employees. It can be seen that although employee satisfaction is high, there are still some aspects that need to be focused on and further developed to improve the working environment and further improve employee satisfaction.

Table (5) shows that the research sample is highly consistent with organizational commitment, with an overall mean of (3.892) and a standard deviation of (0.834). This shows that employees are willing to commit and work hard to achieve the organization's goals. All paragraphs recognize the organization's commitment. The paragraph states: "The organization provides clear opportunities for promotion and professional development, transparently sets promotion criteria, and provides opportunities to acquire new skills and develop professional direction." Taking the mean (4.43) and standard deviation (0.82), which ranked first place, this illustrates the importance of this aspect in increasing organizational commitment and developing employee skills. Management must continue to provide support and guidance to employees so that they can take advantage of opportunities for promotion and professional development. and "Confidence in the ability of leadership and management to make good decisions and achieve the organizational vision." "Confidence in the transparency of communications and the provision of necessary support and resources to achieve organizational goals" ranked last. The mean is (3.55) and the standard deviation is (0.76). The leadership team should pay special attention to this aspect and strive to increase trust in leadership and management, improve communication transparency, and provide the necessary support to achieve organizational goals. Increased trust in management often increases employee engagement and satisfaction. It can be concluded that there is a strong organizational commitment to the organization. Still, some aspects need to be focused on and developed to achieve optimal levels of trust and satisfaction among employees. Management should consider this data and develop strategies and procedures that increase trust in leadership and help employees achieve the organization's goals.

• Section Four: Employee Performance

Table (6): Arithmetic means and standard deviation of employees' performance

No.	Paragraphs	SMA	standard deviation	Degree of appreciation	Rank
1	Management evaluates employee performance regularly and moderately, provides clear instructions and instructions, and provides constructive feedback to achieve improvements in individual performance.	3.99	1.86	high	2
2	The organization is committed to mentoring and developing employees by providing training and professional	3.91	0.71	high	4

	development opportunities that guide employees to improve their skills and support them in achieving their career goals.				
3	The organization recognizes employees' dedication and outstanding performance through appropriate material and non-material rewards, as outstanding employees receive appropriate attention and honors.	3.93	0.73	high	3
4	The organization provides opportunities and professional development to its employees by providing opportunities to climb the career ladder, providing training and workshops to develop their skills, and providing opportunities for academic completion and ongoing learning.	3.65	0.76	high	7
5	Improve communication and collaboration between management and employees and consider employee needs and issues.	3.35	0.24	Moderate	9
6	Provide an appropriate incentive reward system to promote intrinsic motivation for success and provide opportunities for promotion and career development as a source of motivation.	3.28	0.25	Moderate	10
7	Employee satisfaction with current salary and benefit levels, work-life balance, and organizational support for employees' personal development.	3.66	0.85	high	6
8	Clear corporate communications provide opportunities for employees to express their opinions and concerns and promote effective dialogue between management and employees.	3.45	0.86	high	8
9	Training programs and workshops exist to develop employees' skills, provide opportunities for advancement and development along career paths, and support employees' further	3.85	1.35	high	5

	learning and professional development.				
10	Recognize employees' dedication and outstanding achievements, publicly commend achievements, and provide development opportunities for outstanding employees.	4.33	0.42	very high	1
the sum of arithmetic means and standard deviation		3.74	0.803		

Source: Created by the researcher using the SPSS statistical program

As can be seen from Table (6), the research sample is basically consistent with employee performance, with an overall mean of (3.74) and a standard deviation of (0.803). In most passages, employee performance is evaluated at a high level. "Recognize employees for their dedication and outstanding performance, and publicly recognize their achievements." "And provide development opportunities for outstanding employees." It ranks first with an arithmetic mean of (4.33) and a standard deviation of (0.42). The arithmetic means of the paragraph "Provide an appropriate incentive reward system, promote intrinsic motivation for success, and provide opportunities for promotion and professional development as a source of motivation" is (3.28). The deviation standard is (0.25). Place. Based on the survey results, it is recommended to develop and strengthen employee reward and incentive systems further and provide more career development and promotion opportunities to motivate employees and improve their performance. Another focus should be on motivating employees, recognizing their efforts, and openly involving them in the success of the organization. These results can be used as a reference for formulating and improving performance management strategies and improving overall employee performance.

- **Hypothesis testing:**

Primary hypothesis: "Human resource management strategies have a statistically significant positive impact on the performance of employees in Baghdad city with a significance level of less than 0.05".

- **Control assumptions**

- Age and gender have statistically significant effects on employee performance at a significance level of less than 0.05.

- Education level and years of work experience have a statistically significant impact on employee performance, with a significance level of less than 0.05.

- **The two intermediate hypotheses:**

- * Employee satisfaction has a positive mediating effect between human resource management strategies and employee performance, and the significance level is less than 0.05, which is statistically significant.

* Organizational commitment has a positive mediating effect between human resource management strategies and employee performance, and the significance level is less than 0.05, which is statistically significant.

Table (7) Correlation matrix between age, gender, education level, years of experience in human resource management strategies and employee performance

Independent variable	Human resources management strategy
Dependent variable	
Staff performance	0.705
Statistical function	0.000

source: Compiled by the researcher based on the SPSS statistical program

From Table (7) and the results presented, it is clear that there are multiple correlations between the independent variables (HRM strategies) and employee performance. Additionally, there is a statistical function with a significance level (0.000).

Table (8) shows the regression coefficients between human resource management strategies and employee performance.

Independent variable	Staff performance						
	α	β	R ²	A R ²	T	P	F
Human resources management strategy	0.768	0.278	0.590	0.589	2.215	0.031	10.325

source: Compiled by the researcher based on the SPSS statistical program

From Table (8) and the results given, it can be clearly seen that the (F) test value calculated for the model is 10.325, and this value is statistically significant at the significance level (0.05), which indicates that Significance and statistical model acceptance. Accordingly, the model can be used to analyze the performance of Baghdad Municipality employees, accepting general assumptions. The explanatory coefficient value of the model was observed to be (0.590), and the corrected explanatory coefficient was (0.589). These values indicate that HRM strategies explain approximately 59% of the variation in employee performance. Therefore, the remaining percentage (41%) is attributable to other variables not included in the tested model. Based on these results, the model can be considered robust and acceptable for analyzing employee performance in Baghdad Municipality. In terms of the effect of human resource management strategies, there is a significant positive effect, with a T value of 2.215 and a significance level of (0.000). This effect indicates that human

resource management strategies are positively and closely related to employee performance. Based on these results, it is recommended that human resource management strategies be strengthened and developed in the city of Baghdad as they have a positive impact on employee performance. Recommendations may include improving recruitment and training procedures and creating a work environment that increases employee satisfaction and allows them to reach their full potential.

Table (9) Correlation matrix between age, gender, education level, working years, and employee performance.

Control variables Dependent variable	the age	Gender	Educational level	Years of Experience
Staff performance	0.246	0.925	-0.471	0.334
Statistical function	0.093	0.000	0.004	0.001

source: Compiled by the researcher based on the SPSS statistical program

From Table 9 and the results presented, it is clear that there are multiple correlations between various variables and employee performance.

The relationship between age and employee performance seems to be weak, which means there is not a strong relationship between age and employee performance. Furthermore, there are no statistically significant age differences in employee performance. On the other hand, the relationship between gender and employee performance seems to be strong and positive, which means that there is a strong positive relationship between gender and employee performance. In fact, the results show that there are statistically significant differences in employee performance by gender. The relationship between education level and employee performance is inversely average, that is, H. There are varying degrees of negative correlation between education level and employee performance. The results show that there are statistically significant differences in the performance of employees with different education levels. The relationship between seniority experience and employee performance appears to be weakly positive. This means there is not a strong link between years of experience and employee performance. However, the results showed that there were statistically significant differences in employee performance based on years of experience. Based on these results, it is recommended that special attention should be paid to developing and improving the performance of less educated employees. Opportunities and support must be provided to develop their skills and improve their performance. It is also essential to monitor the impact of gender on employee performance, ensure equal opportunities and improve trends that impact their performance. These results can be used to develop human resource management strategies and generally improve employee performance.

Table (10) shows the regression coefficients between demographic variables (age, gender, education and work experience) and employee performance.

Demographic variables	Staff performance						
	α	β	R ²	A R ²	T	P	F
the age	0.923	0.927	0.868	0.867	1.428	0.165	57.209
Gender		0.105			1.567	0.000	
Educational level		0.031			0.356	0.724	
Years of Experience		0.055			0.445	0.015	

source: Compiled by the researcher based on the SPSS statistical program

From the results in Table (10), it is clear that the (F) test values calculated for the model (57.209) at the significance level (0.000) and the significance level (0.05) indicate the statistical acceptability of the model. Salience and overall acceptance of the hypothesis.

The researcher recorded the explanatory factor value (0.868) and modified the explanatory factor value (0.867) of the model as the demographic variables were able to explain (86.8%) the variation in employee performance. In comparison, the remaining percentage (13.2%) was attributed to other variables. It was not included in the tested model, which, from the researcher's perspective, is strong and can be considered reliable in terms of the performance of Baghdad city employees.

When the (T) value of the variable (Gender) reaches (1.567) at the significance level (0.000), we find a positive effect. When the (T) value of the variable (Length of Service) reaches (T), We found a positive effect (0.445) with a significance level of (0.015) for the current year. At the same time, age and education had no significant effect on employee performance. When developing and improving employee performance, pay attention to the elements of gender diversity and experience. The impact of other factors on employee performance not included in the study should also be considered.

Table (11) Correlation matrix between mediating variables (employee satisfaction and organizational commitment) and employee performance

Mediator variables		
	Employee satisfaction	Organizational commitment
Dependent variable		

Staff performance	0.573	0.520
Statistical function	0.000	0.000

source: Compiled by the researcher based on the SPSS statistical program

According to Table (11) and the results given, it is clear that there is a moderate link between employee satisfaction and performance, with a value of (0.573). This means that there is a moderate positive relationship between employees' job satisfaction and their performance. The results show that increases in employee satisfaction are related to increases in their performance. Furthermore, the results show that there is a moderate correlation between organizational commitment and employee performance, with a correlation coefficient of (0.520). This means that organizational commitment among employees is positively and moderately related to their performance. This suggests that employees who are loyal to the organization and identify strongly with its values and goals are likely to perform better. Based on these findings, it is recommended to improve employee satisfaction and enhance organizational commitment in the work environment. This can be achieved by providing an encouraging and supportive work environment and providing opportunities to develop and expand employees' skills and capabilities. Improving employee satisfaction and organizational commitment helps improve overall employee performance.

Table (12) shows the regression coefficient between the mediating variables (employee satisfaction and work engagement) and employee performance.

Mediator variables	Staff performance						
	α	β	R ²	A R ²	T	P	F
Employee satisfaction	0.604	0.295	0.365	0.363	3.955	0.000	30.153
Job Commitment		0.289			2.456	0.016	

source: Compiled by the researcher based on the SPSS statistical program

Based on Table (12) and the results given, it is clear that the (F) test value calculated for the model is 30.153, which is statistically significant at the significance level (0.05), which indicates the model. Accordingly, the model can be used to analyze the performance of Baghdad Municipality employees, accepting general assumptions. The explanatory coefficient value of the model was observed to be (0.365), and the corrected explanatory coefficient was (0.363). These values indicate that the mediating variables used in the model can explain approximately 36.5% of the variation in employee performance. Therefore, the remaining percentage (63.5%) is attributable to other variables not included in the tested model. Based on these results, the model can be considered excellent and acceptable for analyzing the performance of Baghdad Municipality's employees. Regarding the individual effects of variables, employee satisfaction has a significant positive effect with a value of 3.955, and

work engagement has a significant positive effect with a value (T) of 2.456. These results indicate that employee satisfaction and engagement are significantly and positively related to their performance. Based on these results, it is recommended that employee satisfaction and work engagement in the Baghdad Municipal Government be increased as they have a positive impact on employee performance. Recommendations may include improving the working environment, providing opportunities for involvement and participation, motivating staff, and developing their professional skills and abilities.

Results:

The conclusion of theoretical and scientific research lies in the following effects of human resource management strategies on employee performance in the city of Baghdad:

1- The conclusion of theoretical and scientific research lies in the following effects of human resource management strategies on employee performance in the city of Baghdad:1-

The conclusion of theoretical and scientific research lies in the following effects of human resource management strategies on employee performance in the city of Baghdad:

2- From this study the significance of management of people strategies in the enhancement of the performance of the workforce is demonstrated. Management of people in organizations including developing work teams, and encouraging and training employees is a critical area that must be embraced by HR strategies.

3- Several studies have established that satisfaction and commitment have a positive attitude on employees' performance. Hence, to influence perceiving others positively, city leaders and managers should enhance satisfaction involving reactions with the employees and boost the level of commitment.

4- Research has it that gender and length of service have a positive relationship with the level of performance among employees. Hence, the Baghdad Municipal Government can expand gender diversity, and enhance the employee experience and employee skills to increase their performance.

5-Then, it is established that other variables affect employee performance and are not encompassed in the model. Hence, it is recommended that the Baghdad Municipal Government should need to do more studies and evaluations to be able to identify these factors and include them in the subsequent theories to enhance employee performance.

6- In the researchers' conclusion it was ascertained that appropriate and efficient human resource management practices can enhance the performance of the Baghdad Municipality employees. Human resource management should be organizationally and operationally supported overly emphasizing skill and competency development motivation and increasing employee satisfaction.

• Recommendations:

1. Human resource management policies for municipal governments should be based on increasing employees' level of satisfaction and commitment. Municipalities have to build up the necessary objectives and plans regarding the accomplishment of this goal and ways of its proper fulfillment.

2. The community needs to provide the employees with a healthy working climate that helps them to communicate with one another and be considerate, trustworthy, and motivated. Such improvements may comprise offering continuous training and professional growth and enhancing organizational reward and promotion exposure equity.

3. The different city governments should ensure that they balance gender and cultural diversity within the city's workforce as well as ensure development and promotions. This can be done by applying and enforcing anti-discrimination policies on employment and promoting interaction and knowledge sharing between the workers.

4. Municipal governments have to ensure that its workers are trained in the course of their work and have professional growth. This can be carried out through appointment of internal and external workshops and training and/or through direct sponsorship and supply of materials to the staff as and when needed.

5. The community should consider undertaking more studies that will help it establish other factors that affect the performance of the employees not highlighted in the models above. These can be taken into consideration in other analogical models to facilitate assessment and enhancement of employees' performance.

6. To foster efficient communication, the community has to ensure that interaction and communication between the employees and the human resources department is efficient. Managers and employees can access and adopt other organizational related communication tools such as team meetings, workshops, and systems of inquiry which enable municipalities to enhance constructive and healthy communication and conflict resolution. **References**

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