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Business Administration

**THE IMPACT OF HUMAN RESOURCE
MANAGEMENT FUNCTIONS ON
ORGANIZATIONAL CHANGE: A CASE STUDY
OF THE UNIVERSITY OF KIRKUK**

Master of Thesis

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ON ORGANIZATIONAL CHANGE: A CASE STUDY OF THE
UNIVERSITY OF KIRKUK**

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The thesis titled “THE IMPACT OF HUMAN RESOURCE MANAGEMENT FUNCTIONS ON ORGANIZATIONAL CHANGE: A CASE STUDY OF THE UNIVERSITY OF KIRKUK” prepared and presented by FOUAD HATEM NECHA was accepted as a Master of Science Thesis in Business Administration.

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Signature

XXXXXX

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ABSTRACT

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Human Resource division is the mix of all HR that is vital or important to contribute its part in accomplishing the association objective. The human Resource office is one of the underestimated division, particularly in the instructive area. Indeed, even the exercises given by the division are vital for the prosperity of the association recommended that because of expansion in the opposition and appropriation of innovation by the business to accomplish the upper hand it is vital for the associations presently to get change the association culture to receive the innovation and contend with the opposition. Henceforth, this change can just oversee by the human asset office. As it is one of the divisions that give every one of the exercises, for example, preparing and advancement program, pay and remuneration, rights and order, execution and examination, and so forth These all exercises are vital to set up the representatives to manage the coming change. The human asset office assists with bringing the specific abilities and information that are needed by the representatives to manage the fulfilment. The college nowadays has begun understanding the significance of human asset division for the instructive area too. As they additionally need to manage the worldwide rivalry. In this way, they likewise required certain abilities and information to deal with the global norm of the college. Henceforth, the Human Resource division is perhaps the main office to colleges also. The study has provided research on the topic of The impact of Human resource activities on organizational change. For this study, the qualitative approach has been chosen. The instrument of data collection for this study is the close-handed questionnaires. The questionnaires have been sent to the 384 respondents. The data has been collected and the reliability and validity have been checked as well. For this four variables have been tested that are performance appraisal, training and development, rights and discipline, and

compensation/incentives. The study is quantitative-based and questionnaires have been chosen for the collection of the data. The 384 respondents have been targeted to collect the data from Kirkuk University. 70% of the data has been used in the analysis process. The result has been made based on the sig value of the multiple regression analysis and the correlation analysis. The study has compared the results of the research with the past work presented by the other researchers and concluded that human resource activities have a positive relationship with organizational change.

Keywords: Human resources activities, performance appraisal, training and development, rights and discipline, and the compensation/incentives.



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1 INTRODUCTION

The reason for this chapter is to brief about the topic of research and to give a summary of this research along with the fundamentals of the development of this study. This chapter includes the parameters of research, questions relating to research and its objectives. This chapter also describes the importance and reasons for the research. Furthermore, the conceptual framework and data and sampling have been discussed.

With the progress in technology, Business firms have started to value intangible assets; however, the significance of intangible capital is not yet established. By definition given by Fattahi and Alami, intangible capital has four categories. These categories are stated as individual social society and structure. The concept of human capital was first introduced by economist Gary Becker and after that, the personality characteristics and skills were established as capital assets for an organization. Financial and physical capital do not come in the category of human capital. This is because human capital only includes the knowledge and skills, mental and physical health and individual innovation of workers.

A large chunk of this study briefed about the significance of human resource management in the motivation and personal development of employees. In today's world with the growing trend of globalization, the functionaries of the human resource department have expanded. Now it does not only include the process of hiring employees, but It also includes coordination with different departments to establish better global terms, improve the company's competitive advantage, day to day operations, manage and negotiate with trade unions, maintaining the company's corporate culture and incorporating technological advancement in the organization. All the while, human resource management (HRM) is one of the departments, which has always been considered as a side function to the overall organizational setting which is not that important to the organization.

Most companies outsource their human resource department because they do not comprehend its significance, but in times of increasing globalization, many of the organizations have realized the strategic significance of human resource management. The department of human resource management in a company is often neglected as it is thought of not being of any significance. However, we cannot deny the significance the human resource department holds when creating strategies that help the company to improve its efficiency, effectiveness and

achieve a competitive advantage. So we can say that university students should be taught about the human resource department as it helps bring changes in the organization.

Along with the utilization of globalization by various universities, International HRM practices such as performance appraisal, Basic rights and workers safety, wages, bonuses, development, training programs have now become a necessary component of organizations. Moreover, the task of managing employees is not only the responsibility of the human resource department but is also the duty of the top management in an organization. It helps the human resource department to talk about and give suggestions for the problems relating to the organization's goals, strategic issues and upper management with the top management, this also brings an opportunity for the human resource department to act as an arbitrator between the top management and workers.

The comparison personnel management is the obsolete method of managing workers in an organization or it tends to be known as an old approach, both the methodologies work for the goodwill of the organization that's why companies have started concentrating in Human Resource Management and considering its matters because it is a significant factor for the companies to make arrangements and executions to accomplish a target and companies aim. Moreover, the use of human capital is arising in the companies to accomplish sufficient and effective outcome. However, research regarding the relationship between these two components is not enough. With time, globalization is expanding, international human resource management functions should also be highlighted and declared significant for universities, In this way, it is essential to see that how international HRM can be appropriately used for the companies change as a result. On the other hand, universities are still neglecting the importance of HR functions. Therefore, there are several problems faced by the universities.

Firms and companies need to enhance their business to reach their desired edge. This can be only done through the efficient use of HR functions. Not long ago, human resource management has been viewed as a supporting function. Yet with globalization, it has become a significant part of the corporate culture. This research is targeting the universities in Iraq and our main target is the University of Kirkuk. Kirkuk University is one of the biggest universities in Iraq established in 2003. According to this, overseeing such a huge labour force and enhancing it with consisting of volunteers can be tricky for the association. The

aftereffects of this study will give guidance to Kirkuk University and other universities to impose human resource functions that can be used to assist and get the best chance for the general achievement of the companies. The human resource management practices are not implementing in the true letter and spirit within the different Universities in Iraq.

The educational institutions are not considering the HR department as an essential part of the well-being of the organization. Universities are focusing on the quality of education and a variety of programs. In this manner, the importance of human resource functions is neglecting by the universities. Therefore, universities face many problems because of the ignorance of the HR functions. Chand et al., (2010) suggested that the Universities are facing many issues just because of the absence of Proper HR functions as they hire the faculty who have expertise in one course and teaching many subjects in the University.

On the other hand, the other issue is that the employees of the university are facing issues in the appraisal programs and in retirement programs that demotivating the employees and decreasing the quality of work. Hence, the main challenge for the education industry and its management is to focus on the provision of high quality and experienced faculty members. The real-time and the ideal scenarios subjected to the use of the human resource management within the education industry can be based upon providing the different universities and their management as well as their staff to get enlightened with the significance of the human resource practices in real-time based on the provision of the maximum level of the learning time so that they can perform in the best possible way (Watson, Taheri, Glasgow and O’Gorman, 2018). Although, many researchers have presented their point of view on this topic very few of them targeted the importance of Human resource functions for the universities. Alnawafleh et al. (2018) suggested that there is a need to explore this topic in universities as it is a country where universities are facing very bad human resource functions.

Past investigations have tended to the effect of worker pay and remuneration on their turnover aim and maintenance with the firm (Curran and Walsworth, 2014). Remuneration incorporates every one of those prizes and pays that is given by the organization for the presentation of the worker (Darwish, 2013). Direct remuneration includes worker payment and compensation, rewards and commissions, while, indirect remuneration include incidental advantages and non-monetary pay that incorporate medical care benefits, extra security, leave arrangements, annuity reserves and different advantages like transportation benefits and so

forth As indicated by Armstrong and Taylor (2014) direct advantages are the vital piece of drawing in workers and holding them for the long haul. This has been attested by Zuelv (2003) that cash can influence conduct, subsequently, reasonable compensation is the foundation for the inferred assent among workers and organization. Hence, it has been seen by Shaukat, Ashraf and Ghafoor (2015) that organizations offer compensations and advantages over the market rate to hold the innovative and capable workers.

Different HR executives accept that cash is the excellent factor to hold workers and generally more pay and remuneration are the two significant purposes behind leaving one firm for another firm (Choudhary and Lamba, 2013). Additionally, this is contended by Fening and Amaria (2011) that if inclusive remuneration and prizes are offered to workers and help in forming workers conduct and execution, therefore the maintenance of innovators is probably going to happen. Likewise, indirect remunerations like advantages are contributing variable to influence worker occupation fulfilment and maintenance. This is pushed by Fottler and Khatri (2010) that whenever required advantages are not given to the workers, they are probably going to leave the firm right away.

This has been affirmed by Jiang, Takeuchi and Lepak (2013) that emigrant workers will acknowledge low pay rates on the off chance that they are given a lot of advantages like convenience, medical advantages and so forth. By and by, workers advantages improve worker work responsibility with the firm and abatement the probability of leaving the firm in the global setting. This is also proved by Lim & Ling (2012) in their study that those firms that provide employee incentive programs in terms of compensation are likely to experience low turnover rates as compared to those that offer low salary and compensation in contrast to market rates.

Similarly, this is evidenced by Lim and Ling (2012) in their survey that those organizations that give worker motivating force programs regarding remuneration are probably going to encounter low turnover rates when contrasted with those that offer low compensation and pay as opposed to advertising rates. Various investigations have set up the sure connection between the workers work responsibility and serious compensation and result in high worker work fulfilment and low turnover rates (Dessler, 2013). Moreover, Curran and Walsworth (2014) contended that with reasonable and adjusted remuneration and prize framework, workers can hold for the more drawn-out term in the firm. This empowers the remuneration

and bonus framework one of the vital variables for forming a viable workers' maintenance framework. The organizations should notice compensations as one of the fundamental components that are straightforwardly connected with the workers' responsibility with the firm and can be utilized as a successful instrument for holding workers.

As indicated by Farndale and Kelliher (2013) if the bonus is given to those workers who effectively contribute their endeavours to the firm and causes the firm to accomplish their executive objectives. This guarantees a reasonable bonus framework and builds the workers' devotion and maintenance level of the workers. Similarly, Fening and Amaria (2011) investigated the effect of the bonus framework on workers maintenance and recommended that if a straightforward bonus framework is actualized in the firm, it can fortify workers' drawn-out responsibility with the firm. In the worldwide setting, worker's fulfilment and remuneration and payment have a direct relationship with one another because it is expressed that workers go abroad looking for serious remuneration and bonus framework. This is affirmed by Venkatraman and Ramanujam (2010) that if workers are sufficiently valued based on their presentation and are given a reasonable and simply bonus framework, they are probably going to fortify their bond with the firm and act all the more successfully for the fulfilment of the executive objectives and destinations.

Haquec et al., (2013) indicated that labourers execution assessment system is settled as the organization cost that offers reactions to the issues looked at by the firm. This region is one of the urgent regions of HR methods. Guerra-Lopez (2008) portrayed execution assessment structure as an essential gadget that offers information on various prospects of HR strategies in the firm. Additionally, Fottler and Khatri (2010) communicated that the labourer execution assessment structure goes probably as the establishment of the firm that drives and holds the specialists and supports their obligation with the firm. Jackson, Schuler and Jiang (2014) communicated in their examination that if the firm has improved assessment structure, labourers' duty can be braced and in like manner reduce the turnover objectives.

This ensures the firm achieve its targets and fundamental objectives too. Another examination led by Shay (2006) zeroed in on the meaning of HR techniques and the need to compensate the representatives is emphatically related to the general presentation of the association. Another examination coordinated by Shay (2006) fascinated on the significance of HR procedures and the need to compensate the labourers is unequivocally related with the overall

show of the affiliation. This shows that if the specialists see that their presentation is esteemed and are engaged with giving distinctive reward structure, they can build up their duty with the firm, which is a critical factor for the leader accomplishment. Notwithstanding what may be generally anticipated, it has been confirmed by various specialists (Armstrong, 2009; Shay, 2006) if the firm has a dreary appearance assessment system, it can incite labourers to work dissatisfaction and lead to significant specialists leaving the firm.

Kumar (2013) analyzed the connection between execution assessment, specialist occupation satisfaction and obligation with the firm. The scientist authenticated the positive association between all of these elements and construes that if the firm has an improved assessment structure, their work mindset can be redesigned. From the past examinations, it has been surmised that there is a positive and strong connection between labourers' assessment reaction, work attitude and affiliation's show. Various assessments insist on the implications of the execution assessment structure for the political explanation which control the labourers' work execution and effect their work attitude (Aguinis, Joo and Gottfredson, 2011).

As demonstrated by Armstrong and Taylor (2014) if execution assessment circumstance is controlled for achieving a particular explanation, it can provoke lower work satisfaction of various labourers and expect that specialists execution, obligation and organization quality is conflictingly affected. In the worldwide setting, labourers see execution assessment structure as one of the sketchy variables since specific scientist's battle that local/home country labourers are routinely more surveyed when appeared differently about abroad specialists. By the by, this part is as yet not found and needs to examine further for taking a gander at the effect of the outcast work mindset and legitimate execution assessment system.

1.1 STUDY PROBLEM

The human resource management practices are not implementing in the true letter and spirit within the different Universities in Iraq. The educational institutions are not considering the HR department as an essential part of the well-being of the organization. Universities are focusing on the quality of education and a variety of programs. In this manner, the importance of human resource functions is neglecting by the universities. Therefore, universities face many problems because of the ignorance of the HR functions. Chand et al., (2010) suggested that the Universities are facing many issues just because of the absence of Proper HR

functions as they hire the faculty who have expertise in one course and teaching many subjects in the University.

On the other hand, the other issue is that the employees of the university are facing issues in the appraisal programs and in retirement programs that demotivating the employees and decreasing the quality of work. Hence, the main challenge for the education industry and its management is to focus on the provision of high quality and experienced faculty members. The real-time and the ideal scenarios subjected to the use of the human resource management within the education industry can be based upon providing the different universities and their management as well as their staff to get enlightened with the significance of the human resource practices in real-time based on the provision of the maximum level of the learning time so that they can perform in the best possible way (Watson, Taheri, Glasgow and O’Gorman, 2018).

Many researchers have presented their point of view on this topic very few of them targeted the importance of Human resource functions for the universities. Alnawafleh et al. (2018) suggested that there is a need to explore this topic in universities as it is a country where universities are facing very bad human resource functions. Therefore, after reviewing the literature it can be concluded that there is a need to explore the impacts of human resource functions on organizational change specifically in the University of Kirkuk in Iraq.

1.2 SIGNIFICANCE OF THE STUDY

This research is fundamentally significant as it concentrates on key components of human resource management to develop an understanding of how they can help to accomplish development in universities. Human resource management tends to be efficient for universities else employees will not be motivated anymore and it will affect drastically in production level. The study will help the administration of the universities to accomplish the goals of the company with the international viewpoint by understanding variable that may significantly affect the company’s outcome and performance.

1.3 AIMS AND OBJECTIVE

This study aims to analyze the connection between human resource management fundamentals and organizational change from an international perspective in the education sector.

The main goal of the research is to determine.

- To identify the impact of human resource function (rights and discipline of employees) on organizational change in Kirkuk University in Iraq.
- To identify the impact of human resource function (salary and compensation) on organizational change in Kirkuk University in Iraq.
- To identify the impact of human resource function (training and development programs) on the organizational change in Kirkuk University in Iraq.
- To identify the impact of human resource function (performance appraisal) on organizational change in Kirkuk University in Iraq

1.4 STUDY QUESTIONS

The research questions, derived from the rationale and objectives, are:

Q1: What is the level of human resources management function (rights and discipline of employees, salary and compensation, training and development programs, performance appraisal) in Kirkuk University in Iraq?

Q2: What is the level of organizational change (organizational learning, organizational innovation) in Kirkuk University in Iraq?

Q3: How the Human resource function (rights and discipline of employees, salary and compensation, training and development programs, performance appraisal) influence the organizational change in Kirkuk University in Iraq?

1.5 HYPOTHESES

H1: The first main hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of human resource management functions on organizational change at the University of Kirkuk in Iraq. The following sub-hypotheses arise from it:

H1a: The first sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of Rights and Discipline of employees on organizational change at the University of Kirkuk in Iraq.

H1b: The second sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of Salary and Compensation programs of employees on organizational change at the University of Kirkuk in Iraq.

H1c: The third sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of Training and development programs of employees on organizational change at the University of Kirkuk in Iraq.

H1d: The fourth sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of Performance Appraisal is significant of employees on organizational change at the University of Kirkuk in Iraq.

1.6 DISSERTATION OUTLINE

In this thesis, there are 5 chapters, first one is the introductory chapter which gives a descriptive introduction about the topic, this research is followed by the problem statement, the importance of the study, the aim of the research, questionnaire of research, the objective of research and ethical consideration in the background.

The second chapter provides an overview of previous studies on the topic of the relationship between organizational change and human resource management from an international point of view in the educational sector. It gives a theoretical outline on HR functions such as income and compensation, appraisals in performance as well as training and development, rights of the workers, organizational relation change that how these factors guide the companies to achieve their goals, moreover, the research gap will be followed at last.

The third chapter gives a comprehensive research method and approach of research, which should be put into the present study. This chapter includes research philosophy, research design, a sample of the study, population target, sampling method, collection of data, and procedure of analysing data, all of the above is discussed comprehensively.

In chapter four, it includes the research of findings and analysis of the thesis. It gives an idea of respondents and response rate, guides social and demographic functions and enhances the elements that impact the companies to get through its goals. Furthermore, comprehensive statistics and correlation among with regression analysis are implemented to interpret the analysis.

The fifth chapter, which includes a comprehensive discussion and conclusion gives an overview of this thesis by examining the findings of the research study and complete future research. Moreover, it also adds up the significance of the findings and contributes to the research data and offers suggestions for upcoming researches.

1.7 CHAPTER SUMMARY

The chapter explained the whole introduction of the research that the research is checking the relationship between human resource and organizational change. Many organizations are neglecting the importance of the human resource department, especially in the universities. Hence, this study has targeted the university to know the importance of the Human resource department and what role it is playing in organizational change. The research questions have been made to analyse the results. The main purpose, objective of this research and questions have been provided in the above chapter. The accurate guidance of the topic has been given by the research in the introductory chapter and the main reason of this research is illustrated comprehensively, which undergo the study to the second chapter, which is a literature review.



2 LITERATURE REVIEW

The main aim of the chapter is to provide insights into the past studies on this topic. The chapter provides the research work of previous researchers that have paid their contribution to this area. Moreover, this chapter also provides the theoretical framework that clears the pathway of the study. Furthermore, each variable has been discussed in detail in the light of past research. At last, the literature gap and the summary of the chapter have been provided.

2.1 BACKGROUND OF THE STUDY

Due to advancement in technology, the business surrounding nowadays are completely competitive and adopting change in different activities. Due to the increase in competition the business environment is now unpredictable and uncertain that brings many challenges for the organization (Masa'deh et al., 2015). Moreover, Shannak et al. (2010) suggested that due to globalization many factors are affecting the growth of the organization and to overcome this issue there is a need to train the employees and make them learn new skills and knowledge to compete with the international competition. Hence, the Human resource department in every organization is playing a very important role to train and develop new skills in employees to bring change to the organization.

The human resource department is the one that can also help the organization to make a competitive advantage. Although, there are several studies present that the marketing department is the one that can help the organization to make a competitive advantage but as per the changes in the business environment human resource department is now as important as the other department in the organization (Alshurideh et al., 2012). Altamony et al. (2016) suggested that educational sectors are the ones that are lacking in the importance of the Human resource department as compared to other industry. The education industry is not able to admit the importance of human resource activities in the organization. Therefore, Armstrong (2013) suggested that the human resource department is one of the most important and valuable departments for the organization as it can help the organization is achieving or maintaining a competitive advantage over its competitors.

The activities of the human resource department also help in a tackle with the challenges in the organization by implementing the right strategy and the right time. Hence, it is not right to say that the Human resource department is the least important in the organization. Every department has its importance and playing an important role in organizational change. Due to

the increase in the competition globally, the organization needs to bring change in their organization. Although, it is the education industry or any other industry the change is very important for every sector (Vratskikh et al., 2016). Human resource activities help the organization to train the employees as per the desired change in the organization and they can also help the employee to adopt their certain skills and knowledge that are very important to bring the change in the organization. Armstrong (2013) suggested that for the educational sector it is very important to bring change in the organization as they need to compete with the international universities. Universities are lacking in training and development program for their employees that are very important to bring change in the organizations. Motivation is also important for the employees that always come from tangible or intangible rewards or salary and compensation program.

Appreciation is also very important to make the performance better by the employees. Hence, HR activities it is also very important for the educational sector as well. With the advancement in innovation, Business firms have begun to esteem theoretical resources; anyway the meaning of elusive capital isn't yet settled. By definition given by Fattahi and Alami, elusive capital has four classifications. These classes are expressed as individual social society and construction. The idea of human resources was first presented by financial analyst Gary Becker and after that, the character qualities and abilities were set up as capital resources for an association. Monetary 'and actual capital don't come in the class of human resources. This is because human resources just incorporate the information and abilities, mental and actual wellbeing and individual advancement of labourers.

A huge lump of this investigation informed about the meaning of the human asset the board about the inspiration and self-improvement of workers. In this day and age with the developing pattern of globalization, the functionaries of human asset division have extended. Presently it doesn't just incorporate the way toward recruiting workers, It additionally remembers coordination with various offices for the request to set up better worldwide terms, improve the organization's upper hand, everyday tasks, oversee and haggle with worker's guilds, keeping up the organization's corporate culture and consolidating mechanical headway in the association. Meanwhile, HRM is one of the divisions, which has consistently been considered as a side capacity to the general authoritative setting which isn't that critical to the association.

The majority of the organizations re-appropriate their human asset division since they don't understand its importance; however in the hours of expanding globalization a considerable lot of the associations have understood the essential meaning of human asset the board. The division of human asset the board in an organization is frequently dismissed as it is considered not being of any importance. Anyway, we cannot deny the importance human asset office holds while making methodologies that assist the organization with improving its productivity, adequacy and accomplish an upper hand. So we can say that college student5s ought to be instructed about the human asset office as it gets changes association. Alongside the usage of globalization by different colleges, international HRM practices like execution examination, Basic rights and labourer's wellbeing, compensation, rewards, the turn of events, preparing programs have now become an essential part of associations.

Besides, the undertaking of overseeing workers isn't just the obligation of the human asset office yet it is additionally the obligation of the top administration in an association. It helps the human asset division to discuss and give ideas for the issues identifying with association's objectives, vital issues and upper administration with the top administration; this additionally brings a chance for the human asset office to go about as a judge between the top administration and labourers. Along these lines, Human Resource Management is referred to as current methodology as it is managing labourers in association, just as top administration. The examination faculty the executives is the outdate technique for overseeing labourers in association or it will, in general, be known as an old methodology, both the procedures work for the altruism of the association that is the reason organizations have begun packing in human resource management and considering its issue since it is a critical factor for the organizations to make plans and executions to achieve an objective and organizations point.

Also, the utilization of human resources is emerging in the organizations to achieve adequate and powerful result. Be that as it may, research in regards to the connection between these two parts isn't sufficient. With the progression of time, globalization is extending, worldwide human asset the executives capacities ought to likewise be featured and proclaimed critical for colleges, In this way, it is fundamental for see that how worldwide HRM can be fittingly utilized for the organizations change thus. Then again, colleges are as yet disregarding the significance of HR capacities. In this way, there are various issues faced by the colleges.

Organizations need to improve their business to arrive at their ideal edge. This can be just done through the effective utilization of HR capacities. In the no so distant past, human asset oversaw has been seen as a supporting capacity. However, globalization has become a critical piece of the corporate culture. This exploration is focusing on the colleges in Iraq and our fundamental objective is the University of Kirkuk. Kirkuk University is perhaps the greatest college in Iraq set up in 2003. According to this, regulating a particularly colossal workforce and upgrading it with comprising volunteers can be interesting for the affiliation. The eventual outcomes of this examination will give a direction to Kirkuk college and different colleges to force human asset works that can be utilized to help and get the best chance for the overall accomplishment of the organizations

2.2 HUMAN RESOURCE MANAGEMENT

The human resource department is the combination of all human resources that are very important or necessary to contribute its part in achieving the organization goal. The human resource department is one of the underrated department, especially in the educational sector. Even the activities provided by the department are very important for the well-being of the organization. With the increase in the competition and adoption of technology by the industry to achieve the competitive advantage it is necessary for the organizations now to bring change in the organization culture to adopt the technology and compete with the competition. Hence, this change can only manage by the human resource department. As it is one of the departments that provide all the activities such as training and development program, salary and compensation, rights and discipline, performance and appraisal, etc. These all activities are very important to prepare the employees to deal with the coming change. The human resource department helps to bring the certain skills and knowledge that are required by the employees to deal with the completion. The university nowadays has started realizing the importance of the human resource department for the educational sector as well. As the also have to deal with the international competition. Therefore, they also required certain skills and knowledge to manage the international standard of the university. Hence, the human resource department is one of the most important departments to universities as well.

With the advancement in innovation, Business firms have begun to esteem theoretical resources; anyway the meaning of elusive capital isn't yet settled. By definition given by Fattahi and Alami, elusive capital has four classifications. These classes are expressed as

individual social society and construction. The idea of human resources was first presented by financial analyst Gary Becker and after that, the character qualities and abilities were set up as capital resources for an association. Monetary and actual capital don't come in the class of human resources. This is because human resources just incorporate the information and abilities, mental and actual wellbeing and individual advancement of labourers.

A huge lump of this investigation informed about the meaning of the human asset the board about the inspiration and self-improvement of workers. In this day and age with the developing pattern of globalization, the functionaries of human asset division have extended. Presently it doesn't just incorporate the way toward recruiting workers, It additionally remembers coordination with various offices for the request to set up better worldwide terms, improve the organization's upper hand, everyday tasks, oversee and haggle with worker's guilds, keeping up the organization's corporate culture and consolidating mechanical headway in the association.

Meanwhile, human resource management (HRM) is one of the divisions, which has consistently been considered as a side capacity to the in a general authoritative setting which isn't that critical to the association. The majority of the organizations re-appropriate their human asset division since they don't understand its importance; however in the hours of expanding globalization a considerable lot of the associations have understood the essential meaning of human asset the board. The division of human asset the board in an organization is frequently dismissed as it is considered not being of any importance. Anyway, we cannot deny the importance human asset office holds while making methodologies that assist the organization with improving its productivity, adequacy and accomplish an upper hand. So we can say that college students ought to be instructed about the human asset office as it gets changes association.

Alongside the usage of globalization by different colleges, International HRM practices like execution examination, Basic rights and labourers' wellbeing, compensation, rewards, the turn of events, preparing programs have now become an essential part of associations. Besides, the undertaking of overseeing workers isn't just the obligation of the human asset office yet it is additionally the obligation of the top administration in an association. It helps the human asset division to discuss and give ideas for the issues identifying with association's objectives, vital issues and upper administration with the top administration; this additionally

brings a chance for the human asset office to go about as a judge between the top administration and labourers. Along these lines, human resource management is referred to as current methodology as it is managing labourers in association, just as top administration.

The examination faculty the executives is the outdate technique for overseeing labourers in association or it will, in general, be known as an old methodology, both the procedures work for the altruism of the association that is the reason organizations have begun packing in Human Resource Management and considering its issue since it is a critical factor for the organizations to make plans and executions to achieve an objective and organizations point. Also, the utilization of human resources is emerging in organizations to achieve an adequate and powerful result. Be that as it may, research in regards to the connection between these two parts isn't sufficient. With the progression of time, globalization is extending, worldwide human asset the executives capacities ought to likewise be featured and proclaimed critical for colleges, In this way, it is fundamental foresee that how worldwide HRM can be fittingly utilized for the organizations change thus. Then again, colleges are as yet disregarding the significance of HR capacities. In this way, there are various issues faced by the colleges.

Firms and organizations need to improve their business to arrive at their ideal edge. This can be just done through the effective utilization of HR capacities. In the not so distant past, human asset oversight has been seen as a supporting capacity. However, globalization has become a critical piece of the corporate culture. This exploration is focusing on the colleges in Iraq and our fundamental objective is the University of Kirkuk. Kirkuk University is perhaps the greatest college in Iraq set up in 2003. According to this, regulating a particularly colossal workforce and upgrading it with comprising volunteers can be interesting for the affiliation. The eventual outcomes of this examination will give a direction to Kirkuk college and different colleges to force human asset works that can be utilized to help and get the best chance for the overall accomplishment of the organizations

Due to advancement in technology, the business surrounding nowadays are completely competitive and adopting change in different activities. Due to the increase in competition the business environment is now unpredictable and uncertain that brings many challenges for the organization (Masa'deh et al., 2015). Moreover, Shannak et al. (2010) suggested that due to globalization many factors are affecting the growth of the organization and to overcome this issue there is a need to train the employees and make them learn new skills and knowledge to

compete with the international competition. Hence, the Human resource department in every organization is playing a very important role to train and develop new skills in employees to bring change to the organization.

The human resource department is the one that can also help the organization to make a competitive advantage. Although, there are several studies present that the marketing department is the one that can help the organization to make a competitive advantage but as per the changes in the business environment human resource department is now as important as the other department in the organization (Alshurideh et al., 2012). Altamony et al. (2016) suggested that educational sectors are the ones that are lacking in the importance of the human resource department as compared to other industry.

The education industry is not able to admit the importance of human resource activities in the organization. Therefore, Armstrong (2013) suggested that the human resource department is one of the most important and valuable departments for the organization as it can help the organization is achieving or maintaining a competitive advantage over its competitors. The activities of the human resource department also help in a tackle with the challenges in the organization by implementing the right strategy and the right time. Hence, it is not right to say that the human resource department is the least important in the organization. Every department has its importance and playing an important role in organizational change. Due to the increase in the competition globally, the organization needs to bring change in their organization.

Although, it is the education industry or any other industry the change is very important for every sector (Vratskikh et al., 2016). Human resource activities help the organization to train the employees as per the desired change in the organization and they can also help the employee to adopt their certain skills and knowledge that are very important to bring the change in the organization. Armstrong (2013) suggested that for the educational sector it is very important to bring change in the organization as they need to compete with the international universities. Universities are lacking in training and development program for their employees that are very important to bring change in the organizations.

Motivation is also important for the employees that always come from tangible or intangible rewards or salary and compensation program. Appreciation is also very important to make the performance better by the employees. Hence, HR activities it is also very important for the

educational sector as well. With the advancement in innovation, Business firms have begun to esteem theoretical resources; anyway the meaning of elusive capital isn't yet settled. By definition given by Fattahi and Alami, elusive capital has four classifications. These classes are expressed as individual social society and construction. The idea of human resources was first presented by financial analyst Gary Becker and after that, the character qualities and abilities were set up as capital resources for an association. Monetary and actual capital don't come in the class of human resources. This is because human resources just incorporate the information and abilities, mental and actual wellbeing and individual advancement of labourers.

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2.2.1 Rights and Discipline of Employees

Rights and discipline are the policies and rules to protect the rights of the employees and make the discipline as well. The rights and discipline of the employee fall into the activities provided by the human resource department. The study suggested that it is very important to maintain the rights and discipline of the employees. If the company can manage the rights and discipline of the employee they can easily able to introduce new skills and knowledge to the employees. If the employee is satisfied from the organization that the organization is dealing fairly with them they are motivated and are willing to adopt the change more quickly. It can help the organization to build the change in the organization and this change make the organization perform better.

2.2.2 Training and Development

Choudhary & Lamba (2013) suggested that skills, expertise, knowledge and the ability of the employees to learn new things as per the changes in the technology help the organization to adopt the change very quickly and effectively. The employees who have the knowledge and the expertise as per the innovation in the business environment are the reasons for the competitive advantage of the organization. These employees make the productivity and the performance of the firm better. Hence, training and development programs are very important for the organization to make the employee up to date as per the technology.

Chuang, Jackson & Jiang (2013) suggested that training and development programs are essential for the organization's success as well as for employee betterment. The organization should focus on the training and development program for their employees. Hence, the human resource department is the most important part of the organization. Training and development programs also have immense importance for the educational sectors. As the dynamics of education is changing day to day and due to advancement in technology the education nowadays is on the next level as before. Hence, to cope up and maintain the level with the advancement the universities must provide training and development programs to their employees.

As training and development, career planning and management are also important. Career management is an on-going process that helps to prepare, implement and track the career plans of individual related to any organization. Career management also engages the individual in activities that aim to improve the HR practices of the firm and encourage

employees to take responsibility for their personal development. Such as, firms related skills that every individual need to learn. Similarly, Abu-Doleh (2007) stated that the economic return to the experienced employees is required for the best firm because it appraises the employees for their best performance. The organization also gets benefit from the overall firm progression.

On the other hand, Liao (2011) argued that employees training and development are the tangible activities that improved productivity, improved services and optimized resources. Moreover, these visible outcomes also influence the self-esteem and satisfaction of the employees. As it is the basic step to acquire knowledge and skills. Therefore, many researchers have recommended that firms must focus on participatory activities that allow employees to develop their career goals and action points for achieving these predefined goals (Majumder, 2012; Jackson, Schuler & Jiang, 2014). Like this, the firm's turnover ratio related to employees training and development will be increased.

Additionally, few scholars (Chiboiwa, Samuel & Chipunza, 2010) have found a significant relationship between training and development, employees' productivity, organizational progression and employee retention. For instance, Alam, Ahsan and Abdullah (2015) argued that the progressive training provided by the firm to its employees could minimize the turnover ratio and ascertain the firm's efficacy. Likewise, Bratton and Gold (2012) also disclosed a significant association for career opportunities, career management and employee's retention in the firm. It is also evident that if firms have a higher orientation for training and development of the employees. It could be more likely to experience lower employees' turnover rates. This whole process develops greater responsibilities.

Job satisfaction is connected with skills and knowledge, so if employees get the opportunity to polish their job-related skills, it enhances their confidence to continue the job and become satisfied with the company. Hence, this is vice versa for those employees who do not get the chance to develop professionally. Shaukat, Ashraf and Ghafoor (2015) also discussed that those firms who provide continuous training and development programs are likely to retain their employees and develop job satisfaction among them.

Moreover, the firm aims and employees' goals must connect to some extent for building mutual progressive goals and visions. However, the training activities improves employee's commitment and professionalism base on superior services. This indicates that the continuous

improvement in employee's knowledge and skills bring significant change to the firm's revenue. Batti (2014) emphasized that the contextually based training opportunities expand experienced employees' skills and allow experienced employees to create a cohesive environment for the adjustment and development of new indicate employees. Hence, few researchers have argued that the more pressure from the firm to attend the training programmed frustrates the employee and they leave the firms. Whereas, Shaukat, Ashraf and Ghafoor, (2015) also argue that training serves as an interactive tool that motivates employees to learn more and develop a conformable environment in the firm for further career enrichment. This is a very effective strategy to increase employee's retention and reduce turnover intention.

Apart from this, the professional development training influences the employees to stay in the organization and work on their self-development (Buchner, 2007). Similarly, Choudhary and Lamba, (2013) study findings mentioned that training and developmental activities allow employees to understand the strong relationship between personal growth and job satisfaction. It is also analysed that employees' perceptions and believes matter while working in any firm because our beliefs shape our experiences and perceptions. The positive beliefs help employees to stay in the firm for a long period. Moreover, a positive attitude also increases work efficiency, commitment, and professionalism.

Another study conducted by Liao (2011) revealed that the significant relationship between employee and working context could also motivate the employees for retention. This indicates that the organizational place environment are effective to create self-efficacy among employees (Majumder, 2012). This also helps the firm to enhance the retention of skilful employees in the firm for a longer period.

2.2.3 Salary and Compensation

Past investigations have tended to the effect of worker pay and remuneration on their turnover aim and maintenance with the firm (Curran and Walsworth, 2014). Remuneration incorporates every one of those prizes and pays that is given by the organization for the presentation of the worker (Darwish, 2013). Direct remuneration includes worker payment and compensation, rewards and commissions, while, indirect remuneration include incidental advantages and non-monetary pay that incorporate medical care benefits, extra security, leave

arrangements, annuity reserves and different advantages like transportation benefits and so forth.

As indicated by Armstrong and Taylor (2014) direct advantages are the vital piece of drawing in workers and holding them for the long haul. This has been attested by Zuelv (2003) that cash can influence conduct, subsequently, reasonable compensation is the foundation for the inferred assent among workers and organization. Hence, it has been seen by Shaukat, Ashraf and Ghafoor (2015) that organizations offer compensations and advantages over the market rate to hold the innovative and capable workers. Different HR executives accept that cash is the excellent factor to hold workers and generally more pay and remuneration are the two significant purposes behind leaving one firm for another firm (Choudhary and Lamba, 2013).

Additionally, this is contended by Fening and Amaria (2011) that if inclusive remuneration and prizes are offered to workers and help in forming workers conduct and execution, therefore the maintenance of innovators is probably going to happen. Likewise, indirect remunerations like advantages are contributing variable to influence worker occupation fulfilment and maintenance. This is pushed by Fottler and Khatri (2010) that whenever required advantages are not given to the workers, they are probably going to leave the firm right away.

This has been affirmed by Jiang, Takeuchi and Lepak (2013) that emigrant workers will acknowledge low pay rates on the off chance that they are given a lot of advantages like convenience, medical advantages and so forth. By and by, workers advantages improve worker work responsibility with the firm and abatement the probability of leaving the firm in the global setting. This is also proved by Lim & Ling (2012) in their study that those firms that provide employee incentive programs in terms of compensation are likely to experience low turnover rates as compared to those that offer low salary and compensation in contrast to market rates.

Similarly, this is evidenced by Lim and Ling (2012) in their survey that those organizations that give worker motivating force programs regarding remuneration are probably going to encounter low turnover rates when contrasted with those that offer low compensation and pay as opposed to advertising rates. Various investigations have set up a sure connection between the workers work responsibility and serious compensation and result in high worker work fulfilment and low turnover rates (Dessler, 2013). Moreover, Curran and Walsworth (2014)

contended that with reasonable and adjusted remuneration and prize framework, workers can hold for the more drawn-out term in the firm. This empowers the remuneration and bonus framework one of the vital variables for forming a viable workers' maintenance framework. The organizations should notice compensations as one of the fundamental components that are straightforwardly connected with the worker's responsibility with the firm and can be utilized as a successful instrument for holding workers.

As indicated by Farndale and Kelliher (2013) if the bonus is given to those workers who effectively contribute their endeavours to the firm and causes the firm to accomplish their executive objectives. This guarantees a reasonable bonus framework and builds the workers' devotion and maintenance level of the workers. Similarly, Fening and Amaria (2011) investigated the effect of the bonus framework on workers maintenance and recommended that if a straightforward bonus framework is actualized in the firm, it can fortify workers' drawn-out responsibility with the firm. In the worldwide setting, worker's fulfilment and remuneration and payment have a direct relationship with one another because it is expressed that workers go abroad looking for serious remuneration and bonus framework. This is affirmed by Venkatraman and Ramanujam (2010) that if workers are sufficiently valued based on their presentation and are given a reasonable and simply bonus framework, they are probably going to fortify their bond with the firm and act all the more successfully for the fulfilment of the executive objectives and destinations.

2.2.4 Performance Appraisal

Haque, et al., (2013) workers execution evaluation framework is resolved as the administration cost that offers responses to the issues looked at by the firm. This territory is one of the pivotal territories of HR techniques. Guerra-Lopez (2008) depicted the execution examination framework as a fundamental device that offers data on different possibilities of HR techniques in the firm. Moreover, Fottler and Khatri (2010) expressed that the worker execution examination framework goes about as the foundation of the firm that propels and holds the workers and reinforces their responsibility with the firm.

Jackson, Schuler and Jiang (2014) expressed in their investigation that if the firm has an improved examination framework, workers' responsibility can be fortified and accordingly diminish the turnover goals. This guarantees the firm to accomplish its objectives and vital goals as well. Another study conducted by Shay (2006) focused on the significance of HR

strategies and the need to reward the employees is positively related to the overall performance of the organization. Another investigation directed by Shay (2006) engrossed on the importance of HR methodologies and the need to remunerate the workers is emphatically related with the general presentation of the association. This displays that if the workers see that their exhibition is valued and are empowered with giving different bonus framework, they can reinforce their responsibility with the firm, which is a significant factor for the executive achievement. Despite what might be expected, it has been attested by different researchers (Armstrong, 2009; Shay, 2006) if the firm has a lacklustre showing examination framework, it can prompt workers to work disappointment and lead important workers to leave the firm.

Kumar (2013) examined the relationship between execution evaluation, worker occupation fulfilment and responsibility with the firm. The researcher attested the positive connection between every one of these factors and infers that if the firm has an improved evaluation framework, their work mentality can be upgraded. From the past investigations, it has been inferred that there is a positive and solid relationship between workers' examination response, work mentality and association's presentation. Different examinations affirm the ramifications of the execution evaluation framework for political reason, which control the workers' work execution and impact their work demeanour (Aguinis, Joo and Gottfredson, 2011).

As indicated by Armstrong and Taylor (2014) if the execution examination situation is controlled for accomplishing a singular reason, it can prompt lower work fulfilment of different workers and anticipate that workers execution, responsibility and administration quality is contrarily impacted. In the global setting, workers view the execution examination framework as one of the questionable factors since certain researchers contend that home country workers are regularly more assessed when contrasted with abroad workers. Nevertheless, this part is still not completely discovered and needs to investigate further for looking at the impact of exile work mentality and authoritative execution evaluation framework.

2.3 ORGANIZATIONAL CHANGE

Organizational change has been gaining importance over the years because the uncertainty of the internal and external environments pushes organizations to adapt to it. The rapid development of technology means of doing business, and the attitude of the customers are few aspects that induce changes in the procedures of the organization. Organizational change is a vital part of the overall strategy of the organization (Rieley & Clarkson, 2001). Moreover, organizational change has become the dominant feature of the life of an organization—there is no place for static organizations, thus, change is mandatory. It is pertinent to mention that that concept of change is wide and debatable as it refers to different things for different people. Even in the organization, it has different meanings that are associated with different situations. For instance, the concept of change can be a transformation, development, transmit, redesign, and adopt, revolution, technology, innovation, or expansion (Swanepoel, 2008). There can be many more meanings of the change that impact the organizational structure and work from top to bottom.

The change types are divided into two major types such as scales and duration. Further, these types are narrowed down such as scales are divided into small and large—similarly, the duration is further divided into short and long duration. The literature on change enablers indicated that three types are knowledge and skills, resources, and commitment. The methods of change refer to the systematic change and change management—the systematic change is further divided into 11 elements e.g., planning, action research, Lean, and Six Sigma etc.

The second category of change method that is change management has six categories—for instance, Judson, Insurrection, and Leading Change. Last but not least if the change outcome—all the other three variables impact the outcome of the change and it is the core variable. This paper has conceptualized the change outcome into project achievement object and customer satisfaction. Change is a strategic process that starts with the needs of the organization and resources. These factors help decide the human resource management professionals to plan and implement the organizational change.

The theoretical framework of this thesis has used rights and discipline of employees, salary and compensation, training and development programs, performance appraisal, and its impact on organizational change. It is important to note that these variables are less associated and

rely on all the steps of organizational change. The top management must consider these factors to attain the organizational change objectives.

There are two major schools of thoughts about organizational change in the context of human resource management professionals. First, the hierarchical view is also called the top-down approach in which the change is induced from the top hierarchy of the organization. This view emphasizes the role of top management to induce successful organizational change—the involvement of the senior management along with the middle level of leadership ensures the achievement of organizational change. The second view of organizational change according to the human resources management professionals is the multifaceted involvement in the process of organizational change. The diverse roles of human resources management professionals create ambiguity and raise serious questions such as which role is more important and how to equally divide the attention to all the roles.

The concept of trust is one of the major constructions and positioned in the context of the organizational change process. Literature provides insights on how organizational change strategies impact the employee's trust. Further, the factors such as technology, structure, and work role of employees and their relationship with the employee involvement are tested. It is interesting to note that this study also studies the concepts that are related to the psychological traits of the employees. For instance, the concept of trust and involvement emerge from inside of a human and it is difficult to measure such variables.

The concept of organizational change in the context of employees is more related to the psychological constructs. For instance, the variables used in this thesis that are rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal are also associated with the satisfaction of the employees—the more confident and satisfied the employees feel based on these variables, the more smooth will be the organizational change process.

The antecedent, nature, and impact of the construct of trust on organizational change are significant. The employees trust in the management and how they make decisions for employees is a focal point in terms of the employees' perception. The study suggested that employees trust is vital and have a relationship with management trust. However, the study indicated that there is a negative relationship between organizational change and trust. Moreover, the organizational change strategies, particularly, the change in the structure of the

job negatively impacts the trust of the employees. The change in trust impacts job satisfaction, performance, and well-being.

This study emphasizes the roles of the human resource management professionals—who made the policies and ensure smooth organizational change. It is, however, important to note that their diverse roles and thinking process generate different strategies to cope with the change. The theoretical model of this thesis utilizes the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal which is in line with this article as these employees issues are the basic and human resource management professionals undertake the policy and implementation. Therefore, the role of these professionals is equally important in the implementation and coping with the organizational change process. For instance, a negative impact on these issues of employees will lead to failure of organizational change—thus; the satisfaction of the employees is the core to the success of any organization.

It is pertinent to note that this study endorses the theoretical model of the thesis as the changes in the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal are related to organizational change. A minor change in these factors may have a huge effect on the trust of the employees and ultimately the organizational change process.

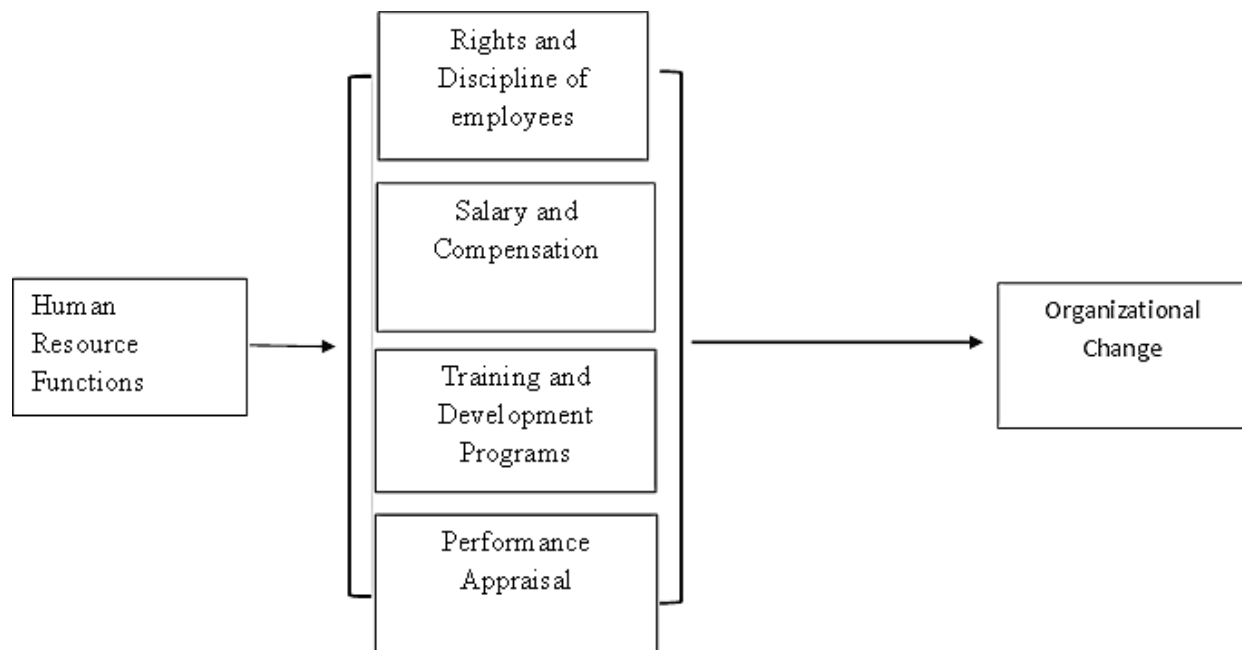


Figure 2.1: Theoretical Framework

2.4 LITERATURE GAP

The theoretical and empirical literature has been reviewed in this study. This literature helped to evaluate the HR activities for the employee's job satisfaction and retention. It is analyzed that four major factors contribute to HR activities. It includes career development, training and development, salary and compensation and performance appraisal. These are essential elements that impact the employee's retention and job satisfaction in any organization. Further, these elements are creating motivation among employees for leaving or staying with their jobs.

The international literature has shown that the retention of employees in any organization is necessary for the growth and development of the organization and country. Likewise, Bratton and Gold, (2012) emphasized that employee retention is a sensitive issue faced by every organization. Besides, few incentives are given to domestic workers in the form of salary and compensation, training and performance appraisal that are very attractive to anyone. Hence, the existing literature does not support this argument. However, few studies have confirmed that turnover is very rare because of economic influence, time, money and other resources. It mostly happens when experienced employees tend to leave the firm.

There are many ways to reduce this issue. Such as organization can increase such activities that help to retain competent employees with satisfaction. In this chapter, the factors that contribute to employees' job satisfaction and retention are also discussed. Western studies are conducted to know the university's employees job satisfaction. This statement indicates that there is a research gap that needs further research studies to be conducted in this field. Therefore, this study aims to bridge the existing gap by evaluating the impact of HR practices on the job satisfaction and retention of experienced employees in the Universities. Multinational firms are selected as they play a crucial role in the universities from various countries. It also contributes to workforce diversity from different regions and backgrounds.

2.5 PREVIOUS STUDIES

This section presented the 10 most relevant research studies about this study. The studies are demonstrated individually with explanation and analysis of the particular study. Moreover, the section also analyzes the similarities and differences between the literature and this thesis. This section presents each study one by one following by a brief discussion.

*Study 1: Managerial coping with organizational change: A dispositional perspective by
Marina Kollatou*

The study is interesting that approach the response of managers to organizational change. It indicates that organizational change is a dynamic process that embeds several others aspects. For instance, the human resource functions along with other factors induce organizational change and how that change poses challenges for managers of the organization. Moreover, the change process creates challenges that managers have to cope with. This study emphasized the seven dispositional traits (e.g., self-efficacy, self-esteem, openness, and risk aversion etc.) that managers must have to cope with organizational change. This study was based on the literature of organizational development with data collection from six organizations with a sample of 514.

This study brings insights into the psychological factors that are associated with organizational change—for instance, the organizational change must be psychological meaningful and employees must feel the importance of the change. One of the findings suggested that satisfaction and commitment to the organization are directly associated with the coping of the change process. For instance, the factors used in this thesis that impact the organizational change are also associated with the psychological of the employees. For example, the rights and discipline of the employees are related to emotions and psychology, similarly, the salary and compensation, training and development, and performance appraisal. All these independent variables must be fulfilled for successful organizational change and the effect is cyclical. The achievement of the organizational change then reinforces these factors to sustain the change.

Further, the study indicated that seven dispositional factors are related to job satisfaction and employee commitment. Therefore, it can be derived that the factors such as rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal are associated with the organizational change.

*Study 2: Employee involvement, organizational change and trust in management by David
Morgan and Rachid Zeffane*

This study focused on the concept of trust which is one of the major constructs of human resource development literature. The concept of trust was positioned in the context of the organizational change process. The study has empirically tested how organizational change

strategies impact the employees' trust. Further, the factors such as technology, structure, and work role of employees and their relationship with the employee involvement are tested. It is interesting to note that this study also studies the concepts that are related to the psychological traits of the employees. For instance, the concept of trust and involvement emerge from inside of a human and it is difficult to measure such variables. Therefore, the concept of organizational change in the context of employees is more related to the psychological constructs. For instance, the variables used in this thesis that are rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal are also associated with the satisfaction of the employees—the more confident and satisfied the employees feel based on these variables, the more smooth will be the organizational change process.

This article provided insights that determine the antecedent, nature, and impact of the construct of trust on human resource management and organizations. The employees trust in the management (particularly managers) and how they make decisions for employees is the focal point in terms of the employees' perception. The study suggested that employees trust is vital and have a relationship with management trust. However, the study indicated that there is a negative relationship between organizational change and trust. Moreover, the organizational change strategies, particularly, the change in the structure of the job negatively impact the trust of the employees. The change in trust impacts job satisfaction, performance, and well-being.

It is pertinent to note that this study endorses the theoretical model of the thesis as the changes in the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal are related to organizational change. A minor change in these factors may have a huge effect on the trust of the employees and ultimately the organizational change process.

Study 3: Organizational change: Perspective from human resource management by Benjamin E. Baran, Jenna N. Filipkowski, & Rebecca A. Stockwell

The main objective of this study was to explore the views of human resource management professionals about organizational change. Further, the study also explored the role of human resource management professionals to set the foundations of the organizational change, how they define their role in this process, and what might be the boundaries of their involvement

in the organizational process. This study is empirical with a sample size of 547 human resource management professionals from different industries and sectors.

The study provided a discussion based on the results that suggested that there are two major schools of thoughts about organizational change in the context of human resource management professionals. First, the hierarchical view is also called the top-down approach in which the change is induced from the top hierarchy of the organization. This view emphasizes the role of top management to induce successful organizational change—the involvement of the senior management along with the middle level of leadership ensures the achievement of organizational change. The second view of organizational change according to the human resources management professionals is the multifaceted involvement in the process of organizational change. The diverse roles of human resources management professionals create ambiguity and raise serious questions such as which role is more important and how to equally divide the attention to all the roles.

This study emphasizes the roles of the human resource management professionals—who made the policies and ensure smooth organizational change. It is, however, important to note that their diverse roles and thinking process generate different strategies to cope with the change. The theoretical model of this thesis utilizes the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal which is in line with this article as these employees issues are the basic and human resource management professionals undertake the policy and implementation. Therefore, the role of these professionals is equally important in the implementation and coping with the organizational change process. For instance, a negative impact on these issues of employees will lead to failure of organizational change—thus; the satisfaction of the employees is the core to the success of any organization.

*Study 4: Integrating the organizational change literature: a model for successful change by
Serina Al-Haddad and Timothy Kotnour*

This is a literature review paper that contributed to capturing the literature on organizational change, types, what enable the change, and the methods of change. This study was important to add to this thesis literature review because it provided a comprehensive literature review and propose a relationship among the types of change, methods of change, and the subsequent change outcomes.

This paper identified the change types that are divided into two major types such as scales and duration. Further, these types are narrowed down such as scales are divided into small and large—similarly, the duration is further divided into short and long duration. The literature on change enablers indicated that three types are knowledge and skills, resources, and commitment. The methods of change refer to the systematic change and change management—the systematic change is further divided into 11 elements e.g., planning, action research, Lean, and Six Sigma etc. The second category of change method that is change management has six categories—for instance, Judson, Insurrection, and Leading Change. Last but not least if the change outcome—all the other three variables impact the outcome of the change and it is the core variable. This paper has conceptualized the change outcome into project achievement object and customer satisfaction.

The literature review paper has covered a wide range of studies and provided a comprehensive overview of the literature on organizational change. The paper clearly illustrated that change is a strategic process that starts with the needs of the organization and resources. These factors help decide the human resource management professionals to plan and implement the organizational change.

The theoretical framework of this thesis has used rights and discipline of employees, salary and compensation, training and development programs, performance appraisal, and its impact on organizational change. It is important to note that these variables are less associated and rely on all the steps of organizational change. The top management must consider these factors to attain the organizational change objectives.

Study 5: Effect of training, compensation, and work discipline against employee job performance by Ilham Thaief, Aris Baharuddin, Priyono & Mohamad Syafi'i Idrus

This article is specifically related to the variables used in the thesis such as salary and compensation, training and development, and disciplines of employees. This study has seen the impact of these independent variables on the work performance of the employees. The study is closely related to the thesis as if employees feel empowered, rights, compensated, and fulfilling training and development needs—it may affect the performance of the employees. Therefore, satisfied and performing employees positively impact the organizational change, the contrary; if the employees are not satisfied then it will negatively impact the organizational change.

This study has conceptualized the training construct based on the quality of instructional methods, content, time duration, and benefits of the training and development program. The construct of compensation includes the salary, incentive, bonus, rights, protection, and facilities. The last independent variable of work discipline refers to the attendance of the employees, regulations and law adherence, achievement of the work standards, and ethical aspects at the workplace. Further, the dependent construct of work performance of employees is conceptualized as timeliness, quality, and quantity of work.

It is interesting to note that all these three independent variables are similar to the variables of this thesis—however, the article tried to establish a relationship with the work performance of employees but the thesis’s theoretical framework is focused on the effect on organizational change. It is pertinent to mention that these variables impact employee satisfaction and performance—thus; there is a subsequent effect on the organizational change. If the employees are not stratified or they are not being facilitated by the organization on these issues then they might not perform well—and it will harm the organizational change process.

Study 6: Institutionalizing organizational change through cascade training by Ronal L.

Jacobs

The article is interesting since it focused on the institutionalization of organizational change emphasize the importance of the institutional aspects in the process of change. The article indicated that the institutionalization of change is necessary regardless of the nature of change. The article theoretical established a framework to institutionalize the change process with a focus on the training of the employees to cope with the change process.

This paper divided into three major phases—the failure of the organizational change, institutionalizing organizational change, and cascade training. Besides the failure of the organizational change, it is important to discuss the institutionalization of organizational change. The attempt to incorporate the organizational change and subsequent success or failure—the institutionalization of the implementation of the organizational change is vital. The efforts of an organization to institutionalize the change efforts have the power to sustain the change over a long time. Therefore, institutionalizing the change helps organizations to establish a culture facilitating the everyday activities of the organization.

Institutionalization of the organizational change is quite relevant and explain the four variables used in the thesis that are rights and discipline of employees, salary and

compensation, training and development programs, and performance appraisal. The institutionalization of these aspects of the organization and employees help to sustain the ongoing activity smoothly. The institutionalization of these human resource development functions increases the competence of the employees to meet the new expectations, employee commitment towards change, rewards and allocations, and the corrective action process. Consequently, the organization achieves better job behaviours, increase performance, employee satisfaction, and collective norms and values.

This paper supports the theoretical basis of this thesis as if the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal are institutionalized then employees will have more commitment to the organizational change.

Study 7: Effectiveness of performance appraisal: developing a conceptual framework using competing values approach by Malik Ikramullah Jan-Willem Van Prooijen Muhammad Zahid Iqbal Faqir Sajjad Ul-Hassan

This study is based on the problems in the performance appraisal system. The efforts of human resource professionals to establish fair performance appraisal mechanisms on the correct attributes of a job and emphasize the up-to-date systems following the changing demands. This study offered a new system of performance appraisal that has improved the existing performance appraisal approaches. It also identified those problems in the existing performance appraisal systems from the literature that are reliability, validity, the objectivity of the performance measurement, biasedness of the appraiser, and expectations of the stakeholders. Therefore, it is hard to determine and predict how effective a performance appraisal system is. This study has used the framework of competing values to develop determine organizational effectiveness. The uniqueness of this study is that the competing values approach has not been applied to performance appraisal before.

The study offered a framework combining the competing values and effectiveness of the performance appraisal system. The framework was divided into four major quadrants as an internal process, human relations, open system, and rational goal model. Each of these quadrants further conceptualized such as the internal process in performance appraisal refers to feedback on employee performance, evaluation and feedback. Similarly, the rational goal model is to set goals and achieve targets of the performance appraisal system. The model of

human relations covers the relationships among the performance appraiser and the employee, coach, and counsels the employees. Lastly, the model of the open system emphasizes the effectiveness, up-gradation of the system, and alignment of the performance appraisal system with the attributes and conditions of the job.

This thesis also contained the performance appraisal as an independent variable that impacts organizational change. The competition values approach and the performance appraisal system offered by this article explains the importance of the appraisal in terms of fairness, unbiased, and coaching aspects of the process. Therefore, if there is a transparent performance appraisal system in place then it will impact the organizational change.

*Study 8: Effectiveness of performance appraisal system and its effect on employee motivation
by Idowu, Ayomikun O.*

This article is also focused on the performance appraisal system and how it impacts the motivation of the employees. Employee performance has always been one of the major constructs for the organization—human resource managers significantly try to achieve the performance. However, the performance appraisal systems have been under critical discussion in the literature and there are several technique and approaches to evaluate the performance of the employees. This article, however, investigated performance appraisal effectiveness and employee motivation.

It has tested a 360-degree performance appraisal system and indicated that it is effective to offer a comprehensive analysis of employees' performance. However, the point is that transparent and unbiased performance appraisal leads to higher-performing employees. The thesis also incorporated that performance appraisal is one of the major fact the impact on organizational change.

*Study 9: Identifying critical HR practices impacting employee perception and commitment
during Organizational change by Shweta Maheshwari Veena Vohra*

This is one of the important studies in the context of this thesis. The study identified the critical human resources practices that impact employee perception and commitment in the context of organizational change. The changing global dynamics, industry patterns, technological advancement, standards, innovations, and changing needs and wants of customers push organizations to adjust. Organizations need to continuously change and adopt

new business strategies, business models, and revised policies and practices to cope with the challenges, demands of new environments, and achieve long-term sustainability.

The continuous needs to effectively manage the changes is a difficult process as literature indicated that a large number of organizational change process initiative fail—this article has reported that more than 70% of efforts of organizational change fail. The most important reason for the failure is the error in the implementation—the inadequate emphasis on addressing the people-related issues. This thesis also investigates the people-related issues in terms of four variables and their impact on organizational change. In light of this article, it is confirmed that the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal must be addressed before achieving a successful organizational change.

Study 10: The role of human resource management practices in managing organizational change by Sabine Raeder

This study investigates the contingency perspective in the context of organizational change. It has seen that contingency theories do not address the issues of organizational change; however, it is the responsibility of the human resource management department to plan, implement, and manage organizational change. This study is in line with the literature as most of the organization lack in considering the continuous changing internal and external environments—simultaneously, lacking in coping with the change or planning a contingency to be prepared for the potential changes is vital for the success of the organization.

The study indicated that human resource management practices rely on the changes in the internal and external situations of the organization. To handle these issues, the human resource department makes contingency strategies, establish an organizational culture, and industry characteristics. Though, the human resource department ignores organizational change as a construct and do not make contingency strategies. In light of the findings of this article—this thesis is relevant and contribute to highlight the importance of rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal to achieve organizational change.

3 METHODOLOGY

The chapter provides the details of the data collection process and the method and procedure that have been used to know the results. Firstly, the research approach has been discussed in this study after that the research design has been provided. Further, the study has also discussed the population and sampling and also the statistical techniques.

3.1 STUDY APPROACH

The exploration approach characterizes the examination example and tells the strategy for the assortment of information and its investigation (Rosenkranz and Feddersen, 2010). There are two exploration approaches utilized in the examination. These examination approaches are the Exploratory and Explanatory exploration approach. The exploratory examination approach is utilized when there is next to no examination that has been led on the point. Then again, an informative exploration approach is utilized when the examination has led on the subject, and the analyst needs to add more to space. As the examination, is notable and the greater part of the scientists have effectively dealt with it. Thus, the exploration approach for this investigation is illustrative.

3.2 RESEARCH DESIGN

The examination configuration clarifies the strategy utilized by the specialist to decipher the outcomes and various pieces of the exploration. It additionally clarifies the entire interaction from information assortment to consolidate the outcomes (Kirshenblatt-Gimblett and Barbara, 2006). Even though, there are two exploration methodologies, subjective and quantitative and both have their qualities of investigation dependent on the circumstance. The subjective examination approach depends on interviews, perceptions, contextual investigations, and so on Then again, a quantitative examination approach is utilized when the scientists have gathered the information with the assistance of shut gave surveys. Thus, the instrument of information assortment is surveyed for this examination. The quantitative exploration configuration has been utilized for the examination.

3.3 DATA AND SAMPLING

The target population is the staff of the University of Kirkuk. Both genders have been targeted gender. The respondents fall into the age bracket of 30 to 60. The sample size is the sum of the respondents who have participated in the data collection process. This research sample

size is based on the 384 respondents' 5% margin error with 95% CI. Which are the main source of data collection for the researcher.

3.4 SAMPLING TECHNIQUES

There are many types of sample techniques for a quantitative approach such as non-probability convince sampling, simple random sampling, cluster sampling etc. But for this research, the simple non-probability convince sampling has been used in the sampling technique in which the researcher has selected the sample of his respondents from the population.

3.5 THE INSTRUMENT OF DATA COLLECTION

It has discussed above that the quantitative approach has been used to know the findings of the study for this the questionnaires has been used as the instrument of the data collection.

3.6 VALIDITY AND RELIABILITY INSTRUMENT

Cronbach's alpha is the most common and reliable tool to measure the internal consistency of reliability of a measurement scale. It is suitable for a questionnaire in which some items are based on the Likert scale. The reliability of the scales used in this study is presented in three tables. Table 3.1 indicated that there are 270 cases and Table 3.2 reported the Cronbach's alpha value of 0.842 which indicates the high-level internal consistency (reliability) for the scale used in this study.

Table 3.1: Case Processing Summary

		N	%
Cases	Valid	270	100.0
	Excluded ^a	0	.0
	Total	270	100.0

Table 3.2: Reliability Statistics for All Scales

Cronbach's Alpha	N of Items
.842	39

Table 3.3 reports the reliability statistics for the scale of human resource management functions. The scale contained four factors that are training and development, compensation/incentives, rights and discipline, and performance appraisal. The scale contains 20 items and the Cronbach's alpha value is 0.867 which indicates a high level of reliability or internal consistency. Therefore, the scale is reliable for the use of regression analysis.

Table 3.3: Reliability Statistics human resource functions

Cronbach's Alpha	N of Items
.867	20

Similarly, Table 3.4 illustrates the reliability value of 0.730 with 15 items of organizational change (dependent variable). It is to note that the value of Cronbach's alpha is slightly low compared to overall reliability and the reliability of the independent variable. However, it has high internal consistency and the data is perfect for hypothesis testing.

Table 3.4: Reliability Statistics organizational change

Cronbach's Alpha	N of Items
.730	15

3.7 THE PROCEDURE OF DATA COLLECTION

Firstly, the detailed literature has been reviewed to know the variables of the study. The literature has been collected from past researchers to extract the variables. After that, on those variables, the questionnaires have been adopted from the past studies. As the research is using a quantitative approach so the close-handed questionnaires have been used. Later, these questionnaires have been sent via Google forms to the respondents and the primary data has been collected by the researcher.

3.8 ETHICAL CONSIDERATION

This is to ensure that the moral and ethical qualities have been used for sure in this research. The initial research was also done by keeping in mind that all ethical values should be followed. All the brief information were given to respondents before getting the questionnaires done. It was also kept in mind that the gathered data through the respondents will be only used for quantitative data and will remain confidential. The data were used in the last phase of the work with keeping in mind that no personal information and name should be mentioned of the respondent.

4 RESULTS AND FINDINGS

The chapter explains the data analysis of the study. In this chapter, the first part is about the demographics of the respondents. In this, the details of the demographics such as gender, age, and profession have been discussed. Moreover, after that, the reliability and validity of the questionnaires have been checked and discussed in this study. Further, the data has been tested with the help of correlation and regression. Based on these tests the hypotheses have been analyzed. At last, the summary of the chapter has been given.

4.1 DEMOGRAPHICS

The last chapter has mentioned that the quantitative approach has been used in this chapter. Hence, for the quantitative approach, the data has been collected from the 384 respondents that are fall in the selective sample size for this study. 70% of the 384 respondents that is 270 has been used in this data analysis. These respondents were employees in Kirkuk University and belong to a different department in Kirkuk University. They are from different age bracket and possess different working skills as well. The different characteristics of the demographics make the research work unique.

Table 4.1: Characteristics of the demographic sample

Variables		Number	Percentage
Gender	Male	195	72.2%
	Female	75	27.8%
	Total		
Age	18 to 25	8	3.0%
	26 to 35	56	20.7%
	36 to 45	206	76.3%
	Total	270	100%
Qualification	MA	18	6.7
	PHD	252	93.3
	Total		
Household Income	Less than 25000	15	8.33%
	Less than 50, 000	48	26.67%
	50000-100000	117	65%
	More than 100000	180	100%
	Total		

The demographics of the respondents are illustrated in Table 4.1 that contain gender, age, qualification, and household income. It is important to note that this study has not used any of these variables as moderators to see the change in the effect of human resource functions and organizational change. Therefore, the demographic information only describes the nature of the sample. It is pertinent to mention that the age section of the questionnaire mistakenly missed the age bracket of more than 45 years old—it was a typing error and found after the completion of the data collection. Therefore, the study cannot include employees above 45 years of age. However, it can also be significant in terms of measuring the effect of human resource functions on organizational change in the context of young employees. It is also interesting to note that 76% of the employees fall under the age of 36-45 and 93% have a PhD degree. Thus, the results will provide interesting insights as most of the employees are highly educated holding good positions and belongs to the young category.

4.2 EXPLORATORY FACTOR ANALYSIS

Factor analysis is a technique to reduce the data based on factor loadings. The factor analysis conducted for this study is exploratory factor analysis to check for the loading of the data before conducting the regression analysis for model fit. This study has used the principal extraction method to extract the factors using IBM SPSS. It is to note that all the 39 items of the scale were extracted with a sample size of 270. The factor loading for each item is illustrated in the bibliography section—the results indicated that there are enough loadings to proceed with the hypothesis testing and there was no need to delete any item. Moreover, the results of the how much variance endogenous and exogenous variable has are illustrated in the bibliography for a reference.

Table 4.2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.822
Bartlett's Test of Sphericity	Approx. Chi-Square	2956.758
	Df	435
	Sig.	.000

Extraction Method: Principal Component Analysis.

Total no. of respondents 270

Table 4.2 has provided the results of the Kaiser-Meyer-Olkin Measure that indicate the adequacy of the sample used in the study. The threshold levels of the test are between 0 and 1—values closer to 1 are better. It is to note that Kaiser-Meyer-Olkin Measure value 0.6 is the minimum threshold. The value in Table 4.2 is 0.882 which indicate a highly adequate sampling. Moreover, Table. 4.2 also present Bartlett's Test of Sphericity as a standard to meet before conduct the factor analysis and the value for this study is significant as presented in Table 4.2.

4.3 HYPOTHESES TESTING

The theoretical model and subsequent conceptualization of the variables established one major hypothesis along with four sub-hypotheses. The hypotheses are stated as follows:

H1: The first main hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of human resource management functions on organizational change at the University of Kirkuk in Iraq. The following sub-hypotheses arise from it:

H1a: The first sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of rights and discipline of employees on organizational change at the University of Kirkuk in Iraq.

H1b: The second sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of salary and compensation programs of employees on organizational change at the University of Kirkuk in Iraq.

H1c: The third sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of training and development programs of employees on organizational change at the University of Kirkuk in Iraq.

H1d: The fourth sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of performance appraisal is significant of employees on organizational change at the University of Kirkuk in Iraq.

The hypotheses are testing using the multiple regression analysis. However, the data analysis is conducted to fit two models—the first model tests the major hypothesis that statistically tests the impact of human resource management functions on organizational change. The second model test the impact of each of the variable (i.e., rights and discipline of employees,

salary and compensation programs, training and development programs, and performance appraisal) on organizational change.

Regression analysis is used to predict the value of the dependent variable based on the independent variable. The statistical analysis using IBM SPSS generated the model summary for the impact of human resource management functions on organizational change in Table 4.3. Model summary for H1 provides values for R and R-square—the value of R refers to the simple correlation which is 0.269 and the R-square value is 0.073. The value indicates a low correlation between human resource management functions and organizational change. It also indicates that 26.9% of organizational change is being explained by human resource management functions.

Table 4.3: Model Summary for H1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.269 ^a	.073	.069	6.52627
a. Predictors: (Constant), HRMfunctions				

The next output to statistically test the impact of human resource management functions on organizational change is ANOVA. The significance value of 0.00 ($p < 0.05$) indicates that the regression model significantly predicts the organizational change.

Table 4.4: ANOVA H1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	892.800	1	892.800	20.962	.000 ^b
	Residual	11414.700	268	42.592		
	Total	12307.500	269			
a. Dependent Variable: OrganizationalChange						
b. Predictors: (Constant), HRMfunctions						

Table 4.5 illustrated coefficients that provide significant information to predict organizational change by human resource management functions. The important values in the table are beta=0.269, t-value=4.578, and the significance value=0.000. It is to note that the beta value indicates the impact of the independent variable on the dependent variable. The value of t-

value that has a threshold value of 1.96 with a 5% level of significance indicates that the t-value of this model is 4.578 which are higher than the threshold.

Table 4.5: Coefficients H1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.198	2.716		11.855	.000
	HRMfunctions	.173	.038	.269	4.578	.000
a. Dependent Variable: OrganizationalChange						

The statistical analysis for the major hypothesis indicates that the null hypothesis is rejected and human resource management functions impact the organizational change. The regression equation is as follows:

$$\text{Organizational change} = 32.198 + 0.173 (\text{HRM functions})$$

The next model statistically tests the sub-hypotheses using independent variables of *rights and discipline of employees, salary and compensation programs, training and development programs, performance appraisal*, and *dependent variable organizational change*. The hypotheses testing have used the multiple regression analysis to test the model and all the hypotheses.

The model is tested using the same methods that are used for H1 above. Table 4.6 illustrates the model summary for all the four predictors i.e., rights and discipline of employees, salary and compensation programs, training and development programs, performance appraisal, and dependent variable organizational change. The summary indicated that $R = 0.294$ and $R\text{-square} = 0.087$. This suggests that 29.4% of the change in organizational change is being predicted by four independent variables. The value of R is low but still, it predicts the dependent variable.

Table 4.6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.294 ^a	.087	.073	6.51328
a. Predictors: (Constant), PerformanceAppr, CompensationInsen, RightsDsicipline, TrainingDevelopment				

The next statistical output is F-test—the F-test refers to that null hypothesis that is there is no relationship between the independent variables e.g., R-square = 0. However, Table 4.7 indicates F = 6.279 and 269 degree of freedom suggest a significant relationship. It can be assumed that there is a linear relationship among independent and dependent variables.

Table 4.7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1065.442	4	266.361	6.279	.000 ^b
	Residual	11242.058	265	42.423		
	Total	12307.500	269			
a. Dependent Variable: OrganizationalChange						
b. Predictors: (Constant), PerformanceAppr, CompensationInsen, RightsDsicipline, TrainingDevelopment						

The most important output is the regression coefficients that provide details of the impact of each independent variable on the dependent variable. The unstandardized coefficients in Table 4.8 indicate how much organizational change varies with each independent variables rights and discipline of employees, salary and compensation programs, training and development programs, performance appraisal, and dependent variable organizational change. For instance, training and development (unstandardized coefficient = -0.054) suggest that an increase in training and development (with -0.054) leads to a decrease in organizational change by 0.054. The variable of salary and compensation with unstandardized coefficient = 0.324 indicate that increase in salary and compensation by 0.324 will increase organizational change by 0.324. The variable of rights and discipline also has a negative value which indicates a reverse relationship while the performance appraisal with 0.322 will increase the organizational change by 0.322.

Table 4.8: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	32.017	2.715		11.794	.000
TrainingDevelopment	-.054	.154	-.026	-.349	.727
CompensationInsen	.324	.142	.169	2.279	.023
RightsDsicipline	.093	.132	.050	.707	.480
PerformanceAppr	.322	.118	.177	2.722	.007
a. Dependent Variable: OrganizationalChange					

4.3.1 Statistical Significance

The statistical significance is tested using the beta-values, t-values, and significance. Table 4.8 provide the details. The hypotheses are tested one by one using beta-values, t-values, and significance.

H1a: *The first sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of rights and discipline of employees on organizational change at the University of Kirkuk in Iraq.*

The H1a indicate no statistically significant impact of rights and discipline of employees on organizational change. Table 4.8 indicate that standardized beta is 0.05, t-value = 0.707, and significance value 0.480. This suggests that H1a null hypothesis is accepted and rights and discipline of employees have no impact on organizational change.

H1b: *The second sub-hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of salary and compensation programs of employees on organizational change at the University of Kirkuk in Iraq.*

The H1b indicate no statistically significant impact of salary and compensation on organizational change. Table 4.8 indicate that standardized beta is 0.169, t-value = 2.279, and significance value 0.03. This suggests that H1b null hypothesis is rejected because the significance value 0.03 is less than 0.05 with a t-value above the threshold of 1.96.

H1c: *The third sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of training and development programs of employees on organizational change at the University of Kirkuk in Iraq.*

The H1c indicate no statistically significant impact of training and development programs on organizational change. Table 4.8 indicate that standardized beta is -0.026, t-value = -0.349, and significance value 0.727. This suggests that H1a null hypothesis is accepted and training and development programs have no impact on organizational change.

H1d: *The fourth sub hypothesis: There is no statistically significant impact at the level of significance ($\alpha \leq 05.0$) of performance appraisal is significant of employees on organizational change at the University of Kirkuk in Iraq.*

The H1d indicate no statistically significant impact of performance appraisal on organizational change. Table 4.8 indicate that standardized beta is 0.177, t-value = 2.722, and significance value 0.03. This suggests that H1b null hypothesis is rejected because the significance value 0.007 which is less than 0.05 with a t-value above the threshold of 1.96. Therefore, performance appraisal significantly impacts organizational change.

The data analysis and subsequent hypotheses testing bring the study to answer the study research questions one by one. It is to note that the results and finding section have already provided a compressive in-depth discussion. However, it is also important to briefly discuss the research question in the light of statistically results, results, and findings. Therefore, each research question will be discussed separately.

Study Question 1: *What is the level of human resources management function (rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal) in Kirkuk University in Iraq?*

The empirical results of the study have provided mixed insights. The results of the multiple regression models that have to test the rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal suggested that training and development and rights and discipline have a negative and insignificant relationship with organizational change. It is to note that training and development are sufficient to implement and sustain the organizational change if there is an increase in the training and development programs then it will decrease the organizational culture. The finding is interesting as the literature also indicate that sometimes employees do not like to participate in the training programs. It is also insightful in the context of a university where the study sample showed that more than 92% of employees have PhDs. Therefore, it can be derived that highly educated and skilled employees may not prefer to participate in training

programs. Moreover, an organization that already has a highly skilled workforce may not require emphasizing training and development programs to achieve organizational change.

The rights and discipline of employees found no significant relationship with organizational change. The results of this study suggested that there is no significant relationship between rights and discipline with organizational change. The insight is interesting in the context of a University and particularly when more than 92% of the sample size has PhDs. The understanding of the rights and discipline aspects are well-learning and practised. The lack of statistical significance does not mean that employees do not care for rights and discipline but the knowledge and learned employees already aware of fair and ethical treatment and discipline at the workplace. Thus, when an organization has been already practising human resource management functions then they become part of the culture. Therefore, these human resource management functions are the default for organizational change and employees when asked may not feel otherwise.

On the other hand, the constructs of salary and compensation and performance appraisal found highly significant with organizational change in the University of Kirkuk. The finding is logical about the literature—as several motivation theories emphasize the value of salary and compensation. An organization that offers above-average packages has loyal and motivated employees. Therefore, the employees of the University of Kirkuk prefer monetary benefits to adopt the organizational change. It is pertinent to note that the change process is always hard and the finding from the University of Kirkuk suggested that salary and compensation promote organizational change.

The last variable which is the performance appraisal system is vital and impacts the motivation of the employees. Employee performance has always been one of the major constructs for the organization—human resource managers significantly try to achieve the performance. However, the performance appraisal systems have been under critical discussion in the literature and there are several technique and approaches to evaluate the performance of the employees. The results of this study indicated that it is effective to offer a comprehensive analysis of employees' performance. However, the point is that transparent and unbiased performance appraisal leads to higher performing employees. This study also incorporated that performance appraisal is one of the major fact the impact on organizational change.

Study Question 2: *What is the level of organizational change (organizational learning, organizational innovation) in Kirkuk University in Iraq?*

The findings in the hypotheses section and the first study question explanation indicated that organizational change is an interesting construct that depends on several factors. It is interesting to note that if the organization and the employees have already adopted constructs the impact of the organizational change—the significance will be reduced in calculations. For instance, if employees are already training and well equipped with the required skills then the impact of such a variable will be low on the organisation. This study identified the critical human resources practices that impact employee perception and commitment in the context of organizational change. The changing global dynamics, industry patterns, technological advancement, standards, innovations, and changing needs and wants of customers push organizations to adjust. As far as the results of this study are concerned, it is to note that organizational change in the University of Kirkuk mainly depends on the salary and compensation and performance appraisal.

This study also indicates and emphasize that the variables of training and development programs and rights and discipline are not irrelevant or do not exist—but these variables are already part of the practice of the employees and at the maximum level. Thus, further reinforcement of these variables will have a reverse effect on organizational change. Human resource management practices depend on the internal and external environments of the organization and the human resource department should make contingency strategies and establish a sustainable organizational culture. This is relevant and contributes to highlighting the importance of rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal to achieve organizational change.

Study Question 3: *How the Human resource function (rights and discipline of employees, salary and compensation, training and development programs, performance appraisal) influence the organizational change in Kirkuk University in Iraq?*

Statistically, the results are mixed since two independent variables rights and discipline of employees and training and development programs have no significant impact on the organizational change. Second, the two statistically significant independent variables are salary and compensation and performance appraisal. Besides the statistical outputs, it is important to note that several factors facilitate the constructs—thus; it is quite possible that

employees feel that they are fulfilled with the training and development programs at the University of Kirkuk. Similarly, rights and discipline is already the least concern in universities, particularly, in the academic community. Therefore, this study still emphasizes the need for these aspects.

Furthermore, the factors that are salary and compensation and performance are more related to motivation and the motivation theories emphasize the importance of compensation. Similarly, the role of performance appraisal is extremely important in the context of promotions, increments, bonuses, and other kinds of compensations. Therefore, the result of performance appraisal is associated with motivation—therefore, this study found these two variables statistically significant with organizational change.



5 DISCUSSION AND CONCLUSION

This chapter aims to discuss the overall findings of the study got from the secondary and primary analysis. This chapter first provides the overview of the study later the comparison of the results that came from the analysis that has been performed in the SPSS with the previous studies has been presented. Moreover, the limitation of the study along with the recommendation and future research has been presented. At last, the conclusion of the study has also given.

5.1 DISCUSSION

The study was aimed at human resource management functions and their impact on organizational change. The study has statistically tested the main hypothesis followed by the four sub-hypotheses. The explanation of the results, hypotheses testing, and answers to the study questions in the last chapter have comprehensively discussed the theoretical and empirical aspects of this study. However, a discussion section is necessary to see how previous literature explains the results of this study.

The human resource department is indispensable or essential to contribute its part in achieving the affiliation objective. Human resource division is one of the disparaged offices, especially in the enlightening region. To be sure, even the activities given by the workplace are crucial for the thriving of the affiliation. In light of extension in the resistance and appointment of development by the business to achieve the advantage, it is fundamental for the affiliations at present to obtain change the affiliation culture to get the advancement and battle with the resistance. Thus, this change can simply supervise by the human resource office. As it is one of the divisions that give all of the activities, for instance, planning and headway program, pay and pay, rights and request, execution and assessment, etc. These all activities are imperative to set up the delegates to deal with the coming change. Human resource division helps with bringing the particular capacities and data that are required by the specialists to deal with the satisfaction. The school nowadays have started understanding the meaning of human resource office for the educational region as well. As the moreover need to deal with the worldwide contention.

The examination has tested the relationship between human resource management functions and organizational change. The human resource management function construct contains four factors that are training and development programs, compensation/incentives, tights and

discipline, and performance appraisal. The investigation is quantitative-based and surveys have been decided for the assortment of the information. The investigation has contrasted the after-effects of the exploration and the previous work that indicate that human resource management functions have a positive relationship with organizational change. Human resource division is the blend of all HR that is crucial or imperative to contribute its part in achieving the affiliation objective. The human resource department helps to bring the particular capacities and data that are required to determine the needs of the employees.

The representative execution evaluation framework goes about as the foundation of the firm that rouses and holds the workers and reinforces their responsibility with the firm (Fottler & Khatri, 2010). Similarly, if the firm has an improved evaluation framework, workers' responsibility can be reinforced and thusly lessen the turnover expectations and guarantees the firm to accomplish its objectives and key goals (Jackson, Schuler, & Jiang, 2014). The meaning of HR techniques and the need to compensate the workers is emphatically related to the general exhibition of the association. This displays that if the workers see that their presence is valued and are supported with giving different award framework then they can fortify their responsibility with the organization (Shay, 2006). It has been certified by different researchers that if the firm has a horrible showing examination framework then it can prompt representatives work disappointment and lead important workers to leave the firm (Armstrong, 2009; Shay, 2006).

The creator attested the positive connection between every one of these factors and presumes that if the firm has an improved examination framework then their work disposition can be upgraded (Kumar, 2013). Prior literature indicated that there is a positive and solid relationship between representatives' evaluation response, work disposition and association's presentation. Different investigations affirm the ramifications of execution evaluation situation for the political reason which control the representatives' work execution and impact their work disposition (Aguinis, Joo, & Gottfredson, 2011). A presentation evaluation situation is controlled for accomplishing the individual reason and it can prompt lower work fulfilment of different representatives—moreover, it foresees that workers execution, responsibility, and administration quality is adversely affected (Armstrong and Taylor, 2014). In the global setting, representatives view the execution examination framework as one of the questionable factors since certain researchers contend that home country workers are frequently more assessed when contrasted with abroad workers. Further, the second variable

is the training and development program has also accepted based on the sig value and it is also confirmed with the help of the past studies.

The study also suggested that abilities, aptitude, information and the capacity of the representatives to learn new things according to the progressions in the innovation assist the association with embracing the change rapidly and viably. The representatives who have information and the ability according to the advancement in the business climate are the reasons for the upper hand of the association. These workers make the efficiency and the presentation of the firm better. Henceforth, preparing and advancement programs are vital for the association to cause the representative state-of-the-art as to per the innovation. The preparation and improvement programs are fundamental for the association's accomplishment just as for the representative advancement (Chuang, Jackson, & Jiang, 2013). The association should zero in on the preparation and improvement program for their workers. Henceforth, human asset division is the main piece of the association. The training and development programs are important because of the chaining environment—for instance, the rapid changes in the technology and its adoption by organizations employees to have innovative skills to cope with.

This includes completing those exercises that improve the opportunity of meeting human resource exercises of the firm and spur workers to assume the liability for their self-improvement including those abilities that are seen as critical to the firm. The financial return of prepared workers is higher for the organizations. The preparation and advancement of the representatives give unmistakable results like upgraded profitability, improved administrations, and streamlined assets notwithstanding immaterial results such as confidence and fulfilment of labourers (Liao, 2011). Moreover, the organizations should seek after participative cycle to make vocation related objectives for workers and make arrangements for the accomplishment of those objectives (Majumder, 2012; Jackson, Schuler, & Jiang, 2014).

There is a positive connection between preparation and advancement, workers' efficiency, hierarchical movement, and representative maintenance (Chiboiwa, Samuel, & Chipunza, 2010). For instance, if the firm has effective training and development programs then it can diminish the turnover. Further, there is a positive relationship between professional openings, vocation the board, and representative's maintenance in the firm (Bratton & Gold, 2012).

Those organizations that have a higher direction towards the preparation and advancement of the representatives are probably going to encounter lower workers turnover rates because in this way they notice more noteworthy duties. The next variable which is the right and discipline of the employees has also shown the positive relationship between the right and discipline and the human resources activities based on the correlation and multiple regression analysis. Moreover, the past studies also confirmed that the employee falls into the activities provided by the human resource department.

This study suggested that it is very important to maintain the rights and discipline of the employees. The organizations that can manage the rights and discipline of the employee can easily able to introduce new skills and knowledge to the employees. The satisfied employee feels that the organization deal fairly leading to the motivation that in turn willing to adopt the change more quickly. It can help the organization to build the change in the organization and this change make the organization perform better. On the other hand, the last variable is the compensation/incentive has also accepted by the analysis and also confirmed with the past studies.

Literature has tended to the effect of worker pay and remuneration on their turnover goal and maintenance with the firm (Curran & Walsworth, 2014). Worker remuneration incorporates every one of those prizes and pays that is given by the business for the exhibition of the representative (Darwish, 2013). Direct remuneration includes representative pay rates and compensation, rewards and commissions, though, circuitous pay include incidental advantages and non-monetary pay that incorporate medical care benefits, disaster protection, leave strategies, annuity reserves and different advantages like transportation benefits.

The direct advantages are the critical piece of pulling in workers and holding them for the long haul (Armstrong & Taylor, 2014)). The cash can influence conduct and reasonable compensation is the foundation for the suggested assent among representatives and boss (Zuelv, 2003). Thus, the organizations offer pay rates and advantages over the market rate to hold the ability and capable representatives. A thorough remuneration and prizes are offered to workers and help in moulding representatives' conduct, execution, and maintenance of the abilities is probably outcome (Fening & Amaria, 2011). Essentially, circuitous pay like advantages is additionally contributing components to influence representative occupation fulfilment and maintenance.

The ostracised workers will acknowledge low compensations if they are given a lot of advantages like convenience, medical advantages, and representative advantage bundles that improve worker work responsibility (Jiang, Takeuchi, & Lepak, 2013). Organizations that give representative motivator programs regarding remuneration are probably going to encounter low turnover rates when contrasted with those that offer low compensation and pay rather than market rates (Lim & Ling, 2012). Various investigations have set up a sure connection between the representatives work responsibility and cutthroat compensation bundles and result in high worker work fulfilment and low turnover rates. This empowers the remuneration and prize framework one of the pivotal components for forming successful representatives' maintenance framework. The organizations should notice awards as one of the fundamental components that are straightforwardly connected with the employees' response to the firm and can be utilized as a successful instrument for holding representatives.

There are higher chances that employees would achieve the objectives that are set for the employees if they get the rewards or compensation for their performance. This guarantees a reasonable prize framework and builds the representatives' dependability and maintenance level of the workers. The effect of remuneration framework on representatives maintenance and recommended that straightforward award framework is carried out in the firm (Fening & Amaria, 2011). It can reinforce workers' drawn-out responsibility with the firm. In the global setting, representative's fulfilment and pay and may have a direct relationship with one another because it is expressed that workers go abroad looking for cutthroat pay and prize framework.

The representatives are satisfactorily valued based on their presentation and are given a reasonable and simply reward framework, they are probably going to fortify their bond with the firm and act all the more viably for the fulfilment of the hierarchical objectives and destination (Venkatraman & Ramanujam, 2010). It is recommended that abilities, skill, information and the capacity of the representatives to learn new things according to the progressions in the innovation assist the association with embracing the change rapidly and viably (Choudhary & Lamba, 2013). The workers who have information and the aptitude according to the development in the business climate are the reasons for the upper hand of the association. These workers make the efficiency and the presentation of the firm better. Thus, preparing and advancement programs are vital for the association to cause the representative cutting-edge as to per the innovation. The preparation and advancement programs are

fundamental for the objective accomplishment just as for the representative improvement (Chuang, Jackson, & Jiang, 2013).

The training and development program, better compensation, rights and discipline, and performance appraisal substantially improve the profitability, administration, and streamlined assets. Subsequently, numerous studies have suggested that organizations should zero in on participatory exercises that permit workers to build up their vocation objectives and activity focuses for accomplishing these predefined objectives (Majumder, 2012; Jackson, Schuler, & Jiang, 2014). Similarly, the company turnover proportion identified with representatives preparing and advancement will be expanded. Furthermore, literature has tracked down the critical connection between preparing and advancement, representatives' efficiency, authoritative movement, and worker maintenance (Chiboiwa, Samuel, & Chipunza, 2010). For instance, the reformist preparation given by the firm to its representatives could limit the turnover proportion and determine the company's adequacy (Alam, Ahsan, & Abdullah, 2015). Moreover, there is a critical relationship for the vocation openings, profession the executives and representative's maintenance in the firm (Bratton & Gold, 2012).

There is a connection between execution assessment, delegate occupation, satisfaction, and duty with the firm (Kumar, 2013). Literature indicated a positive association between human resource management functions (training and development programs, compensation/incentive, rights and discipline, and performance appraisal); however, this study found that compensation and performance appraisal is statistically significant with organizational change. For instance, the literature indicates it has a positive and strong connection between human resource management functions and organizational change (Aguinis, Joo, & Gottfredson, 2011). Various assessments certify the consequences of execution assessment circumstance for a political explanation, which control the agents' work execution and affect their work.

In the chance of planning and improvement, employment the board is settled as the on-going cooperation to prepare, complete and screen calling plans did by an individual. This incorporates finishing those activities that improve the chance of meeting HR activities and accepting the risk for their personal growth including those capacities that are viewed as basic to the firm. The monetary return of arranged specialists is higher for the associations and if the firm gets them and assess them, they are presumably going to stay in the relationship for

the more drawn out term. This can ensure the overall development of the firm (Abu-Doleh, 2007).

Liao (2011) indicated that arrangement and headway of the agents give obvious outcomes like an updated benefit, improved organizations and smoothed out resources despite irrelevant outcomes—for example, certainty and satisfaction of employees due to the getting of data and capacities.

Literature indicated that it is vital to keep up the rights and control of the workers. If the organization can deal with the rights and control of the employees they can undoubtedly ready to present new abilities and information to the representatives. Compensation/incentive is a motivating force acknowledged by the literature and the results of this study also endorse it. Literature indicated that the impact of specialist pay and compensation on their turnover objective and upkeep with the firm (Curran & Walsworth, 2014). Direct compensation incorporates delegate pay rates and remuneration, rewards and commissions, however, circumlocutory compensation incorporates coincidental benefits and non-financial compensation that join clinical consideration benefits, calamity assurance, leave systems, annuity saves, and various benefits like transportation benefits. The money impact motivation and sensible pay is the establishment for the proposed consent among employees and organization (Zuelv, 2003).

CONCLUSION

To conclude, this study tested a theoretical framework that expounded the sources of organizational change. The study empirically suggested the two functions of human resource management (compensation/incentive and performance appraisal) impact the organizational change while training and development and rights and discipline do not have a significant effect on the dependent variable. The results are in line with the prior literature, however, the width and depth of the literature on human resource management functions and organizational change emerged from diverse contexts delineated a couple of hypotheses. Overall, the multiple regressions indicate the goodness of fit for the model.

The study also empirically tested the impact of human resource management functions (combined construct) and organizational change. It is to note that human resource management functions impact organizational change, however, the model fit was weak. It is

therefore derived that human resource management functions impact the organizational change in the University of Kirkuk.

The study has investigated four factors i.e., rights and discipline of employees, salary and compensation, training and development programs, and performance appraisal to organizational change. The findings are interesting since the rights and discipline of employees and training and development program have no statistically significant impact on organizational change. Literature, however, indicated that these variables impact organizational change. It is to note that changing environment demand human resource professionals to arrange training and development programs to adopt organizational change.

The findings are interesting and pose an opportunity for future studies to study the training and development program construct in relationship with organizational change in the context of universities. This study concludes that training and development is a significant human resource management function and it has vital importance for organizational change. It can be derived that universities and academic have a specialized working environment that does not rapidly affect the internal and external environment and the skills of the academics are improved at the individual level. Therefore, more than 92% of the respondents with PhD degrees do not find training and development a major construct for organisational change.

The variable of rights and discipline of employees also found statistically insignificant with organizational change. This study concludes that it is an extremely important human resource management function, however, it is extremely important in some sectors and industries while in other industry it might not have the same importance. For instance, this study was based on the University of Kirkuk and the respondents were highly educated, knowledgeable, aware of rights, and adaptive to discipline. Therefore, they might felt that rights and discipline are the least important for organizational change.

The variable of compensation/incentive and performance appraisal significantly impacts the organizational change. The importance of these two constructs is similar for all human—for instance, compensation and performance appraisal are equally important for a labourer and a professor. There is an instinct hidden behind these variables and they emerge from the emotions. Therefore, the motivation theorists emphasize the role of compensation on the performance of the employees. Compensation/incentive can mould the behaviour of

employees in any direction. So, compensation can motivate employees to adopt and sustain organizational change.

Similarly, performance appraisal is a paramount construct in human resource management functions. There has been a debate about the performance appraisal systems in the context of transparency and fairness. The results of this study indicated that it is effective to offer a comprehensive analysis of employees' performance. However, the point is that transparent and unbiased performance appraisal leads to higher-performing employees. This study also incorporated that performance appraisal is one of the major factors that impact on organizational change.

Overall, the study concludes that the functions of human resource management that have material aspects impact organizational change. For instance, compensation/incentive and performance appraisal have material aspects for employees, therefore, they have an impact on organizational change. On the other hand, training and development program and rights and discipline do have enough material aspects; therefore, employees indicated that they are not important for organizational change.

5.2 RECOMMENDATIONS

The study has recommendations for theory and practice.

- The context of the study (sector, industry, or country) can have different results for human resource management functions; therefore, future studies must incorporate the effect of this aspect in their research design.
- The needs of employees in the context of human resource management functions must be determined before choosing the study framework.
- The human resource management department can take insights from the findings and focus on the particular factors that impact organizational change.
- The material aspects of the human resource functions are more prone and rapid in impacting, achieving, and sustaining organizational change.

5.3 LIMITATIONS

The study has few limitations.

- The study has only taken employees up to the age of 45.
- The study has only taken a sample from the University of Kirkuk.
- There was no prior identification of the human resource management functions in Unity of Kirkuk.

5.4 FUTURE STUDIES

The study has suggestions for future studies.

- The use of constructs *training and development* and *rights and discipline* should be investigated in a university or a comparative study.
- A comparative study in a university with two different samples (academic and non-academic employees) to explore the human resource management functions and organizational change.
- How do material human resource functions impact differently from the non-material human resource functions on organizational change?

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APPENDIX

FACTOR ANALYSIS AND FACTOR LOADINGS

Construct items	Extraction
Training and development	
The organization provides Extensive training programs for individuals in their jobs	.653
The organization normally sends Employees to the training programs every few years.	.605
The organization provides formal training programs to the newly hired employee to teach the skills at the job.	.667
The organization provides a formal training program to the old employees in order to increase their promotability.	.686
The organization provides on the job training.	.628
Compensation/Incentives	
The organization provides the incentive to motivate the employees to pursue the company objective.	.579
The organization does a fair evaluation process to reward the people who accomplish a company objective.	.602
The Incentive system at your organization motivates employees to reach company goals.	.644
The Incentive system at your organization really recognizes people who contribute the most to the company.	.646
The organization does the fair evaluation process.	.588
Rights and discipline	
Your firm forecasts personnel requirements.	.602
Your firm spends the amount of money on maintaining rights and discipline.	.623
There are a number of people involved in maintaining the Rights and Discipline	.676
There are standard rules and policies in the organization for employee's rights and discipline.	.588
There are strict rules and policies in the context of the rights and discipline of the employees.	.594
The organization frequently does formal appraisals.	.713
Performance appraisal	
The organization frequently does informal appraisals.	.720
The organization uses objective data for appraisals.	.681
The organization uses subjective data for appraisals.	.701
The organization does the fair appraisal process.	.738
Organizational change	
The organization has the ability to increase the quality of providing services.	.449
The organization is able to maintain the consistency of the quality of the services.	.630
The organization is able to adopt the changes in the culture of the university.	.686
The organization is able to match international educational standards.	.581
The organization is able to adopt the technology and innovation.	.637

Organizational learning	
The organization has acquired and shared much new and relevant knowledge that provided competitive advantage.	.666
The organization's members have acquired some critical capacities and skills that provided competitive advantage.	.546
Organizational improvements have been influenced fundamentally by new knowledge entering the organization (knowledge used).	.530
The organization is a learning organization.	.923
Emphasis on creating proprietary technologies.	.908
Organizational innovation	
Organization's emphasis on developing of new skills.	.538
Rate of introduction of new skills and technology among students.	.468
Organization's spending on new technologies of teaching.	.438
Number of new teaching methods and the technologies added by the organization.	.923
Number of new teaching methods and the techniques have been used by the organizations.	.908

TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.776	19.359	19.359	6.776	19.359	19.359	3.207	9.162	9.162
2	3.865	11.043	30.401	3.865	11.043	30.401	3.117	8.905	18.067
3	2.539	7.254	37.656	2.539	7.254	37.656	2.853	8.152	26.219
4	1.890	5.400	43.055	1.890	5.400	43.055	2.470	7.057	33.276
5	1.729	4.941	47.997	1.729	4.941	47.997	2.468	7.050	40.326
6	1.310	3.743	51.740	1.310	3.743	51.740	2.323	6.638	46.964
7	1.227	3.505	55.245	1.227	3.505	55.245	2.288	6.536	53.500
8	1.225	3.500	58.744	1.225	3.500	58.744	1.487	4.248	57.747
9	1.176	3.361	62.105	1.176	3.361	62.105	1.367	3.905	61.653
10	1.029	2.939	65.044	1.029	2.939	65.044	1.187	3.392	65.044
11	.983	2.809	67.854						
12	.937	2.678	70.532						

13	.897	2.562	73.094						
14	.805	2.300	75.395						
15	.718	2.053	77.447						
16	.681	1.945	79.392						
17	.657	1.877	81.269						
18	.620	1.772	83.041						
19	.603	1.722	84.763						
20	.584	1.668	86.431						
21	.528	1.509	87.940						
22	.511	1.459	89.400						
23	.440	1.257	90.657						
24	.433	1.236	91.893						
25	.411	1.176	93.068						
26	.385	1.099	94.167						
27	.362	1.035	95.202						
28	.351	1.002	96.204						
29	.313	.893	97.097						
30	.301	.859	97.957						
31	.276	.788	98.745						
32	.230	.656	99.401						
33	.210	.599	100.000						
34	7.560E-17	2.160E-16	100.000						
35	-4.191E-17	-1.198E-16	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot

