

The Role of Human Resource Management Functions in Enhancing Organizational Performance Excellence among M'sila University Employees

دور وظائف إدارة الموارد البشرية في تحقيق تميز الأداء المؤسسي لدى موظفي جامعة المسيلة

Le rôle des fonctions de la gestion des ressources humaines dans la promotion de l'excellence de la performance organisationnelle chez le personnel de l'Université de M'sila

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ملخص:

تهدف هذه الدراسة إلى التعرف على دور وظائف إدارة الموارد البشرية (تخطيط الموارد البشرية، الاستقطاب، التحفيز، وإدارة وتقييم الأداء) في تحقيق تميز الأداء المؤسسي لدى موظفي جامعة المسيلة، ولتحقيق أهداف الدراسة، تم الاعتماد على المنهج الوصفي، حيث شملت العينة (50) موظفًا من مختلف الإدارات بالجامعة. ولجمع البيانات تم الاعتماد على الاستبيان، وبعد تحليل المعطيات الإحصائية وتفسيرها، توصلت الدراسة إلى وجود علاقة ارتباطية ذات دلالة إحصائية بين وظائف إدارة الموارد البشرية وتحقيق تميز الأداء المؤسسي. كما أظهرت النتائج وجود علاقة ارتباطية ذات دلالة إحصائية بين كل وظيفة (تخطيط الموارد البشرية، الاستقطاب، التحفيز، وإدارة وتقييم الأداء) وبين تحقيق تميز الأداء المؤسسي.

وفي ضوء هذه النتائج، أوصت الدراسة بضرورة تطوير سياسات فعالة في مجال الموارد البشرية، خاصة في التحفيز والتقييم، وإشراك الموظفين في عمليات التخطيط والاستقطاب بما يعزز من استدامة التميز المؤسسي.

الكلمات المفتاحية: إدارة الموارد البشرية ؛ التخطيط ؛ الاستقطاب ؛ التحفيز ؛ تقييم الأداء ؛ التميز المؤسسي

Abstract: This study aims to examine the role of human resource management (HRM) functions namely, human resource planning, recruitment, motivation, and performance management and evaluation in achieving organizational performance excellence among the employees of M'sila University. To achieve the study objectives, a descriptive methodology was employed, and the sample consisted of 50 employees from various university departments. Data were collected using a questionnaire, and after statistical analysis and interpretation, the study revealed a statistically significant correlation between HRM functions and organizational performance excellence. Moreover, the results indicated a significant correlation between each individual HRM function (planning, recruitment, motivation, and performance management and evaluation) and the achievement of organizational performance excellence.

Based on these findings, the study recommends developing effective HR policies, particularly in motivation and performance evaluation, and involving employees in planning and recruitment processes to enhance the sustainability of organizational excellence.

Keywords: Human Resource Management; Planning; Recruitment; Motivation; Performance Evaluation; Organizational Excellence

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Résumé : Cette étude examine le rôle des fonctions de la gestion des ressources humaines (GRH) planification, recrutement, motivation et gestion et évaluation de la performance dans l'atteinte de l'excellence de la performance organisationnelle chez les employés de l'Université de M'sila. Une méthodologie descriptive a été adoptée, et l'échantillon comprenait 50 employés issus de différents départements. Les données ont été collectées via un questionnaire et analysées statistiquement. Les résultats montrent une corrélation significative entre les fonctions de la GRH et l'excellence de la performance organisationnelle, ainsi qu'entre chaque fonction individuelle et la performance organisationnelle.

L'étude recommande le développement de politiques RH efficaces, notamment en matière de motivation et d'évaluation, et l'implication des employés dans les processus de planification et de recrutement afin de renforcer la durabilité de l'excellence organisationnelle.

Mots-clés : Gestion des ressources humaines ; Planification ; Recrutement ; Motivation ; Évaluation de la performance ; Excellence organisationnelle

Introduction

Modern organizations, particularly in the current business environment, face increasing challenges that compel them to reconsider their strategies and approaches to managing various resources, foremost among them human capital. Human resource management (HRM) is no longer limited to performing traditional functions but has become a strategic partner that contributes to achieving institutional excellence (Armstrong, 2006, p. 119). Indeed, HRM practices such as planning, recruitment, motivation, and performance evaluation play a central role in ensuring that organizations remain competitive and sustainable in an ever-changing environment (Dessler, 2013, p. 55).

Human resource planning is a critical function that enables institutions to anticipate future workforce needs and align them with organizational goals. By ensuring that the right number of employees with the right skills are available at the right time, organizations can improve efficiency and competitiveness (Mondy, 2010, p. 134). Recruitment, on the other hand, represents the process of attracting and selecting the most qualified candidates, which is essential for ensuring that the institution acquires the human capital needed to achieve excellence (Mathis & Jackson, 2011, p. 208).

Motivation is another vital HRM function that fosters employee commitment, satisfaction, and productivity. When employees feel motivated, they are more likely to perform at higher levels and contribute effectively to organizational success (Robbins & Judge, 2017, p. 215). Alongside motivation, performance management and evaluation help institutions measure, monitor, and improve employee outputs while aligning them with strategic objectives (Aguinis, 2009, p. 24). These practices collectively support the development of a high-performance culture that drives innovation and competitiveness.

Institutional excellence, as a modern management approach, reflects the organization's ability to achieve outstanding results through adopting quality management practices, enhancing individual and organizational performance, and continuously improving processes (EFQM, 2012, p. 6). The integration of HRM functions with the principles of excellence leads to the development of competencies, the enhancement of employee engagement, and the creation of sustainable value for stakeholders (Oakland, 2014, p. 98).

Therefore, this study seeks to investigate the extent to which HRM functions—specifically human resource planning, recruitment, motivation, and performance management—contribute to enhancing organizational excellence at the University of M'sila. By examining these dimensions, the research

aims to shed light on the importance of HRM as a key driver of institutional success in the Algerian higher education sector.

Based on this information, the study's problem stems from the following central question:

General Question

Is there a statistically significant correlation between human resource management functions and organizational excellence?

This question is broken down into several sub-questions, the most important of which are:

Sub-questions

1. Is there a statistically significant correlation between **human resource planning** and achieving **organizational performance excellence**?
2. Is there a statistically significant correlation between **human resource recruitment** and achieving **organizational performance excellence**?
3. Is there a statistically significant correlation between **human resource motivation** and achieving **organizational performance excellence**?
4. Is there a statistically significant correlation between **human resource performance management and appraisal** and achieving **organizational performance excellence**?

I.1. Research Hypotheses

General Hypothesis

There is a statistically significant correlation between human resource management functions and organizational excellence.

Specific Hypotheses

1. There is a statistically significant correlation between **human resource planning** and achieving organizational performance excellence at the University of M'sila.
2. There is a statistically significant correlation between **human resource recruitment** and achieving organizational performance excellence.
3. There is a statistically significant correlation between **human resource motivation** and achieving organizational performance excellence.
4. There is a statistically significant correlation between **human resource performance management and appraisal** and achieving organizational performance excellence.

I. 2. Research Objectives

1. To reveal the role of human resource management functions in achieving organizational performance excellence among employees at the University of M'sila.
2. To reveal the role of **human resource planning** in achieving organizational performance excellence at the University of M'sila.
3. To reveal the role of **human resource recruitment** in achieving organizational performance excellence at the University of M'sila.

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4. To reveal the role of **human resource motivation** in achieving organizational performance excellence at the University of M'sila.
 5. To reveal the role of **human resource performance management and appraisal** in achieving organizational performance excellence at the University of M'sila.

I. 3. Importance of the Study

This study is important as it examines how key HRM functions—planning, recruitment, motivation, and performance management—contribute to organizational excellence at the University of M'sila. Theoretically, it enriches the literature by linking HRM practices with excellence in the Algerian higher education context. Practically, it offers evidence-based insights that can guide decision-makers in developing effective HR policies, enhancing employee satisfaction, and aligning human resources with institutional strategic goals.

I. 4. Key Concepts of the Study

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.1 Concept of Human Resource Planning

–Human resource planning is "the process of estimating the organization's future needs of the workforce, both in quantity and quality, to ensure the right number of people in the right place at the right time" (Al-Zoubi, 2016, p. 45).

–Dessler defines it as "the process of forecasting the supply and demand for labor within the organization to take necessary actions to avoid shortages or surpluses" (Dessler, 2020, p. 118).

Operational Definition

In this study, human resource planning refers to the procedures followed by the University of M'sila to identify its staffing needs in the short and medium term and to ensure the alignment between tasks and qualifications.

2. Concept of Human Resource Recruitment

–Recruitment is defined as "a set of activities aimed at attracting qualified candidates to fill vacancies within the organization" (Al-Hammadi, 2018, p. 73).

–Armstrong defines it as "the process of searching for qualified people and encouraging them to apply for jobs in order to obtain the best talent" (Armstrong, 2017, p. 235).

Operational Definition

In this study, recruitment refers to the methods and mechanisms adopted by the University of M'sila to attract and retain qualified staff for various administrative and academic positions.

3. Concept of Motivation

–Motivation is "a set of internal and external forces that drive an individual to engage in a certain – behavior to achieve a specific goal" (Al-Adwan, 2015, p. 92).

Robbins and Judge define motivation as "the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal" (Robbins & Judge, 2019, p. 204).

Operational Definition

In this study, motivation refers to all material and non-material means adopted by the university to increase employees' satisfaction and commitment.

4. Concept of Performance Management and Appraisal

–Performance management is "a continuous administrative process that aims to set employee objectives, monitor their achievements, and provide feedback to improve performance" (Al-Tawil, 2017, p. 110).

–Armstrong defines it as "a strategic and integrated process that seeks to improve the performance of individuals, teams, and the organization as a whole through goal management and continuous development" (Armstrong, 2017, p. 287).

Operational Definition

In this study, performance management and appraisal refer to the mechanisms used by the university to monitor employee achievements and assess their competencies to enhance institutional effectiveness.

5. Concept of Institutional Performance Excellence

–Institutional performance excellence is "achieving results that exceed stakeholders' expectations through continuous innovation and the application of best management practices" (Al-Awadhi, 2019, p. 56).

–The EFQM defines it as "achieving superior and sustainable levels of performance that reflect a balance between the financial and non-financial results of the organization" (EFQM, 2020, p. 12).

Operational Definition

In this study, institutional performance excellence refers to the University of M'sila's ability to enhance the quality of its administrative and educational services by effectively utilizing human resource management functions.

I.1. Methodological Procedures of the Study

I.1. 1. Research Method

This study relied on the descriptive-analytical method due to its relevance to the nature and objectives of the research.

I.1. 2. Study Sample

The questionnaire was administered to a sample of 50 male and female employees working in various administrative departments related to human resource management, selected through the available sampling method.

I.1. 3. Study Boundaries

Spatial boundaries: This study was conducted at Mohamed Boudiaf University in M'sila.
Human boundaries: 50 male and female employees from various administrative departments.
Temporal boundaries: The study was conducted during the academic year 2024/2025.

I.1. 4. Research Tools

The questionnaire was used as the main data collection tool in this study.

I.1.4.1. Psychometric Properties of the Research Tools

First: Reliability and Validity of the Questionnaire

An initial assessment of the questionnaire's reliability and validity was conducted, yielding the following results:

A. Reliability – Internal Consistency (Cronbach's Alpha)

The reliability of the questionnaire was measured using internal consistency with Cronbach's Alpha coefficient, which estimates the average inter-item correlations across the questionnaire as a whole, as shown in the following table:

Table (1) shows the reliability of the questionnaire using Cronbach's Alpha.		
	Cronbach's Alpha Coefficient	Number of Items
Questionnaire as a Whole	0.91	35

Source: Prepared by the researcher based on SPSS outputs

B. Validity: Internal Consistency Validity

The validity of this questionnaire was calculated by computing the correlations between the score of each item and the total score of its respective dimension. Subsequently, the correlation between the total score of each dimension and the total score of the entire questionnaire was estimated, as follows:

- The correlation between the items and the total scores of their dimensions

The correlations between the score of each item and the total score of the first study dimension were calculated using Pearson's correlation coefficient. Most of the correlations between the items of the first axis and its total score were statistically significant at the ($\alpha=0.01$)

level. There were **16** items in the pilot study, with correlation values ranging from **0.81** (the highest correlation, between item 3 and the total axis score) to **0.53** (the lowest correlation, between item 1 and the total axis score). Only one item, number **(2)**, was significant at the ($\alpha=0.05$) level. Overall, the human resource management functions questionnaire can be considered valid, as shown in the following table:

Table (2): correlation matrix of the items of the Human Resource Management Functions axis			
Item	Total Axis Score	Item	Total Axis Score
Item 1	0.531**	Item 5	0.718**
Item 2	0.424*	Item 6	0.743**
Item 3	0.816**	Item 7	0.706**
Item 4	0.808**	Item 8	0.598**
Item 9	0.698**	Item 13	0.563**
Item 10	0.740**	Item 14	0.736**
Item 11	0.715**	Item 15	0.868**
The correlation is significant at the alpha level (0.01).			

Source: Prepared by the researcher based on SPSS outputs

II. Reliability and Validity of the Organizational Performance Excellence Questionnaire

A. Reliability: Internal Consistency (Cronbach's Alpha)

The reliability of this questionnaire was calculated using the internal consistency method with Cronbach's Alpha coefficient. The alpha value for the questionnaire as a whole was **0.943**, indicating that the questionnaire is highly reliable, as shown in the following table:

Table (3) Reliability of the Organizational Performance Excellence Questionnaire via Cronbach's Alpha		
	Cronbach's Alpha Coefficient	Number of Items
Questionnaire as a Whole	0.943	10

Source: Prepared by the researcher based on SPSS outputs

The correlation between items and the total scores of their dimensions

The correlations between the score of each item and the total score of the second study axis, related to organizational performance excellence, were calculated using Pearson's correlation coefficient. All correlations between the items of the second axis and its total score were statistically significant at the ($\alpha=0.01$)

level. There were a total of **10** items, with correlation values ranging from **0.83** (the highest correlation, between item 6 and the total axis score) to **0.59** (the lowest correlation, between item 1 and the total axis score). Overall, the second axis can be considered valid, as shown in the following table:

Table (4): correlation matrix of the items of the Human Resource Management Functions axis			
Item	Total Axis Score	Item	Total Axis Score
Item 1	0.599**	Item 6	0.838**
Item 2	0.767**	Item 7	0.792**
Item 3	0.776**	Item 8	0.645**
Item 4	0.764**	Item 9	0.652**
Item 5	0.806**	Item 10	0.606**
The correlation is significant at the alpha level (0.01).			

Source: Prepared by the researcher based on SPSS outputs

Methods of Statistical Analysis

To achieve the study's objectives and analyze the collected data, several appropriate statistical methods were utilized through the Statistical Package for the Social Sciences (SPSS).

- **Cronbach's Alpha coefficient** was used to confirm the reliability of the questionnaire.
- **Pearson's correlation coefficient** was used to calculate the validity of internal consistency.
- The **Kolmogorov-Smirnov** and **Shapiro-Wilk** tests were used to check the normality of the distribution for the variables.
- A **t-Test** for two samples was performed.
- **Pearson's correlation coefficient** was used to calculate the results of the correlational hypotheses.

III- Results and discussion

III-1. Normality Test

Before proceeding with the hypothesis testing using various appropriate statistical methods, it was first necessary to check the assumption of **normality of distribution** for the study variables. The following table illustrates this:

. Normality Test

Before proceeding with the hypothesis testing using various appropriate statistical methods, it was first necessary to check the assumption of **normality of distribution** for the study variables. The following table illustrates this:

Table (5): Checking the Normality Assumption for Study Variables							Decision
Variables	Kolmogorov-Smirnov			Shapiro-Wilk			
	Statistic	df	Sig.	Statistic	df	Sig.	
Human Resource Management Functions	0.086	50	0.200	0.953	50	0.017	Significant
Organizational Performance Excellence	0.124	50	0.015	0.973	50	0.179	Not Significant

Source: Prepared by the researcher based on SPSS outputs

Based on the data in the table above, we observe that the scores of the study sample on the **Human Resource Management Functions** scale were statistically significant at the ($\alpha=0.05$)

level, according to the Kolmogorov-Smirnov and Shapiro-Wilk test values. For the **Organizational Performance Excellence** scale, the results were statistically significant at the ($\alpha=0.01$)

level. Here, we can rely on either of these values, which indicates that the data distribution is **normal**. Consequently, all statistical methods that will be used for analysis are **parametric**.

III-2. Presentation, Interpretation, and Discussion of Results in Light of the Study Hypotheses:

III.2.1 Presentation, Interpretation, and Discussion of Results in Light of the General Hypothesis:

The general hypothesis of this study states: "There is a statistically significant correlation between human resource management functions and the achievement of organizational performance excellence at the University of M'sila."

To verify the validity of this hypothesis, **Pearson's correlation coefficient** was used after checking the condition of linearity, and the results are shown in the following table:

Table (06): The Relationship Between Human Resource Management Functions and the Achievement of Organizational Performance Excellence Among Employees at Mohamed Boudiaf University in M'sila

Rho de Pearson		Organizational Performance Excellence	Decision
Human Resource Management Functions	Correlation Coefficient	0.771	The correlation is significant
	Significance Level	0.000	
	Sample Size	50	

Source: Prepared by the researcher based on SPSS outputs

The results from Table (06) indicate that the Pearson correlation coefficient between **human resource management functions** and the achievement of **organizational performance excellence** among employees at Mohamed Boudiaf University in M'sila was **0.771**. This is a strong and positive correlation value, which suggests that a higher level of application of HRM functions (planning, recruitment, motivation, and performance management and evaluation) has a positive impact on the level of organizational performance excellence. The significance value (Sig = 0.000) was also less than the significance level ($\alpha=0.01$)

which confirms the significance of the result and the rejection of the null hypothesis. Thus, it can be stated that this finding supports the general study hypothesis.

This result aligns with what **Ulrich (1997)** indicated in his model on the roles of human resource management, where he showed that the success of organizations in achieving excellence largely depends on the effectiveness of HRM practices. It also agrees with the findings of **Delery and Doty's (1996)** study, which proved a strong correlation between human resource practices and organizational performance through the perspective of strategic human resource alignment.

Furthermore, several Arab studies have supported this finding. **Al-Anazi's (2019)** study showed that motivation and performance management are among the most prominent factors influencing the level of institutional excellence within universities. Similarly, **Siam's (2020)** study found that effective human resource planning and recruitment ensure the sustainability of excellent performance in academic institutions.

Therefore, it can be concluded that this finding confirms that human resource management functions are not just traditional administrative procedures but represent a pivotal strategic lever for enhancing institutional performance and elevating it toward levels of excellence. This is consistent with modern literature on strategic human resource management, which considers human capital the primary factor for achieving institutional superiority.

III.1.2 Presentation and Discussion of the Results of the First Hypothesis

The first sub-hypothesis of this study stated: "There is a statistically significant correlation between human resource planning and achieving organizational performance excellence."

To verify the validity of this hypothesis, **Pearson's correlation coefficient** was used after checking the condition of linearity, and the results are shown in the following table:

Table (07): The Relationship Between Human Resource Planning and the Achievement of Organizational Performance Excellence			
Rho de Pearson		Organizational Performance Excellence	Decision
Human Resource Planning	Correlation Coefficient	0.768	The correlation is significant
	Significance Level	0.000	
	Sample Size	50	

Source: Prepared by the researcher based on SPSS outputs

Table (07) shows that the correlation coefficient between **human resource planning** and **organizational performance excellence** was **0.768**, a very strong and positive value that was statistically significant at the ($\alpha=0.01$)

level. This clearly indicates a direct relationship, where improving HR planning practices leads to enhanced organizational performance excellence among employees at Mohamed Boudiaf University in M'sila.

Based on this, the null hypothesis was rejected, and the alternative hypothesis was accepted. Thus, this result supports the first sub-hypothesis of the study, which states that "there is a statistically significant correlational relationship between human resource planning and achieving organizational performance excellence." The certainty of this result is **95%**, with a **5%** chance of error, confirming that HR planning is a fundamental determinant of institutional success and excellence.

This finding aligns with what **Al-Shammari (2022)** noted in his study on Iraqi universities, where he concluded that good HR planning enhances the quality of academic and administrative performance and contributes to improving universities' rankings. Similarly, the results of **Al-Mohammad & Al-Hyari's (2020)** study on the Jordanian health sector showed that institutions that adopt precise policies for determining their workforce needs achieve higher levels of efficiency and effectiveness in performance, which directly impacts the quality of their services.

These findings also support the **Strategic HRM Approach**, which posits that sound HR planning is a fundamental pillar for aligning human competencies with the organization's long-term goals, thereby enhancing its competitive ability and leading it toward excellence. **Ulrich (1997)** argues that human resources become a strategic partner when their plans are integrated with the overall organizational strategy, creating an integration that elevates institutional performance.

Therefore, it can be concluded that the results of this study reinforce previous literature and confirm the theoretical proposition that **human resource planning** is not just a traditional administrative activity but a fundamental strategic process for achieving organizational excellence.

III.1.3 Presentation and Discussion of the Results of the Second Hypothesis

the second sub-hypothesis of this study stated: "There is a statistically significant correlation between human resource recruitment and the achievement of organizational performance excellence."

To verify this hypothesis, **Pearson's correlation coefficient** was used after checking for linearity. The results are shown in the following table:

Table (08): The Relationship Between Human Resource Recruitment and the Achievement of Organizational Performance Excellence			
Rho de Pearson		Organizational Performance Excellence	Decision
Human Resource Recruitment	Correlation Coefficient	0.758**	The correlation is significant
	Significance Level	0.000	
	Sample Size	50	

Source: Prepared by the researcher based on SPSS outputs

Based on Table (08), we observe that the Pearson correlation coefficient between the scores of the study sample on the **Human Resource Recruitment** dimension and their scores on **Organizational Performance Excellence** was **0.758**. This is a very strong and positive value, indicating a strong direct relationship between the two variables.

The statistical significance value (Sig = 0.000) is also smaller than the significance level ($\alpha=0.01$)

which statistically confirms the significance of this correlation. Accordingly, the null hypothesis which denies the existence of a relation ships rejected, and the alternative hypothesis which states that there is a statistically significant correlation between human resource recruitment and organizational performance excellence is accepted.

This finding aligns with the **Human Capital Theory**, which asserts that recruiting and retaining competencies is an investment in human resources, and this positively impacts an organization's performance and quality (**Becker, 1993**). The results are also supported by the findings of **Mansour's (2021)** stu dy, which found that effective HR recruitment in Palestinian educational institutions directly contributed to raising the level of institutional excellence by ensuring the compatibility of employees with the institution's needs.

Similarly, a study by **Haddad & Smith (2019)** on British universities indicated that the quality of recruitment policies is a pivotal element in building a distinguished academic reputation, as selecting highly competent individuals contributes to enhancing administrative and academic excellence. **Al-Attar's (2022)** study also confirmed that university institutions that adopt precise and transparent standards in human resource recruitment are more capable of achieving institutional excellence than their counterparts that do not focus on this vital function.

Based on the above, it can be concluded that the result reached in this study is consistent with the theoretical background and previous studies. Thoughtful recruitment remains one of the fundamental pillars of organizational performance excellence, especially in higher education institutions that rely heavily on human resources to achieve their mission and strategic goals.

III.1.4 Presentation and Discussion of the Results of the Third Hypothesis

he third sub-hypothesis of this study stated: "There is a statistically significant correlation between human resource motivation and achieving organizational performance excellence."

To verify the validity of this hypothesis, **Pearson's correlation coefficient** was used after checking the condition of linearity, and the results are shown in the following table:

Table (09): The Relationship Between Human Resource Motivation and the Achievement of Organizational Performance Excellence			
Rho de Pearson		Organizational Performance Excellence	Decision
Human Resource Motivation	Correlation Coefficient	0.849	The correlation is significant
	Significance Level	0.000	
	Sample Size	50	

Source: Prepared by the researcher based on SPSS outputs

Table (09) shows that the Pearson correlation coefficient between the scores of the study sample on the **Human Resource Motivation** dimension and their scores on **Organizational Performance Excellence** was **0.849**. This is a very strong and positive value, indicating a strong correlational relationship between the two variables.

The result of this correlation was also statistically significant at the ($\alpha=0.01$)

level. This means that the null hypothesis—which denies the existence of a relationship—is rejected, and the third sub-hypothesis of the study—which states that a statistically significant correlational relationship exists between human resource motivation and organizational performance excellence—is accepted. Therefore, the certainty of this result is **95%**, with a chance of error not exceeding 5%.

This finding is consistent with **Maslow's Hierarchy of Needs**, which explained that motivating individuals by satisfying their various needs (physiological, safety, social, esteem, and self-actualization) contributes to improving their performance and enhancing their excellence. It is also supported by **Vroom's Expectancy Theory**, which focuses on the idea that individuals exert greater effort if they expect their efforts to lead to outstanding performance and tangible rewards.

In the same context, **Al-Ahmad's (2020)** study found that both material and non-material motivation directly contribute to improving job performance and enhancing the excellence of educational institutions in Jordan. Similarly, a study by **Al-Mahmoud & Abdullah (2021)** showed that motivational programs lead to enhanced employee commitment and higher levels of job satisfaction, which positively impacts institutional excellence in Gulf universities. Furthermore, **Ben Slimane's (2022)** study highlighted that universities that adopt fair and transparent motivational systems achieve higher results in innovation and excellence compared to those that lack clear motivational policies.

Based on this, it can be said that the results of this current study align with the theoretical background and previous studies, as motivation remains a key driver for achieving institutional excellence by boosting employee morale and enhancing their commitment toward achieving the university's goals.

III.1.4 Presentation and Discussion of the Results of the Fourth Hypothesis

The fourth sub-hypothesis of this study stated: "There is a statistically significant correlation between human resource performance management and evaluation and the achievement of organizational performance excellence." To verify the validity of this hypothesis, **Pearson's correlation coefficient** was used after checking the condition of linearity, and the results are shown in the following table:

Table (10): The Relationship Between Human Resource Performance Management and Evaluation and the Achievement of Organizational Performance Excellence			
Rho de Pearson		Organizational Performance Excellence	Decision
Human Resource Performance Management and Evaluation	Correlation Coefficient	0.843	The correlation is significant
	Significance Level	0.000	
	Sample Size	50	

Source: Prepared by the researcher based on SPSS outputs

Based on Table 10, the Pearson correlation coefficient between the scores of the study sample on the **Human Resource Performance Management and Evaluation** dimension and their scores on **Organizational Performance Excellence** was **0.843**. This is a very strong and positive value, indicating a strong correlational relationship between the two variables. This result was also statistically significant at the ($\alpha=0.01$)

level, which means the null hypothesis—denying the existence of a relationship—is rejected. This confirms the seventh sub-hypothesis of the study. The certainty of this result is **95%**, with a chance of error not exceeding 5%.

These results align with modern **performance management theory**, which states that periodic and systematic performance evaluation contributes to improving employee effectiveness and fosters organizational excellence (Armstrong, 2020). They are also supported by the **control and motivation theory**, which posits that continuous feedback on performance increases employee motivation and guides them toward achieving organizational goals.

In the same context, a study by Ali & Khan (2019) found that performance management and evaluation systems in educational institutions enhance performance quality and contribute to achieving institutional excellence. The study noted that employees who undergo periodic, transparent, and objective evaluations show higher commitment to the organization's goals. Similarly, a study by Ahmed (2021) indicated that implementing performance evaluation policies linked to material and non-material incentives directly contributes to improving individual and group performance in universities.

Based on the above, it can be concluded that **human resource performance management and evaluation** are key factors in achieving organizational excellence. This dimension enhances employee commitment and performance motivation, which positively impacts the quality of institutional services and the level of competitiveness in universities.

General Conclusion

Based on the results and hypothesis discussions, the following conclusions were reached:

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- There is a **statistically significant correlational relationship** between **human resource management functions** and the achievement of **organizational performance excellence** at Mohamed Boudiaf University in M'sila.
 - There is a **statistically significant correlational relationship** between **human resource planning** and the achievement of **organizational performance excellence** at Mohamed Boudiaf University in M'sila.
 - There is a **statistically significant correlational relationship** between **human resource recruitment** and the achievement of **organizational performance excellence** at Mohamed Boudiaf University in M'sila.
 - There is a **statistically significant correlational relationship** between **human resource motivation** and the achievement of **organizational performance excellence** at Mohamed Boudiaf University in M'sila.
 - There is a **statistically significant correlational relationship** between **human resource performance management and evaluation** and the achievement of **organizational performance excellence** at Mohamed Boudiaf University in M'sila.

Recommendations and Suggestions

- Enhance **strategic human resource planning** to align with institutional excellence goals.
- Improve the **recruitment of suitable competencies** based on the university's needs.
- Develop **financial and non-financial motivation programs** directly linked to performance.
- Implement a periodic **performance management and evaluation system** that provides constructive feedback to employees.
- Integrate **human resource functions** into strategic plans to ensure policy alignment with institutional outcomes.
- Encourage **research and innovation** in human resource practices to enhance the quality of organizational performance.

IV-Conclusion

This study concluded that human resource management (HRM) functions—including planning, recruitment, motivation, and performance management and evaluation—have a strong, positive correlation with organizational performance excellence among employees at Mohamed Boudiaf University in M'sila. The results show that each HRM function contributes significantly to enhancing institutional performance, confirming the importance of integrating these functions into the university's strategies to achieve sustainable excellence. Based on these findings, the study recommends continuing to develop HR practices, activating motivation and evaluation programs, and integrating them into strategic plans. It also suggests encouraging research and innovation in this field to ensure improved institutional performance and the sustainable achievement of the university's goals.

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