

## The impact of human resources management on achieving organizational uniqueness: An applied study of Shendi University-Sudan



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### ABSTRACT

The main objective of this study is to answer the following questions: Is there an impact of human resources management in achieving institutional excellence? If yes, then to what extent is the ability of human resources management to raise the efficiency of the organization, customer satisfaction, and increase effectiveness within the organization? To answer these questions that revolve around the problem, the following scientific hypotheses have been put forward: There is a statistically significant relationship between human resource management and achieving organizational uniqueness. This main hypothesis has branched into several hypotheses, including that there is a statistically significant relationship between human resources management and achieving efficiency, effectiveness, and customer satisfaction within the organization. To reach the most important results, a descriptive and analytical approach was used to identify the impact of human resources management in achieving institutional uniqueness and analyzing hypotheses and testing them through the Statistical Program for Social Sciences (SPSS) through a questionnaire that was distributed to the random sample. From the study community at Shendi University, where the results were obtained, the most important of which are: The institution is working to simplify the management of its processes, procedures, and working methods, and improve the level of services provided to the client. The management must commit to implementing and completing tasks within plan and time. The institution shall maintain the security and confidentiality of the information exchanged. The study reached a set of recommendations, the most important of which are: Ensuring the creation of a sustainable future within the organization by effectively addressing the problems that exist within the organization and attention to developing institutional capabilities through managing change effectively inside and outside the organization's borders. Comparison has been made with some previous studies in human resource management, and the difference between them and this study was that this study dealt with the aspect of institutional excellence.

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### 1. Introduction

The human element represents the basic building block and the main element upon which the work of business organizations is built, and the behavior of the organization is determined by a set of behaviors of the individuals working in it, through the practicing of activities to perform the tasks guaranteed to them, and at the same time that the

behavior of the organization is reflected by the behavior of its working personnel. The behavior and actions of these individuals do not occur spontaneously and unprogrammed. The organization itself affects both behavior and actions as it is affected by them. The subjective characteristics of the individual related to his ability, experience, patterns of behavior, motivations, and desires, the organization can exert a degree of influence on it, through the nature of selection systems and the appointment that it applies to choose the most appropriate individuals to its need to occupy vacant job centers, As well as through providing them with environmental working conditions, and also through the transfer and promotion rules, motivation and availability of

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potential and material resources and requirements to facilitate the performance of individuals for their actions assigned to them.

All of these and other rules, systems and capabilities through which the organization can affect the conduct and behavior of the individuals working in it, and in this reciprocal relationship the influence between the individual and the organization's management, the Human Resources Department, as a specialized department in the affairs of working individuals, hopes that the outcome of its efforts, programs and policies will come positive in terms of the quality of the individuals chosen from among the applicants for work to be at the level that this department expects of them to be truly qualified to perform the activities and actions required of them, with the same degree of efficiency targeted and that ensures the effectiveness of achieving the goals, as well as it hopes to succeed in the field of developing training programs that are consistent with the needs of the old working individuals from them newly recruited, and in the field of setting and implementing fair and encouraging systems, wages and incentives for workers, the same administration hopes to send them the desire to perform business in a high and efficient manner, and in all other areas of its work (Yang and Lin, 2009).

The Human Resources Department, for its part, is most keen to obtain a positive return from the individuals working in exchange for what it provides and makes efforts to serve them, and It is assumed that these returns will be translated into high-performance efficiency, high motivation to work, and really benefit from the content of training programs, so that this benefit will be reflected in the level of skills and experience they possess, there is a noticeable improvement and tangible development, as well as an increase in the degree of satisfaction and morale they have, in order to ensure the availability of the high ability and desire to perform the business efficiently and distinctly.

Human resources management plays an influential role in fulfilling the requirements of achieving uniqueness, which gives human resources management special importance and vitality, which changed its nature and operations and evolved accordingly information technology, which led to an increase in the demand for technical professions, which requires unconventional qualifications for leadership positions in information management as well Providing distinguished services, as the need to introduce modern technology and rely on it in the activities and tasks of human resources management, because the distinction is simply the only acceptable level of performance in the era of competitiveness, globalization, and knowledge, if the prevailing philosophy in the past is that there is no survival for weak organizations, then modern philosophy today It is that there is no survival except for distinguished organizations.

As a result of the existence of performance gaps due to the behavior of some workers, this study was

conducted to find out the role of human resources management in distinguishing organizational performance (Murray and Chapman, 2003).

The study problem is centered on the following main question: What is the impact of human resources management on achieving organizational Individuation in terms of (efficiency-effectiveness- and customer satisfaction?). From which the following questions branch:

- Is there an impact of human resource management on achieving efficiency?
- Is there an impact of human resource management on achieving efficacy?
- Is there a human resources department to achieve customer satisfaction?

The study aimed at identifying the following:

- The impact of human resources management on achieving organizational uniqueness.
- Identify the impact of human resources management to achieve the efficiency of the Organization.
- Learn about the impact of human resources management on achieving the effectiveness of the organization
- Getting to know about the impact of human resources management on achieving customer satisfaction.

The importance of the study is summarized in the following:

- Companies, institutions, and organizations need modern and objective recommendations on the subject of the study, and this is what the study will fulfill.
- Enriching university and commercial libraries with this study and its results.

The main hypothesis of the study is a relationship between human resource management and institutional uniqueness. The following sub-hypotheses are subdivided:

- There is an impact on human resource management and organizational efficiency.
- There is an impact on human resource management and organization effectiveness.
- There is an impact on human resource management and customer satisfaction.

## 2. Human resources management

Definition of human resources management: Daft (2008) referred to the concept of human resources management: It is the department responsible for carrying out a number of activities that include employing, maintaining, and developing human resources so that they can deal with the

organization's strategies and policies and change management (Daft, 2008).

Dahlgaard and Dahlgaard (1999) also defined human resources management as The administrative process related to planning, recruiting, organizing, developing, compensating, and controlling performance, productivity, and maintaining all human elements, including employees and managers who perform work for the organization (Dahlgaard and Dahlgaard, 1999).

It is defined as: "The process by which the organization's labor needs are met, preserved, trained, developed, and worked to stabilize it and raise its morale."

Finally, human resource management (HRM) can be defined: As a term used to describe the formal systems that have been developed to manage people within an organization, with a view to maximizing the productivity of an organization by improving the effectiveness of its employees.

### 2.1. The importance of human resources management

Human resources management is considered one of the important administrative divisions in various bodies and business organizations, and its importance is summarized according to the following points (Yahyaoui, 2015).

- Providing human resources with diversified and appropriate qualifications; by relying on the best management that contributes to the development of production, both qualitatively and quantitatively.
- Providing all the tools and means for individuals of staff; by preparing a set of training programs, and providing wages and incentives that support the best performance and increase the productivity rate.
- Strengthening coordination and organization among all administrative units and functions of individuals of staff; by activating the discussion role with the executive management.
- Participating in identifying the main problems of individuals of staff, which negatively affect the effectiveness and efficiency of the enterprise.
- Contributing to the study of all effective and organizational competencies and indicators used in measuring performance efficiency, rates of accidents affecting work, and other indicators and other rates.
- Providing assistance to managers in implementing policies and resolving any employee problems or issues.

### 2.2. Human resources management goals

The Human Resources Department seeks to achieve the highest possible rate of efficiency in the performance of employees in the organization or

institution; by paying attention to the following goals (Haines et al., 2010):

➤ The goals of the organization or institution include the following:

- Achieving effectiveness in the organization.
- Achieving balance and harmony.
- Ensure stability of work.
- Development and improvement of individual skills of staff Enhancing the employees' affiliation with the corporation

➤ Objectives of individuals of staff: These include:

- Providing new job opportunities.
- Establishing good and positive conditions for work.
- Achieving justice in the distribution of salaries.
- Supporting individual progress and career development.
- Providing health insurance services.

The general objectives are to maintain the continued effective performance of the institution by relying on human resources.

➤ Sub-goals are the objectives that help in achieving the general goals and include the following:

- To enhance coordination between the available jobs and the individuals who make up the appropriate human resources.
- Supporting development and qualification skills. Implementing performance appraisal on a permanent basis. Study the future career path for employees.

### 2.3. Human resources management jobs

The Human Resources Management functions are classified into three types (Herschel and Nemati, 2000):

1. Administrative management of human resources: It is one of the oldest jobs of human resources management that organizations and institutions depend on, and this job relied on the main idea, which is that every facility is keen to provide jobs to a group of people; therefore, the establishment shall implement several administrative tasks and activities; In order to be able to follow individuals, collect all their data and ensure that they are granted their rights and encourage them to implement their duties in their jobs, and the tasks of this job have a nature that varies between office, accounting and legal, and the treatment of many of them depends on the use of computers; Which contributes to providing modern and reliable data, but the management remains rigid, and it is possible to summarize the tasks of this job according to the following:

- Record data and information about groups and individuals. Some examples of this include documents, records, and statistics. Management and monitoring of financial wages. Take care to implement the laws related to work.
- Record daily attendance and departure times of employees.
- Setting dates for holidays during the year.
- The use of computers to process employee records.
- Strengthening relations with government institutions for work, such as the Ministry of Labor.

**2. Applying propulsion of the management of human resources:** It is the concern to provide human resources, to seek to develop their skills, and to help them achieve performance at distinct levels, as this job seeks to reach a balance between resources and the need of employees in the institution, and is also concerned with achieving all the foundations of justice between Workforce, and this job is not only implemented by relying on people who are specialized in human resources management, but it can also be applied through direct officials on human resources, while specialists contribute in providing consultations and assistance to ensure harmony between the various activities.

**3. Promoting social development:** It is one of the functions of human resources management that depend on cooperation with all other departments in the institution, just as the implementation of this function is not only related to the economic dimension but also reaches the social dimension, and social development is concerned with modern and strategic aspects of human resources and seeks also to the transition from the traditional method of managing human resources to the modern method that is concerned with studying many major issues, such as continuous learning, developing the social situation, media, communication, and other issues that affect socially and economically in the institution.

Also, the following jobs can be added to the human resources management: Job analysis, planning, recruitment, selection, and testing, then appointment and initial preparation, employee development and training, employee performance evaluation and determination of the appropriate work environment and Incentives, and wage-fixing.

Among the most important tasks of human resources management are the following:

**A. Polarization and appointment:** Polarization refers to those integrated processes in selecting and appointing individuals to an organization and that responsibility lies on both human resources managers and executives of the Organization, where they provide the latest methods applied in the selection of human resources, and train executives on them, while executives participate in the final selection phase through personal interviews, which is one of the most important functions of human resources management (Kim, 2010). So it is an

attempt to attract the most qualified people to work in the organization (Simola et al., 2007), or is the process of exploring potential candidates for current or prospective vacancies in the organization.

**B. The importance of polarization:** The organization's first step in the polarization process is its awareness of the importance of the polarization process, where polarization focuses on the following points (Simola et al., 2007):

- Searching for and attracting candidates to fill vacant positions within the organization, indicates that the person in charge of the recruitment process is aware of the human resources plan with its quantitative or qualitative aspects.
- Identifying the targeted labor market, as this activity is one of the activities that support the process of polarization, as the poor choice of the labor market carries the organization financial costs, as well as the costs of the time to waste the opportunity to attract.
- The polarization process focuses on creating inputs for the selection process, therefore, this process is supposed to aim at achieving compatibility between the job characteristics and the job holder's qualifications.

#### 2.4. Sources of attracting human resources

Polarization sources are divided into two parts:

**1. Internal polarization:** What is meant by the human resources available within the organization, and these resources can be used in the case of supervisory positions, or jobs that require expertise that may not be available outside the organization, and the most important of these sources are:

**A. Promotion:** Resort to this regard in the case of a desire to fill some of the supervisory or leadership positions, where this method has some advantages, including:

- Motivating employees to upgrade their capabilities in order to obtain the promotion.
- Raise the morale of employees because they feel job safe and that their organization provides them with opportunities for promotion and growth in the future.
- Provide the organization with workers who have work experience that does not need training.

**B. Career transfer:** It is a source of employment when the company's policies in human resources management are based on diversifying the experiences of its employees, and also when those experiences are not available in the external labor market.

**C. Stock of skills:** This method is used when the organization has a complete perception of the capabilities and skills available to its employees, where the needs of each job are determined by expertise, capabilities, and skills, and refer to the

stock of skills to search for those skills and capabilities are available and the job is filled after that either by transfer or Upgrade.

**D. Internal announcement:** When the organization wants to occupy some jobs at the lowest organizational levels, it is useful to publish its need with company billboards and these advertisements are read by the employees of the company, and they publish that news outside the company in the vicinity of friends and family. After that, someone who finds the specifications of his position will apply for the job.

**E. Through colleagues, acquaintances, and friends:** When the company has the desire to occupy a job with a rare specialization (such as argon welding), it may require its employees in the same profession or position to contact their friends who meet the conditions for occupying that job or profession, and entice them to join the organization.

**2. External polarization:** It refers to those sources that provide the organization with its human resource needs and may also refer to the labor market, as those sources are divided into several sources, the most important of which are:

**A. The direct application of the organization:** The organization can obtain its human resources through the individuals who apply to it directly or by mail for the purpose of requesting the job, where the organization maintains the requests for progress that are filled by individuals that include complete data about them and their level of education, previous experiences, capabilities, and skills. The Human Resources Department then classifies these requests, in order to request job specializations, to contact their owners when they are needed for them, where necessary tests are taken for them to choose. Employment agencies (employment agencies) may also perform this task as they have a large number of data on job seekers, and that data is referenced when any organization requests specific specialties.

**B. Advertising:** The organization announces its need for human resources in daily newspapers, magazines, and specialized periodicals. In this case, the organization should choose the means of advertising that is appropriate for the job to be filled in terms of expertise required in the job, for example in the case of jobs that do not need rare specialties Advertising can be done in daily newspapers, but in the case of rare specialized jobs, the organization may resort to advertising in specialized periodicals, which are periodical magazines or publications issued by a specific association for the owners of the profession, and the company can resort to various means of advertising such as the media, such as radio and television.

**C. Recruitment agencies:** There are three types of employment agencies and offices:

- The first type: Agencies or public offices: They are government offices run and supervised by the government and its main goal is to create a job

opportunity for every unemployed, as the names of the unemployed, their data, and their experiences are recorded as a condition for obtaining a job, but in the absence of a job that suits the individual's experiences, these agencies disburse "unemployment benefits" in European countries and America. Examples of these offices in Egypt are the "work office" or "workforce management" that limits graduates' data and distributes them to government departments and offices, and also supervises ways to fill vacancies in companies. But it does not provide unemployment benefits for the unemployed. These offices or agencies provide their services for free, and they are considered as a link between organizations or companies and job seekers.

- The second type: They are private offices managed by specialists in attracting and recruiting employees and selecting them as well. These offices receive requests for job seekers and classify them into professional specialties and refer to them when requesting one or more of the companies for a specific specialty or more of these specialties. These offices also attract employment by advertising in newspapers, magazines, and specialized periodicals.
- The third type: They are websites on the Internet belonging to employment agencies, and organizations usually participate in them by paying annual fees or fees according to the type of service. The Employment Agency website has vast numbers of CVs that it provides to organizations and it is by extension that they select employees from these CVs. On the other hand, employment agencies receive requests from job seekers by entering their CVs on the site (Ahmed, 2012).

### 3. Institutional uniqueness

The concept of uniqueness: Is the uniqueness and excellence in providing outputs (goods/services), efficiently and effectively, and to meet and exceed the needs and expectations of customers and stakeholders. This is done through applied methodologies and mechanisms of action that ensure continuous improvement in all aspects of performance:

- Efficiency: Means achieving outputs through the optimal use of inputs and resources.
- Effectiveness: It means that outputs are consistent with specific institutional goals and are consistent with the institution's vision and mission.

Characteristics of the Distinguished Institution: The characteristics of the distinguished institution can be illustrated as demonstrated by the European model of uniqueness, EFQM, which can be considered the main pillar for achieving the sustainable uniqueness of any institution as follows:

- Customer Satisfaction: Distinguished organizations always provide added value to customers through

understanding, anticipating, and satisfying their needs, and they are always working to give them more than their expectations.

- Sustainable development: Distinguished institutions have a positive impact on the environment around them. By enhancing and distinguishing its performance in a way that helps to achieve sustainable development in the security, economic, social, and environmental aspects of the society in which it operates.
- Developing organizational capacity: The distinguished institution is always working to enhance its capabilities through effective management of change within and outside organizational boundaries.
- Encouraging and adopting creativity and innovation: The distinguished institution works to generate more values and levels of performance through continuous improvement, encouraging innovation, and creating an always conducive environment for adopting what is new.
- Vision, Mission, and Commitment: An outstanding institution has leaders with a vision for the future that they achieve by adhering to a specific mission towards their environment and their clients.
- Flexible planning: Distinguished institutions always have the ability to move and respond efficiently and effectively to seize opportunities and avoid threats or deal with them in a way that serves their interests and makes those threats opportunities that must be seized.

Success through the launch of the talents of individuals: The distinguished institutions value their employees and always work to explode their energies and talents by creating an enabling environment and culture of empowerment, and believing that the success of the institution depends on achieving the goals and aspirations of both employees and the organization alike.

Maintaining and upholding uniqueness: The distinguished organization works to achieve high results that meet the needs of stakeholders in the long and short term within the framework of the environment in which it operates.

#### 4. The field study

Shendi University was established in March 1994 by Republican Decree No. (67) for the year 1994 AD in the state of the Nile River, and it is a scientific body with a legal personality based in the city of Shendi. It is one of the fruits of the higher education revolution in Sudan, and the university is considered a model for universities that are oriented towards society and rely on solving problems in their curricula.

It has many programs such as coordination and integration between medical education and health services and the formation of teams from the Faculties of Medicine and Health Sciences, the College of Education for the basic stage, and the College of Community Development to implement

community and development programs as well as many other colleges.

Conducting the field study: The study was carried out at Shendi University by applying the descriptive and analytical approach and the case study by selecting a random sample from the study population (50) and collecting data through the questionnaire designed for this purpose, analyzing the data and testing hypotheses through the SPSS program, as well as the calculation of a constant value. Measures using (Kornbach's Alpha), as well as metrics for descriptive statistics, correlation coefficient, and simple regression analysis.

It is evident from Table 1 that all correlation coefficients are strong, discrete, and statistically significant, which achieves the validity of the questionnaire and also confirms their validity in the application, meaning that they are suitable for study. The correlation coefficients in the first axis ranged between 0.726 to 0.917 and the second between 0.719 to 0.911.

**Table 1:** Validity of internal consistency: Studying the correlation between each statement and its total axis

| NO.                | The first axis | The second axis |
|--------------------|----------------|-----------------|
| 1                  | 0.840          | 0.829           |
| 2                  | 0.891          | 0.911           |
| 3                  | 0.901          | 0.872           |
| 4                  | 0.790          | 0.889           |
| 5                  | 0.880          | 0.752           |
| 6                  | 0.726          | 0.821           |
| 7                  | 0.779          | 0.723           |
| 8                  | 0.861          | 0.855           |
| 9                  | 0.913          | 0.901           |
| 10                 | 0.917          | 0.808           |
| 11                 | 0.875          | 0.766           |
| 12                 | 0.766          | 0.719           |
| Greater value      | 0.917          | 0.911           |
| The smallest value | 0.726          | 0.719           |

It is clear from Table 2 that all the stability coefficients (Alpha Cronbach) are high, which achieved stability in the sample. The stability coefficient ranged between 0.735 to 0.901, and all of them achieve the stability of the sample.

#### 5. Hypothesis analysis

Table 3 shows the averages and standard deviations of the phrases of the first axis (for the terms of human resources management) for the study sample (n=50).

**Table 2:** Study the stability factor of the exploratory sample (n=50)

| Cronbach's Alpha factor |                 |
|-------------------------|-----------------|
| 0.735                   | The first axis  |
| 0.901                   | The second axis |

It is evident from Table 3 that all the expressions in the first axis (related to the terms of human resources management) are statistically significant, as the significance value was less than 0.05 and the averages ranged between 3.725 to 3.944.

It permits the hypothesis that: There is an effect of human resources management in order to achieve customer satisfaction when Significance level  $\alpha > 0.5$ .

**Table 3:** The averages and standard deviations of the phrases of the first axis (for the terms of human resources management) for the study sample (n=50)

| T-test for one sample (test value 2.5) |        | Arrangement | Administrative leadership |         | Phrases   |   |
|--|--------|-------------|---------------------------|---------|---|---|
| Significance                           | T      |             | standard deviation        | Average |   |   |
| 0.000                                  | 21.401 | 3           | 0.787                     | 3.831   | Management's ability to maintain the same level of services and mutual dealings   | 1 |
| 0.000                                  | 21.735 | 2           | 0.804                     | 3.881   | Simplifying the management of its processes, procedures, and working methods, and improving the level of services provided. | 2 |
| 0.000                                  | 23.944 | 1           | 0.763                     | 3.944   | The department's commitment to implement and accomplish tasks within the plan and the specified time                        | 3 |
| 0.000                                  | 19.003 | 4           | 0.857                     | 3.788   | The administration maintains the security and confidentiality of the information exchanged.                                 | 4 |
| 0.000                                  | 18.511 | 5           | 0.854                     | 3.750   | The administration fulfills its promises and commitment to apply the conditions while dealing with clients.                 | 5 |
| 0.000                                  | 17.553 | 6           | 0.883                     | 3.725   | The contribution of the information provided by the administration to accelerate the completion of employees' work tasks.   | 6 |

The following is a review of the first three expressions and the last two as a display of the mean:

- In the first place: Phrase No. (3), which is (the department's commitment to implement/accomplish tasks within the plan and the specified time) comes first, with an average of 3.944.
- In second place: Phrase No. (2), which is (simplification of the management of processes, procedures and work methods, and improvement of the level of services provided) comes in second place with an average of 3,881.
- In third place: Phrase No. (1), which is (the ability of the administration to maintain the same level of

services and interactions,) comes in third place with an average of 3,831.

- In the next-to-last place: Phrase No. (5), which is (the administration's fulfillment of its promises and its commitment to implementing the conditions during transactions.) Comes in the penultimate rank with an average of 3.750.
- In the last place: Phrase No. (6), which is (the contribution of the information provided by the administration to accelerate the completion of employees' work tasks). Comes last with relative importance, with an average of 3.725.

Table 4 shows the averages and standard deviations of the second axis statements of institutional uniqueness for the study sample (N=50).

**Table 4:** The averages and standard deviations of the second axis statements of institutional uniqueness for the study sample (N=50)

| T-test for one sample (test value 2.5) |        | Ranking | Human Resources    |         | Phrases  | No. |
|--|--------|---------|--------------------|---------|--|-----|
| Significance                           | T      |         | standard deviation | Average |  |     |
| 0.000                                  | 17.266 | 6       | 0.847              | 3.656   | There is a relationship between human resource management functions and organizational uniqueness  | 1   |
| 0.000                                  | 19.511 | 3       | 0.835              | 3.788   | One of the functions of human resources management functions to achieve organizational uniqueness is the ability to competence                   | 2   |
| 0.000                                  | 18.713 | 1       | 0.913              | 3.850   | One of the functions of human resources management functions to achieve institutional uniqueness is the capacity for effectiveness               | 3   |
| 0.000                                  | 16.184 | 4       | 0.997              | 3.775   | One of the functions of human resources management functions to achieve institutional excellence is the ability to satisfy customers as required | 4   |
| 0.000                                  | 15.344 | 5       | 0.979              | 3.688   | Human Resources Management concerned the existence of easy and effective channels of communication with customers                                | 5   |
| 0.000                                  | 17.308 | 2       | 0.968              | 3.825   | The Human Resources Department is concerned with developing communication processes and procedures by activating electronic link channels.       | 6   |

It is evident from Table 4 that all the statements of the second axis (related to institutional excellence) are statistically significant, as the significance value was less than 0.05 and the averages ranged between 3.656 to 3,850, which permits the hypothesis: There is an effect of human resources management in order to achieve customer satisfaction at the level of significance  $\alpha > 0.5$ . The following is a review of the first three expressions and the last two as a display of the mean:

- In the first place: Phrase No. (3), which is (one of the functions of human resources management functions to achieve institutional uniqueness, the ability to effectiveness) comes first with an average of 3,850.
- In second place: Phrase No. (6), which is (The Human Resources Department is interested in developing communication processes and procedures by activating electronic link channels.) Comes in second place with an average of 3,825.
- In third place: Phrase No. (3), which is (one of the functions of human resources management

functions to achieve institutional uniqueness and the ability to be effective.) Comes in third place with an average of 3.788.

- In the penultimate rank: Phrase No. (5), which is (The Human Resources Department is concerned with the ease and effectiveness of communication channels and communication with clients), is ranked before the last with an average of 3.688
- In the last place: Phrase No. (1), which is (There is a relationship between human resource management functions and institutional uniqueness.) Comes last, with relative importance, with an average of 3,656.

Testing of Hypothesis: The first main hypothesis: There is a relationship to human resources management to achieve institutional uniqueness. Table 5 shows the results of Simple Regression

**Table 5:** Results of Simple Regression Analysis for testing the axis of human resources management on achieving institutional excellence at Shendi University

| Indication of F | Denotation of T | The computed F value | Computed T value | Determination coefficient R <sup>2</sup> | B <sub>1</sub> | B <sub>0</sub> | Independent variable      |
|-----------------|-----------------|----------------------|------------------|--|----------------|----------------|---------------------------|
| 0.000           | 0.000           | 47.464               | 6.445            | 0.82                                     | 0.588          | 1.864          | Human Resource Management |

It means that 18% of the variables were not covered by the model adopted in this research, which requires refuting the assumption of the first nihilism that requires the absence of a statistically significant effect ( $\alpha \leq 0.05$ ) of human resources management on achieving institutional uniqueness at Shendi University, and replacing it with the hypothesis that there is a statistically significant effect ( $\alpha 0.05$ ) of human resources management on achieving institutional uniqueness at Shendi University, as the strength of this effect is large and has flexibility and a degree of detail, and that

Analysis for testing the axis of human resources management on achieving institutional excellence at Shendi University.

**5.1. The dependent variable: Institutional uniqueness**

Table 4 shows that there is an impact of human resources management on achieving institutional uniqueness at Shendi University. As there was an increase in the values of (Beta) due to the calculated T value, which reached 6.445 at a significant level ( $\alpha \leq 0.05$ ) and due to the calculated F value of 47.464 at the level of significance ( $\alpha \leq 0.05$ ) and that the axis of human resource management in this model contributes to the explanation of 82% of changes in performance.

whenever the degree of uniqueness is large, it is accompanied by a high degree of human resources management.

- The first sub-premise: There is an effect of managing human resources and achieving the efficiency of the organization.

Table 6 shows the results of simple regression analysis to test the effect of human resources management on achieving the efficiency of the organization.

**Table 6:** Results of simple regression analysis to test the effect of human resources management on achieving the efficiency of the organization

| Indication of F | Denotation of T | The computed F value | Computed T value | Determination coefficient R <sup>2</sup> | B <sub>1</sub> | B <sub>0</sub> | Independent variable      |
|-----------------|-----------------|----------------------|------------------|--|----------------|----------------|---------------------------|
| 0.000           | 0.000           | 20.35                | 5.554            | 0.770                                    | 0.345          | 2.65           | Human Resource Management |

**5.2. The dependent variable: Achieving the efficiency of the organization**

Table 6 shows that there is an impact of human resources management on achieving the organization's efficiency.

As there was a rise in the values of (Beta) due to the calculated T value, which amounted to 5.554 at the level of significance ( $\alpha \leq 0.05$ ) and due to the calculated F value of 20.35 at the level of Significance ( $\alpha \leq 0.05$ ) and that human resource management contributes to explaining 77% of the changes in achieving the organization's efficiency.

It means that 23% of the variables were not covered by the model adopted in this research. It requires refuting the first sub-nihilism hypothesis that the absence of a statistically significant effect ( $\alpha \leq 0.05$ ) of human resources management on achieving the efficiency of the organization. And

replacing it with the hypothesis that there is a statistically significant effect ( $\alpha \leq 0.05$ ) of human resources management on achieving the efficiency of the organization. What requires refuting the assumption of the first null, which requires the absence of a statistically significant effect ( $\alpha \leq 0.05$ ) of human resources management on achieving the organization's efficiency at Shendi University.

And replacing it with the hypothesis that there is a statistically significant effect ( $\alpha \leq 0.05$ ) of human resources management on achieving the organization's efficiency At Shendi University, where the strength of this effect is large, it has flexibility and a degree of detail, and that whenever the degree of achieving the organization's efficiency is large, it is accompanied by a high degree of human resource management.



- The second sub-premise: There is an effect of managing human resources and achieving the effectiveness of the organization.

Table 7 shows the results of simple regression analysis to test the effect of human resources management on achieving the effectiveness of the organization.

**Table 7:** Results of simple regression analysis to test the effect of human resources management on achieving the effectiveness of the organization

| Indication of F | Denotation of T | The computed F value | Computed T value | Determination coefficient R <sup>2</sup> | B <sub>1</sub> | B <sub>0</sub> | Independent variable      |
|-----------------|-----------------|----------------------|------------------|--|----------------|----------------|---------------------------|
| 0.003           | 0.003           | 15.66                | 4.45             | 0.065                                    | .405           | 3.766          | Human Resource Management |

**5.3. The dependent variable: Achieving the effectiveness of the organization**

Table 7 shows that there is an impact of human resources management on achieving the effectiveness of the organization. As there was an increase in the values of (Beta) due to the calculated T value, which amounted to 4.45 at a significant level (0.05) and due to the calculated F value of 15.66 at a significant level ( $\alpha \leq 0.05$ ) and that the human resource management contributes to explaining 65% of the changes in achieving the effectiveness of the organization. It means that 35% of the variables were not covered by the model adopted in this research. It requires refuting the nihilistic hypothesis of the second subgroup which states that there is no effect statistically significant ( $\alpha \leq 0.05$ ) for human resources management to achieve the effectiveness of the organization. And replace it with the hypothesis that there is a statistically significant effect ( $\alpha \leq 0.05$ ) for human resources management to achieve the effectiveness of the organization at Shendi University, as the strength of this effect is great and has flexibility and a degree of detail, And that whenever the degree of achievement of the organization's effectiveness is great, it is accompanied by a high degree of human resources management.

- The third sub-premise: There is an impact on human resources management and customer satisfaction.

**5.4. The dependent variable: Achieving customer satisfaction**

Table 8 shows that there is an impact of human resources management on achieving customer satisfaction. Where there was an increase in the values of (Beta) due to the calculated T value, which amounted to 3.93 at the level of significance ( $\alpha \leq 0.05$ ). And due to the calculated F value of 10.65 at the level of significance ( $\alpha \leq 0.05$ ) and that the human resource management contributes to the

interpretation of 75% one of the changes in achieving the effectiveness of the organization.

It means that 25% of the variables were not covered by the model adopted in this research, which requires refuting the nihilistic hypothesis of the third sub-section which states that there is no statistically significant effect ( $\alpha \leq 0.05$ ) for human resources management to achieve customer satisfaction.

And replacing it with the hypothesis that there is a statistically significant effect ( $\alpha \leq 0.05$ ) of human resources management on achieving customer satisfaction at Shendi University, as the strength of this effect is large and has flexibility and degree of detail, and that whenever the degree of customer satisfaction is great, it is accompanied by a high degree of human resources management.

**6. Findings and recommendations**

**6.1. Results**

- It was found that there is an impact of human resources management on achieving the organization's efficiency and that the human resource department contributes to explaining 77% of the changes in achieving the organization's efficiency, meaning that 23% of the variables were not covered by the model adopted in this research.
- It was found that there is an impact of human resources management on achieving the effectiveness of the organization and that the human resources department contributes to explaining 65% of the changes in achieving the effectiveness of the organization, meaning that 35% of the variables were not covered by the model adopted in this research
- It was found that there is an impact of human resources management on achieving customer satisfaction and that the human resource department contributes to explaining 75% of the changes in achieving the organization's effectiveness, meaning that 25% of the variables were not covered by the model adopted in this research.

**Table 8:** The results of simple regression analysis to test the impact of human resources management on achieving customer satisfaction

| Indication of F | Denotation of T | Computed F value | Computed T value | Determination coefficient R <sup>2</sup> | B <sub>1</sub> | B <sub>0</sub> | Independent variable      |
|-----------------|-----------------|------------------|------------------|--|----------------|----------------|---------------------------|
| .004            | .004            | 10.65            | 3.930            | .75                                      | .316           | 4.776          | Human Resource Management |

## 6.2. Recommendations

- Ensure to maintain the efficiency of human resources within the university and work in the future to conduct more sustainable development of the human component to help the university achieve institutional uniqueness as required in light of intense competition.
- Ensuring that training courses and workshops are held for all university employees at their various administrative and academic levels in order to develop their competencies and keep pace with future environmental changes.
- The human resources department attracting highly qualified people in line with the organization's goals to achieve institutional uniqueness compared to other organizations in the same field.

## Compliance with ethical standards

## Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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