

THE ESSENCE OF HUMAN RESOURCES MANAGEMENT

Allam Jaas – A Freelance Scholar

**Corresponding Author*

Abstract: -

The current research aims at identifying the essence of human resource management, recognizing the management through examining the importance of management, whose target is to establish an ongoing cooperative social entity with an objective and purpose. Furthermore, it seeks to discover the principles of management and the significance of human resource in the institution, and to demonstrate the prominence of human resource study and the historical development of human resource management. The administration in its modern form is the result of a number of overlapping changes and developments dating back to the beginning of the industrial revolution. So, the study of the most important historical stages of the administration is beyond doubt very crucial, let alone the demonstration of the objectives of human resource management whether social, economic, ethical, organizational, functional, personal or global. It also looks into human resource management decisions, the most important of which were individual and collective decisions. In addition, I will clarify the functions and work of human resource management such as recruitment, training, wage determination, worker relationships, workforce planning and importance. I will conclude the research by emphasizing that people with modern trends see the organization as having many functions, like production, marketing, accounting, finance and others. Besides, human resource management is also a key function of the organization, just as other functions in the organization are. This is because of the importance of the part of the human resource through its role and the work and tasks it accomplishes in the organization. The major point of the research is that the management in its modern form is the upshot of many changes and developments and has taken several names from personnel management to employees' management to human resource management.

Keywords: - *Management, human resources, economic policy, economic development, economic growth, administrative regulations, management system.*

INTRODUCTION

The emergence of management and the establishment of organizations as a result of the human awareness have been associated with man’s belief that his abilities are limited compared to his many needs and awareness of the increasing complexity of the things surrounding him. As a result, man consciously geared his efforts and awareness to work on the establishment of administrative organizations that serve his individual and collective goals and desires (Al-Lozi, Mosa, 2002 47). Management is an existing structure at the level of organizations or institutions, and the concepts presented to the organization or organization differed from the aspect on which it focused, as the organization has consciously coordinated social composition in which individuals interact within certain relatively clear limits in order to achieve common goals (Jowhar, 2022 12-13).

The Importance of Management

The management aims at establishing an ongoing cooperative social entity with a very significant goal and purpose (ibid.). Like a contemporary and human cultural social science, management plays a crucial part in building civilization and causing progress and serving the local and global community. Besides, some types of management have special functions. Managements in companies and organizations, for example, are a necessity for survival, building and development of man and society. It helps create a sophisticated civilization. Advanced management is necessary for the establishment of accredited long-term institutions. As a matter of fact, organizations and institutions through their managements are essential to the survival of groups in the modern era (ibid.)

Management Principles:

The management is based on a variety of principles. Members of the management team are asked to:

- Keep performance results the primary goal of changing behavior and skill.
- Constantly increase the number of individuals who have a responsibility to change themselves.
- Make sure that everyone constantly knows what their performance means and changes it to the purpose and results of the organization as a whole.
- Place individuals in a position to help them learn by deed and provide them with the necessary information and support in a timely manner.
- Create and focus energy and meaningful language because they represent scarce resources during periods of change (Smith, 2001 17).

Administrative jurisprudence agrees that public administration have a dual character, i.e. it combines between science and art at the same time. This idea was achieved by studying the development reached by the administration. So, the discipline of the administration has its principles and methods of study and research, while application is an art based on the personal abilities or skills of the administrator (Shahmat, 2010 12). This is valid for has evolved over time, both as a device and as a function. Among the names given to the senior post since its emergence after World War II at the organization level are: Director of Individuals and Human Relations; Director of Individuals and Business Relations; Director of Individuals and Industrial Relations; Director of Individuals and Social Affairs; and Director of Personnel and Human Resources.

The most suitable label that is in line with the development of the post today is the Director of Human Resources Management (Bochamcham, 2011 20). The function and the role of human resources management is generally summarized as follows: Helping senior management; assisting the executive department in implementing human resource policies; supporting senior and executive management in evaluating and controlling the human resource system, assessing the success of human resource policies and identifying the problems related to individuals and defining their places and nature (Adon, 2003 20).

Tasks Performed by the Human Resources Manager:

Most human resource professionals agree that the performance of resource managers is focused on the following functions:

- **Planning:** setting goals and standards, developing systems and procedures and developing plans and forecasts.
- **Organization:** Giving each subordinate a specific task, identifying departments and sub-departments, delegating powers to subordinates and identifying channels of communication to coordinate work between subordinates.
- **Recruitment:** Identifying types of people suitable for work, recruiting potential employees, setting performance standards, securing compensation for employees, advising employees, evaluating performance, and training and developing employees.
- **Leadership:** Coordinating the efforts of others to do the work and raise their morale and motivate them.
- **Control:** Setting standards for sales quotas and quality standards, paralleling the achieved goals with the planned and correcting deviation when needed (Al-Sharaa and Sanjak, 2015 39-40).

The Most Important Functions and Tasks of Human Resources Management:

Human beings are the most important components of the organization, and human behavior is the guarantor of any success and development of the institution (Muslim, 19). It is human resource with the knowledge and skills distinguished with softness, creativity and rapid reaction that enable management to function properly and attain what it aspires to. It is, therefore, the true driving force of the organization; and on this basis, the role of human resource function which is aimed at improving the degree of suitability between individuals and functions is the most important post within the organization. The human resource function has evolved in order to increase the development of the organization and its human resources. Perhaps the most important functions of human resource management are:

Attracting individuals to specific positions in the establishment; Selecting and appointing employees following the selection and demarcation of working personnel; Forming and training recruited personnel in their field to improve their abilities and productivity; Designing and conducting programs which is one of the most important workshops of human resource management functions; Evaluating the performance of individuals and Wages Structuring (Dawood, 2009 114-5).

The Emergence of Individual Management:

Human resource management is a set of planning, organizational and supervisory activities related to the preparation and use of employees of the government apparatus, efficiency and the determination of their rights and duties, in accordance with the regulations, legislation and regulations prepared (Isa, 2010 11). Despite the existence of such management as a function or so-called social welfare department, the actual emergence of individual management as a specialized area began in the early 1920s in many large companies, as well as government organizations. These departments were established with the aim of coordinating the activities of individuals in the organization, and this means diminishing the authority and responsibility of managers. In practice, we find that these departments have made some mistakes as a result of exceeding their specific roles, and this situation has remained prevalent in many organizations at present (Hanafi, 2002 22-3).

The Role of a Human Resources Expert

The role of professionals, in general, in every job undergoes a state of change. Because the human resource function moves from the role of labor relations to a real partner in the work of the organization, and with its needs to balance between its daily responsibilities and the need to become a strategic partner in the management of the organization, it has created a highly sensitive situation. This required providing the human resource specialist with a new set of capabilities. These capabilities assume the need to focus on increased strategic thinking and more effective communication with many customers. As the human resource function faces the challenge of attracting, retaining and developing the best human competencies, it must be placed in the right strategic position (Chanda and Kabra, 2002 22).

The Nature of the Human Resources System in the Institution:

The success of people depends on their ability to make the best use of all available economic and human resources efficiently and effectively, in order to ensure that the material and moral needs of the members of society are satisfied and that the desired goals are achieved (Ensor, 2006 7). The human resource department of the organization is considered one of the supporting functions of the institution, as it is interested in preparing plans and everything related to the management of human resource in the institution, without having the authority to apply it on its own. Decisions related to the application process are made by officials with decision having the authority in the institution. However, this does not mean that the supporting system, in our case, individual management, has no impact on executive management; rather, it increases the impact on decisions by narrowing the margin of executive management in varying proportions in different institutions, and by the different role played by individual management. This is so, because, in all cases, especially in bureaucratic institutions, this effect is sometimes considered to amount to parallelism or confusion between the executive and the functional authority, which are the highest levels of influence between the two sides. While the main management functions of the institution are on the power line and contribute directly to achieving its main objectives, advisory functions are those that do not directly interfere with the achievement of the core objectives, but do so indirectly. They do so by preparing technical means and doing assistance work for power line functions in exercising their powers and assuming their responsibilities. Besides, the managing individuals, as auxiliary management, specialized and independent of other departments of the institution, implement part of the programs and plans, which are co-prepared and approved by the management of the organization, in the areas of training, operation and other work related to individuals and their work in the organization (Adon, 16-17).

The Importance of Human Resources in the Foundation: Organizations have emerged in the life of the human community at the time when the initial groups such as the family and tribe also appeared. The relationship of organizations to the human community lies in the organic relationship consisting of meeting the society's needs and wishes. In return, the society is responsible for supporting and sustaining the organizations that serve it, by providing the financial and human resource it needs; and in exchange for this support, the organizations in turn pledge to abide by the values, traditions, customs and laws that regulate and satisfy the life of society (Abdul Hameed, 2014 30). The human resource is the active resource in the universe and is divided into working human beings, funding human beings, intellectual human beings, and in the cooperation of all of them, the optimal performance of this most important resource in the world is (Abbas 2010 147).

Human resources are the most important economic resources of all due to the fact that man is the producer and the consumer. With his own intelligence and abilities man can discover more natural resources and discover new uses and benefits for them and create productive arts that prolong the life of these resources their productivity. The discovery of polyester and industrial waste has led to savings in the use of cotton, linen and wool, resulting in the conversion of large areas of agricultural land to the cultivation of food yields. The higher the skill and technical level of human resources in a country are, the more they compensate for some natural resources and the greater the size of their national production. Perhaps the best example is Japan. The World Bank has recognized the importance of investing in human capital and has adjusted its lending policies, directing more resources to human investments, whether in education, health or nutrition

(Abu Tahoona, 2003 39). The importance of the role of the individual in the establishment also stems from the role assigned to him and the tasks he performs where the management of individuals employs the potentials in the individual in order to guide him within the framework of the service, interest and productivity of the establishment to reach the desired final goals. The human resource is the most important component of other production, funds, technology and other facilities, and it makes those elements meaningful and useful to the organization and is considered the most effective and influential in achieving the objectives of the work (Twayheyya, 2012 24-25).

The Importance of Human Resource Study: The concept of human resource management includes two complementary concepts: management and human resources. The management is to provide a kind of cooperation and coordination between different human efforts in order to achieve a specific purpose, and it is not an implementation of the work, but the work is carried out by others i.e. human resources (Hafez and Abbas, 2016 9). Human resources are the most important wealth that societies have, as they may have good financial resources and advanced technology, but they cannot use them with the required efficiency without capable human resources. Human resources are the main driver of all the successes achieved by societies with all their institutions (Ibid). The importance of studying human resources stems from several axes, the most important of which can be noted as follows:

First: The Distinction of the Human Element

The perception of the human element as a factor of production such as land and capital was as very significant and, therefore, must be obtained at the lowest possible cost. Under the concept of human resources management, however, individuals are important in themselves i.e. the individual is treated as an independent entity and not a commodity.

Second: The Human Element as an Influential and Governing Resource in Performance

Experts believe that the human resource has a distinct and governing role when compared to other inputs or natural or material resources. The focus of management's attention should be the human management and not management of things, because mismanagement of human beings leads to mismanagement of work no matter how efficient the head of the organization is.

Third: The Human Factor as a Composite Variable

The characteristics of individuals vary from time to time and from position to position; organizations function in an ever-changing and complex environment of conflicting composition, which is influential and requires the diversity of exciting things, models, systems and portals used to manage the human resource. This requires integrated awareness and continuous development of capabilities and skills to ensure the effective realization of the objectives under the supervision of this department.

Fourth: The Human Factor as a Final Value

God created all things for the sake of man and the human being must honor his brother man. Among the areas of honoring man must choose the appropriate method to manage and guide his brethren (Bilal, 2004 24-5).

The Historical Development of Human Resources Management

The management of individuals in their modern form is not the result of the hour but is of a number of overlapping developments, dating back to the beginning of the industrial revolution. These developments have directly or indirectly contributed to the need for a specialized personnel department to take care of the affairs of the employees of the establishment, and prepare the policies of individuals on scientific grounds, in addition to motivating workers, and raising their morale in order to achieve their satisfaction with work and increase their productivity.

The following will outline the most important historical stages of the management of individuals from the mid-19th century to the present:

Phase 1: The Emergence of the Industrial Revolution

The industrial life has developed greatly since the emergence of the industrial revolution. Before the industrial revolution, industries since the eighteenth century and before had been confined to the system of specialized communities, and manufacturers practiced their handicrafts in their homes, using simple tools. The emergence of the industrial revolution was accompanied by several phenomena, the most important of which were: Expanding the use of machinery and replacing workers; The emergence of the principle of specialization and division of labor; The accumulation of a large number of workers at one workplace: the factory and The construction of large factories that accommodate new machines. From the point of view of the management of the individuals, the industrial revolution was the beginning of many of the problems faced by enterprise management. Although the industrial revolution led to dramatic increases in production and the accumulation of goods and capital, the worker became a victim of this development, and the worker was seen as a commodity sold and bought after the administration relied more on the machine than on the worker. The large factory system has also caused many problems in the field of human relations through the emergence of many repetitive and routine work that do not require skill (Salah Eddin, 2001 21-23).

The march of the industrial revolution in the European countries varied from country to country, which affected the details of the organizations in which they grew. All these organizations, however, participated in basic features summarizing the

features of the organization, and all of these countries needed to make changes in various aspects of the economy, education and others, in similar directions, despite the sub-differences between them (Jaradat, 2012 63).

Phase II: The Emergence of the Scientific Management Movement:

Among the important developments in the emergence of the importance of human resources management is the proliferation of the scientific management movement led by Frederick Winslow Taylor, who was nicknamed my father the administration. This movement took place from about 1890 until the beginning of World War I. Taylor came up with what he called the four foundations of management and these are:

- A real development in management.
- The scientific selection of employees.
- Attention to the development and development of human resources and their education.
- Real cooperation between management and human resources.

Although Taylor emphasized labor standards, and the improved working methods and incentive systems, he was met with attacks and violent resistance. The attacks against him focused on demanding that workers perform high production rates without equal pay and on neglecting the humanitarian element.

Phase III: The Growth of Labor Organizations

In the beginning of the 20th century, labor organizations grew and strengthened in industrialized countries, especially in the field of transportation and heavy materials industry. Trade unions have tried to increase wages, reduce working hours, create comfortable conditions or means of work, and strikes, boycotts and the use of other methods of force have become a general base for workers. It is believed by many that the emergence of trade unions was the result of the emergence of the scientific management movement, which was believed to have tried to exploit the worker for the benefit of the employer (management).

Phase IV: The Beginning of World War I

World War I showed the need to use good methods to test employees before they are appointed to confirm their suitability for jobs. Some of these tests were Alpha and Beta, which were successfully applied to thousands of workers before they were appointed to avoid potential failures. During this period, interest in the social welfare for workers increased, and centers for social, recreational, educational and housing services were established. The establishment of these centers marks the beginning of the emergence of human resources departments. Most human resources in human resources departments were concerned about humanitarian and social aspects. In 1920, human resources management became adequately available, and many more human resources departments were established in many large companies and government agencies.

Phase V: Between World War I and II

The end of the 1920s and early 1930s witnessed developments in the field of human relations. The Hawthorne experiments in the United States of America led by Elton Mayo convinced many of the importance of the worker's satisfaction with his work and the need to provide the right conditions for work.

Phase VI: Post-World War II up Today

Human resources management has been developed in recent years. The scope of human resources management's work has expanded and it has become responsible not only for routine work such as keeping human resources files, and controlling their presence and departure, but also for training and development of human resources and developing programs to compensate them for their efforts and motivation. Besides they were also responsible for rationalizing human relations and employment relations, and other functions performed by human resources management in the modern era (Abdul-Baqi, 27-9).

Human Resources Management Objectives

The most important objectives of human resources management can be summarized as follows:

- Achieving effective cooperation between employees to attain the objectives of the project.
- Creating the incentive for the workforce to make the most efforts possible to achieve the objectives of the project.
- Developing good relations at work between all members of the organization.
- Achieving justice and equal opportunities for all project workers in terms of promotion, wages, training and development.
- Providing appropriate working conditions that ensure an appropriate atmosphere for production and not exposing workers to any risks such as industrial work accidents and occupational diseases.
- Selecting the most qualified people to fill vacant positions and preparing and training them to do their work as required, and keeping records of each worker in the project uniformly (Al-Morsi, 2003 39).
- In their book, Professors Saadoun Hammoud Jathier Al-Rubaawi and Professor Hussein Walid Hussein Abbas summarized the objectives of human resources management. These are:
 - **A Social Goal:** This goal is manifested in the contribution of human resources management to reducing unemployment and rehabilitating and employing individuals with disabilities.

- **Ethical Goal:** it is reflected in the fairness of human resources management when accepting, selecting, hiring, training, developing and promoting candidates.
- **Economic Goal:** it is held in the analysis and interpretation of the costs and profits of human resources management activities.
- **Regulatory Goal:** it is embodied in the role of human resources management in achieving the organization's objectives and objectives of efficiency and effectiveness.
- **Career Goal:** it is represented in the management's interest in employing the skills and viability of the workforce, as well as in equipping the organization with qualified, trained and well-motivated individuals.
- **Personal Goal:** It is reflected in the achievement of job satisfaction and self-realization of workers.
- **A Health and Security Goal:** Its aim is to provide a healthy and secure working environment and to take care of it, so it makes work within the organization more enjoyable.
- **Global Goal:** One of the keys to the success of organizations in the global market lies in the role of human resources management in investing their humanitarian resources in order to challenge global competition, because of their competitive advantage.
- **Future Goal:** Human Resources Management is interested in helping organizations achieve their future goals, and by providing qualified and competent people and good incentives to employees (Ar-Rabi'awi, 2015 21-22).

Human Resources Management Decisions

There are many decisions that vary according to the trends and opinions of researchers, the most important of which are organizational and personal decisions. Some researchers categorized decisions in terms of time range into three types: strategic, operational and tactical decisions. A number of other researchers, however, agree on another classification of decisions: individual and collective decisions. As for the individual decisions, these are that decisions that the director makes without participating or consulting with those concerned with the subject matter of the decision. The collective decisions, on the other hand, are the result of the efforts of subordinates and their participation as members of decision-making groups or groups in order to ensure the optimal implementation of the decisions reached (Hafez and Abbas, 2014 41-2).

The Human Resources Management Relationship with other Managements in the Organization

The management of individuals is one of the auxiliary agencies of the departments or other organs of the establishment. It provides the appropriate manpower, and, therefore, there must be an integration between them. If there is a separation or lack of coordination, the result is utter failure. The integration process requires that the management of individuals develop their objectives, plans, policies and systems of implementation procedures in such a manner that is consistent with the objectives and needs of the enterprise.

The management of the enterprise must determine the relationship between the management of individuals and other departments in the enterprises in order to prevent conflicts or clashes of competence between them. It has already been said that the work of managing individuals is linked to all departments and branches of the establishment. However, this association may create many problems between the individual manager and other managers of the enterprise, as these managers may insist on carrying out all the functions of individuals within their departments. Their claim can, for example, be that they have the right to choose the individuals who work under their presidency, as well as the right to train them and evaluate their performance. If something else happens, they always hold the management of individuals responsible for the failure or inability and adequacy of the persons they have already selected to work at the establishment. On the other hand, the management of individuals may complain that some of its competences have been taken away from it and given to other managers at the facility. In this case, they try in every way to prove that the policies of managers have failed to supervise the employees under their presidency.

In the face of this negative attitude on both sides, senior management must intervene to settle the arising problems. All measures must be taken to prevent or reduce conflict between the management of individuals and other departments. There is more than one means available to the management of the enterprise to regulate the relationship between them. However, I tend to prefer the means of distinguishing between activities or businesses in the enterprise (Abdul-Baqi 2001 57-8).

Human Resources Management Functions

Human resources management are concerned with tasks related to recruitment, training, wage and salary determination, employee relationships and workforce planning. These jobs are usually manifested in their organizational structure as independent units within the following frameworks: Training and developing the workforce in order to increase their productive efficiency so that that the workforce can achieve the desired goal of the enterprise in the least possible time and at the lowest possible cost; and identifying the requirements for work from the preparation and type of manpower required so that the enterprise can determine its programs and reach its objectives and the results of its work (Al-Kaleldeh, 2011 15).

The Growing Importance of Human Resources Management

The perception of human resources management has changed at present and has become one of the most important management functions in modern organizations. There are many reasons for the development that has taken place in the view of the responsible management of contemporary organizations towards the management of human resources and its

growing interest in them as a specialized administrative function and as a branch of management. The most important of which are the following:

- The Expansion and Industrial Development that Took Place in the Modern Era

This factor has changed the characteristics of the labor force, and today's worker is more aware of his predecessor thanks to his high level of education and culture. This new situation needs experts and specialists in workforce management, and more modern means of dealing with these modern types of workers.

- The High Cost of Humanitarian Work

Nowadays wages represent a high and increasing proportion of production costs in all organizations. This fact necessitated attention to the pressure of the cost of work and an increase in the productivity of workers through research, study and good management by a specialized body in the affairs of workers.

- Expanding Government Intervention in Labor Relations

Governments have expanded their intervention in work relations between workers and employers through the promulgation of labor laws and legislation. A specialized department was, therefore, needed to maintain the application of complex laws so that the organization would not be in legal trouble with government agencies on account of its lack of commitment to the implementation of those laws.

- Increasing the Role and Importance of Trade Unions and Labor Organizations The increase of trade unions that defend the rights of workers and take care of their interests, and the increase of the conflict between management and workers, required the attention of the management to the relations between management and labor organizations. Therefore, it has been very significant to have a specialized body that solves labor problems and works to create effective cooperation between management and labor organizations and works to develop good policies for industrial relations.

- Discovering the Importance and Ability of Human Resources Management

Seeing the significance and skill of human resources management to escort and influence human performance in order to achieve greater productive efficiency shows that the management of individuals through good functioning can provide the organization with the best human elements having excellent competence, skill and willingness to work and give. Achieving this goal helps the organization to obtain a higher capacity to increase production and improve productivity (Sultan, 2003 29-31).

- Globalization of Human Resources Management

The trend towards globalization, and the increasing trend of business organizations in the international arena have influenced all project functions (production, individuals, financing, marketing) and, in particular, the function of human resources management. Forms of international human resources management include:

- A multinational organization where the senior management is located in the home country, and its activities extend to multiple foreign countries, like companies such as Coca-Cola and Ford Motor.

-Human resources management responsibilities include the relocation of individuals working for the parent or original company to work abroad, and the development of foreign and external operations policies and practices. The parent company usually applies its human resources management practices directly to its foreign branches, or may integrate its individual management practice with that of the host country.

-Government agencies and non-profit organizations such as the United Nations and the International Emergency Force.

The Employment of Foreign Nationals (newly migrated)

In accordance with this form of international human resources management, the director of human resources works in a local organization such as: a hospital, farm or restaurant and employs foreign nationals. The appointment of these individuals requires knowledge of the local laws governing these workers.

All previous positions and forms of human resources management at the global level create some concerns in this respect. The most fundamental problem in this field lies in the training of human resources managers, who must have some characteristics that increase their ability to interact and deal flexibly and effectively with individuals of different cultures. They must also have the ability to develop practices and human resources management policies that correspond with the different working environment and conditions in which these individuals work (Hasan, 2000 370-3).

In a highly competitive environment, contemporary organizations seek to gain a competitive advantage over other organizations operating in the same activity by adding value to the customer and achieving excellence from the exploitation of their various capabilities and resources, primarily human resources. Human resources management plays an important role in making the human component a competitive advantage through a range of activities, plans and programs related to the human component of the organization (Abu Bakr, 2004 13).

Conclusion

No organization in our world today can achieve any success without focusing on its human resources, as these resources are the organization's workforce and the most important component of other production elements such as machinery,

funds, technology, equipment and others. The achievement of the organization's objectives in general and its organizational objectives in particular can only be achieved with human resources. Thus, the lack of human resources prevents anything from being achieved despite the provision of buildings, machinery and others. Those interested in this field have recognized the importance of the human resource and its role in the organization. Several studies have also emerged and different views, particularly with regard to the management responsible for human resources in the organization have been detected on the definition of a unified concept of such management. It can be distinguished that there are two different points of view: the traditional and the modern. The traditional trend holders believe that the function of managing human resources does not exceed the registration of the absences and presence of workers and the identification of holidays and vacations, and the preservation of files, records and other related aspects. As for the modern trend, the organization has many functions, the most important of which are: production, marketing, accounting, finance, etc. Its followers also believe that human resources management is a key function of the organization, as well as other functions in the organization, because of the importance of the role of the human resource in it. Through its role, the work and tasks it accomplishes in the organization and the management of human-related social science, it is considered an art, activity and practice, and this science has evolved in stages. A human resources department, which is a human component management system, is one of the factors influencing the organization's adaptation to the variables prevailing in its business environment, and, consequently, its ability to achieve its specific objectives. Human resources management is concerned with a range of functions, including work analysis and characterization, polarization, selection and recruitment of human resources and development through training and maintenance of these resources, as well as human resources planning and promotion through wage and incentive systems. This department in its modern form is the upshot of many changes and developments and has taken several names from managing individuals to managing personnel to managing the human resource.

References

- [1] Abbas, Salah, *Sustainable Development in the Arab World* (Alexandria: University Youth Foundation, 2010).
- [2] Abdul-Baqi, Salah, *Human Resources Management* (Alexandria: University House: undated).
- [3] Abdul-Baqi, Salah, *The Scientific and Applied Aspects of Human Resources Management in Organizations* (Alexandria: University House, 2001).
- [4] Abu Bakr, Mustafa Mahmoud, *Human Resources: An Entry Point for Competitive Advantage* (Alexandria: University House, 2004).
- [5] Abu Tahoon, Adly Ali, *Management and Development of Human and Natural Resources* (Alexandria: Modern University Office, 2003).
- [6] Adon, Nasser Dadi, *Human resource Management and Organizational Behavior: A Theoretical and Practical Study* (Algeria: Dar Al-Muhammadiyah General, 2003).
- [7] Al-Kaleldeh, Taher Mahmoud, *Human Resources Management Strategies* (Amman: The House of the World of Culture, 2011).
- [8] Al-Lozi, Mosa, *Administrative Development* (Amman: second printing, Dar Wael, 2002).
- [9] Al-Morsi, Jamal Ed-Din Mohammed, *Strategic Management of Human Resources: The Gateway to Achieving a Competitive Advantage for the Organization of the Twenty-First Century* (Alexandria: Ibrahimia University House, 2003).
- [10] Al-Sharaa, Mohammed Tayseer, and Sanjak, Mohammed Ghalib, *Human Rresource Management: Modern Trends and Challenges of the Third Millennium* (Amman: House of Methodism, 2015), 39-40.
- [11] Ar-Rabi'awi, Hammoud Jathier and Abbas, Hussein Walid Hussein, *Intellectual Capital* (Amman: Dar Gida, 2015).
- [12] Bilal, Mohammed Ismail, *Human Resources Management* (Alexandria: Azarita New University House, 2004).
- [13] Boukhmekhm, Abdel Fattah, *The Management of Human Resources: Basic Concepts and Practical Situations* (Algeria: Dar al-Huda Ain Melilla, 2011).
- [14] Chanda, Ashok and Kabra, Shilpa, *Human Resource Strategy: Architecture for Change*, Translation: Dawn Publishing and Distribution House (Cairo: Al Fajr Publishing and Distribution House, 2002).
- [15] Dawood, Muammar, *A Cultural Approach to Algerian Society: A Study of some of the Socio-Economic Features* (Algeria: Dar Toledo Muhammadiyah, 2009).
- [16] Ensor, Yousef, *Industrial Supervision and Regulation in Algeria* (Constantine: University of Mintouri, 2006).
- [17] Hafez, Abdel Nasser Alak and Abbas, Hussein Walid, *Leadership Patterns: The Way to Build a Sustainable Competitive Advantage* (Amman: Dar Gida, 2016).
- [18] Hafez, Abdul Nasser Alek, and Abbas, Hussein Walid Hussein, *Continuous Improvement as a Course for Managing the Organization's Functions* (Dar Gaida', (Amman, Jordan, 2014).
- [19] Hanafi, Abdul Ghaffar, *Organizational Behavior and Human Resource Management* (Alexandria: New University House, 2002).
- [20] Hasan, Rawia, *Human Resources Management* (Alexandria: Abrahamic University House, 2000).
- [21] Hussein Abdul Hamid, *Social Organization and Social Standards* (Alexandria: University Youth Foundation, 2014).
- [22] Isa, Salim, *Personnel Management* (Amman: Dar Osama, 2010).
- [23] Jaradat, Nasser Mohammed Saud; Saud, Nasser Mohammed; Al-Maani, Ahmed Ismail; Gregat, Ahmed Yusuf, *Change and Development Management* (Amman: Enrichment Publishing University Library, 2012).

- [24] Jowhar, Abdullah Hussein, *Human Resource Management: Organization, Training, and Secretariat* (Alexandria: University Youth Foundation, 2012).
- [25] Muslim, Muhammad, *Human Resource Development: Pillar and Tools* (Algeria: Dar Tolaitelah).
- [26] Salah Eddin, Abdel-Baqi, *Managing Human Resources* (Alexandria, Art Radiation Library, 2001).
- [27] Shahmat, Mahmoud, *The Entrance to Public Administration Science* (Algeria: Dar al-Huda, Ain Melilla, 2010).
- [28] Smith, Douglas. K., *Changing Managing, Personnel Management and Performance, How? Principles - Strategies - Visions - Ten Principles for Activating Change Management*, Translation: Abdul Hakam Ahmed Al-Khazami (Cairo: Itrak for Printing and Publishing, 2001).
- [29] Sultan, Mohammed Saeed Anwar, *Human Resources Management* (Alexandria, New University House, 2003).
- [30] Twayheyya, Rabeh, *Labor Law and Human Resources Development in the Industrial Enterprise* (Algeria: Dar al-Huda, Ain Melilla, 2012).