

The Role of the Human Resources Information System in the Practice of Human Resources Management Strategies: A survey of the views of a sample of teaching staff at the faculties of Cihan University-Erbil

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ABSTRACT

The research aims at clarifying the role of the human resources information system (Activities field , Employee field , Employees field totally , Positions field) in the practices of HRM (human resource management strategy) (Recruitment, Performance Evaluation, Training, Compensation and incentives activities). The research problem is in the weakness of HRM strategy because of lack of information. The study was launched from two main assumptions to explore the correlation and influence between the two research variables by analyzing the answers of the research sample, which included 64 teacher in faculties at the University of Cihan-Erbil, and then analyzing the data using the SPSS program and a set of statistical methods, arithmetic mean, the standard deviation, repetition, percentages, correlation coefficient and simple linear regression equation.

The study reached a number of conclusions, the most important of which are: The relationship and impact of the human resources information system in human resource strategy practices. The researcher recommended increasing the interest and investment in the human resources information system for its role in activating and enhancing Human Resources Strategy Practices.

Keywords: Human Resources Information System, HR Strategy Practices.

1. Introduction

With the advancement of computers and internal networks in organizations and the development of information technology based on means of communication, it is easy to design and operate the information system in various activities, including human resources management, Which made the administration in a much better position to make decisions on human resources for the abundance of information and its availability and ease of dealing with memorization, identification and retrieval ,on other

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hand HRM is becoming more and more important for the contemporary enterprises as it plays a vital role in implementing the strategic business objectives of the organization, and in running the daily operations/functions efficiently and effectively to improve the productivity and proficiency (Krishna & Bhaskar, 2011: 49).

On the other hand, private universities in the Kurdistan Region and in order to stay in the global economy in the new millennium, they need to make use of all available resources as a means to achieve their objectives and achieve competitive advantage. This requires careful attention to the best strategic practices of human resource management that strengthen these resources, like the practices of strategies of recruitment, performance check, training and development and

compensation, these strategies enable the human resources to find a number of positive ways through which it can contribute to the effectiveness of the organization by reviewing the set of activities practices and evaluating the results. This study is intended to address the role of HRIS (human resources information system) in the practices of HRM (human resource management) strategy through three axes, The first is devoted to the research methodology, including the problem of research, its importance, objectives, assumptions, the model. The second is devoted to the theoretical side, including two axes, the first is concerned with the human resources information system, the second with the human resource management strategy practices, and the third axis is devoted to the practical side, and the conclusions and proposals.

1.1. The curriculum of the research, contains

1. Research problem

The need to pay attention to the strategic practices of human resources management in organizations increases because they are concerned with the activities of the human resources, which are the most important assets in the organization and on which we can depend as an input to the competitive advantage and to achieve its objectives. By working as a lecturer at the University of Cihan, the lack or weakness of the effectiveness of the strategy of human resources management, such as selection, recruitment, performance check, training and development was noticed because of lack of sufficient information on which the University can depend.

Therefore, the study or the research was done to address the role of human resources information system in the practices of human resources management strategy through the following points:

- 1- What is level of availability of the Human Resources Information System (job information, personnel information, organization-specific information)?
- 2- How much the Cihan University faculties practice human resource strategies (recruitment, performance

check, training and development and compensation)?

3- Is there a significant relationship between HRIS and HRM practices?

4- Is there an impact of HRIS (the Human Resources Information System) on the practices of HRM (human resource management) strategy?

1.2. Research objectives

The research aims to achieve the following objectives:

1 - knowing the level of availability of information system of human resources and the practice of human resources management strategies in the searched faculties.

2 - Showing the relationship and impact which the human resources system has in enhancing the practice of human resources management strategies.

3- Submitting the proposals which ensure the success and activation of the information system of human resources in practicing human resource management strategies in searched university.

1.3 Research importance

The importance of the research is in the importance of the subject it is about. It's related to two variables, the information system of human resources and human resource management strategies, which have become major or important factors in the success of the organizations and on which the organization depends heavily because these resources possess skills and experiences which benefit the organization in getting a competitive feature.

In addition, the human information system provides the management with information on the employees to make the appropriate decisions as well as the place in which the research is implemented, which is the education sector (civil universities) which plays a key role in the progress and development of societies. Research results give a clear picture about the aspects that should be paid attention about and clarify how much the information system of human resources contributes in practicing strategies of the human resources management strategies.

1.4. Research Model

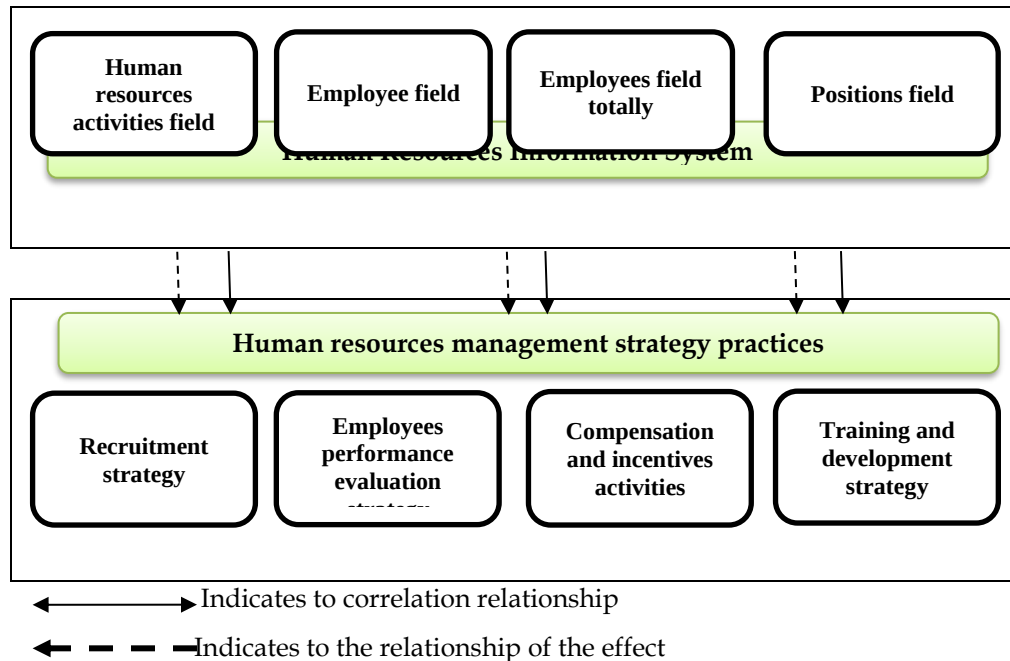


Figure (2) Research Model

Source: prepared by the two researchers

1.5. Research Hypotheses

The following hypotheses:

- 1- There is a relationship between the information system of human resources and the practice of human resources management strategies.
- 2 - There is an impact of the information system of human resources and the practice of human resources management strategies.

2. Theoretical Concepts

2.1. Human Resources Information System

2.1.1. The concept of human resources Information system

The human resources management function of the organization is responsible for planning, attracting and developing job analysis and job descriptions, maintaining the organization's workforce and aimed at raising the organization's productive efficiency by raising their ability to work, good performance and proper behavior. It must make need to be to these management information systems sophisticated snug and nature of root developments taking place in different areas. Systems capable of meeting challenges and obstacles and helping to make sound decisions. (Al-maghrabi, 2002: 75).

The term human resource information system has multiple definitions because of rapid developments in information technology as it is define an integrated data base of pertinent on people and positions that can aid managers in evaluating the present status of the human resource in their organization, formulating objectives for activities relevant to human resource and evaluating

the success of those activities at a future date (cascio: 1981: 158). Also (Laudon & laudon, 2004: 17) defined Human Resources Management Information Systems as "systems designed to deal with human resources management activities from polarization and recruitment, training and performance evaluation, with a view to increasing the efficiency of these activities through the processing of human resources data.

While indicates (Osterman & Staudinger, 2009) (Hendrichson, 2003: 381) it is an Integrated system used for the storage and analysis of human resources information in the organization which consisting of applications equipment, as well as personnel, policies, procedures and data required for human resources management, and (Robert & John, 2010: 3) define HRIS is integrated system providing information used in human resource decision making.

2.1.2. Human Resources Information System platform (suppliers)

These systems include as the following: (Al-maghrabi, 2002: 64).

1. Database it represents the place for retaining basic information about the system, the organization and its personnel and is one of the most important pillars of the regime.
2. Collection and storage of information after collecting and processing information is entered into the database correctly and duplication is avoided.
3. Retrieval of information is the process of retrieving processed information and the safe at the right time to use it in the process of helping to make decisions in

addition to providing it to its users.

4- Human resource information centers is a group of personnel assigned to manage the system from collection to input, processing and retrieval of information.

5-Data quality & integrity it is the process of protecting the information and ensuring its integrity in addition to maintaining the system.

2.1.3. Components human resource information management system

Human resources management information systems are a type of management information system, Where there are marketing and sales information systems, accounting and finance information systems, and information Manufacturing and operations. Some studies have pointed to the importance of the complementarity and interdependence of these systems and the interdependence and integration of human resources activities systems (Silva & Lima, 2018: 117).

Indicate (Al-maghrabi: 2002: 333) the Human Resources Information System (HRIS) is not very different from other MIS, as it consists of the main dimensions of any system, which are inputs, operational processes and outputs with a feedback component. However, HRIS is characterized by multiple activities:

- 1- Inputs are all information concerning individuals and functions available in the organization
- 2- Outputs which are information and reports that achieve the personal goals of individuals and work to achieve their desires and needs in the growth and career development in addition to achieving organizational goals.
- 3- Process Transformations related to the development

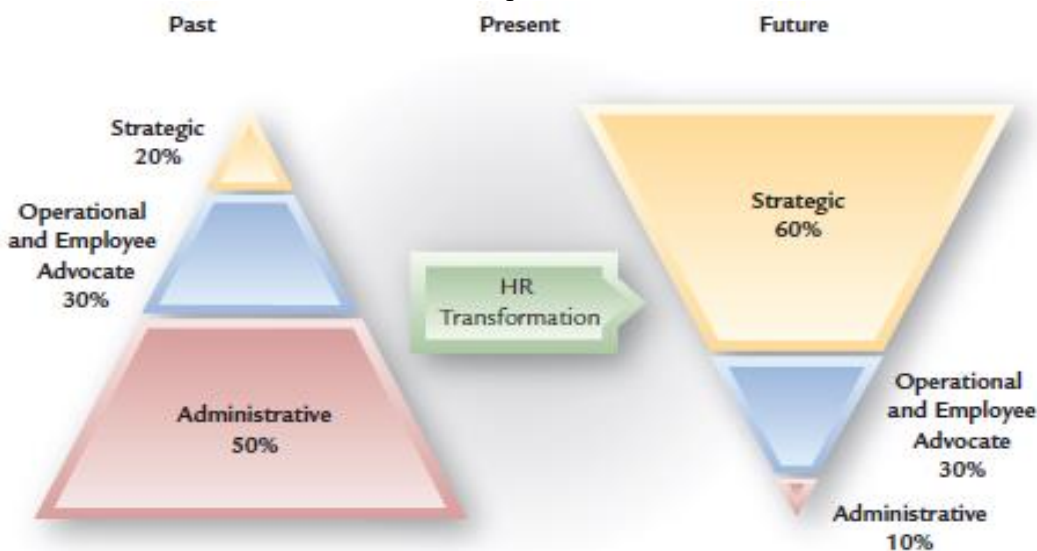


Figure: (1) Changing Roles of HR Management

One of the administration functions which is concerned with what is related to the human element within the organization selecting, training, evaluating, motivating and developing it effectively (Al-Qahtani, 2008: 23).

of a human resources database, which includes personal data and activities that the organization undertakes

4- Reverse feedback is a continuous review of human resource management performance and evaluates the information system in the light of human resources management policies and procedures.

2.2. Human Resource Management strategy practices

2.2.1. The concept of human resources management

The human resources, heads and subordinates of all different categories, levels and specializations, are the real base on which modern organizations are established (Robert & John: 2010: 37). Human resources are the main tool for achieving goals. They are who think and develop and they are who employ other resources. They are who achieve the goals of the organization if there is a convenient environment for a positive performance (O'riordan, 2017: 9).

Nowadays, human resources are the source of the organizations' competitive advantage; they are the new capitalists within the knowledge economy (Al-Qaisi & Rikabi, 2015: 279). From this perspective, the Human Resources Department has been transformed from a specialized function related to employees with a task of giving advices in this field to an executive management which has a large and thorough role throughout the organization by the strategic planning of human resources (O'riordan, 2017: 10). The Human Resources Manager is one of the members who formulate the strategy of Human Resources Management (Al - Taan, 2013: 204) (. The following figure illustrates the changing in the roles of HRM (Robert & John, 2010: 42).

(Ivancevich et al, 1997: 23) defined human resource management as the overall organization function which provides facilities to make use of human resources efficiently and effectively to achieve both organizational goals and individuals' ones. (Al-Hitty,

2003: 31) showed that it is the administration which is responsible for increasing the efficiency of human resources as it includes a range of administrative activities related to investment in human resources. It brings and evaluates employees and prepares training programs to develop and improve performance levels. It enables the organization to build, maintain and develop strategic advantages. Researchers believe that human resources management is that administration which is interested in running the affairs of working individuals through practicing strategies of human resources planning, bringing, selection, appointing and evaluating the performance and compensation systems of human resources to achieve the goals of the organization properly (Al Salem & Saleh, 2002: 43).

2.2.2. The strategic importance of human resources management

The strategic importance of human resources management can be identified as the following: (Radi & Hussein, 2014: 316).

- 1- The presence of specialized expertise in human resources management which is able to attract the best staff to fill vacant positions. Maintaining these elements will increase the productivity of the organization and enhance its competitive position and long-term profits.
- 2- The importance of human resources management is highlighted by its effective role in identifying the strengths and weaknesses of its internal activities, identifying available opportunities and probable threats of the external effective environment elements and responding to them in order to achieve competitive advantages.
- 3- Human resources are the only resource that cannot be imitated by competitors as human resource management is one of the core competences of the organization.
- 4- The strategic management of the human resources increases the Organization's ability to predict its human resources needs in quantity and quality and develop them a manner leads to achieve its strategic objectives. It also leads to increase consistency and correspondence between the human resources plans and operational processes of the organization.
- 5- Human resources are a strategic partner either through making strategies of the organization or through implementing these strategies by practicing various human resources strategies such as, bringing, selecting, training and compensating employees.
- 6- Human resources management is important in modern organizations which maintain their human capital and choose the most effective means in order to make this worker more efficient and skilled in order to properly employ his abilities in order to achieve organizational goals of the organization and serve its interests.

2.2.3. Human resources management strategy practices

The human resources management practices have increased and have been complicated in organizations because of the various environmental changes (Taher & Abdulda'am, 2015: 10). The authors and researchers agree that human resources management includes a range of practices, functions or strategies, but they argue in its division and number. Some of them believe that these practices include a range of main activities and sub-activities and others believe that they are a set of practices that are arranged independently. This is due to the different point views of the researchers about these practices and their number, and also due to the difference in the size of the organizations and the nature of their work, their activities and environmental factors which surround the organization. (Radi & Hussain, 2014: 8)

(Moideenkutty et al, 2011: 247) explained that human resource practices have a strong and direct impact on the development and skills of individuals when they are harmonious and interrelated (Al-Qaisi & Rikabi, 2015: 280). Most writers who search in the human resources management agree that there is a set of strategic practices of the human resources management as the following: (Al Salem & Saleh, 2002: 23).

Recruitment strategy

The recruitment process is one of the most important functions that human resources management in the organization must accomplish efficiently and effectively. On the basis of successful completion, the course of the organization's functional activities (marketing, producing, financial and searching activities) is determined, especially in an organization where human resources management has a clear position in its organizational structures (Al-Hitty, 2003: 121).

The recruitment function includes bringing, selecting and employing (Abdul Rasool & Kazim, 2009: 56). The bringing process aims to attract work applicants to the organization (Taher & Abdulda'am, 2015: 322) and (Zatary, 17: 2013) defined bringing as the process which is concerned with the search for suitable human resources and attracting the qualified candidates for vacant positions. The selecting process represents a system whose inputs are represented by the results of functional analysis, human resources plans, bringing results, its interview processes, selecting, medical examining and fitness, while its outputs are reflected in a selecting decision by which it is determined who of the candidates is going to be employed (Al Ahmar, 2007: 43) and (putzier, 2001: 212) identified the selection as a process which an organization does to select the best candidates for the job, the person who meets the requirements for filling the post more than others according to the testing standards applied by the

organization. (Mondy, 2008: 160) referred that the selection is the process of selecting the right person from a group of candidates for a specific job within the organization. (Haji Hassan 2010: 25-26) indicated that after the selection process and knowing the right persons within the pre-defined criteria and qualifications, the next step is employing process, which includes four main points (issuing the employing decision, initial preparation, following and evaluating the individual during the period of the experiment, making tenure contract and empowering the employee).

Employees performance evaluation strategy

The employee's performance evaluation strategy is one of the most important human resources management processes through which the policies and programs, on which the organization depends, are evaluated. Performance evaluation is the core of performance management systems and is a formal and systematic process for identifying, monitoring, measuring, registering and developing relevant job chances, strengths and weaknesses (Palaiologos, 2011: 826).

Performance evaluation is the process used to determine the performance of their employees in their work and provides inputs for training and development needs as well as it provides inputs to investigate the validity of selection and planning procedures of human resources (Manoharan et al, 2012: 448). (Denisi & Griffin, 2001: 232) identified employees performance evaluation as the formal and special assessment of the individual in order to determine the degree of effectiveness of this individual's performance, while (Maher 2009: 406) emphasized that the performance evaluation is as a system through which the efficiency of the employees in their work is determined, with the condition that the employees must have spent a period of time in their works so that their performance can be assessed through.

Training and development strategy

Human resources training and development, and evaluating its performance with vital interrelated activities. Human resources management can play an active role in achieving the objectives of the organization if it does not understand the nature of the required training based on the identification of training needs according to a scientific method (Al-Ameri & Al-Ghalebi, 2007: 600). The training is one of the means used by the administration to develop the scientific and behavioral abilities of the workers in a manner that paves the way for the growth and prosperity of the

organization and to face changes in the internal and external environment (Robert & John: 2010: 258). Training is defined as the method used to supply new or present users with the skills they need to perform their jobs, while development is defined as an acquisition of knowledge, skills and behaviors that improve the ability of employees to face different kinds of challenges in the present business currently or businesses that have not yet been show (Noe et al, 1994: 59).

Human Resources Compensation Strategy

Compensation management is one of the most difficult challenges in human resources because it involves many elements that have a long-term impact on achieving the organization's goals. The main purpose of compensation is to attract, motivate, and maintain staff (Radi & Hassan, 2014: 320). (Al-Qadi, 2012: 13-14) referred to human resources compensation as it is related to the compensation of the employee with all types of remuneration or the remuneration received by the employee for the employment in a particular job. These compensations include two basic elements: direct financial payments which may take the form of wages, salaries, incentives, and indirect financial payments that take the form of financial benefits such as insurance and paid vacations.

(Akili 2005: 100) affirms that the compensation strategy is what workers achieve in return for their efforts. The strategic human resources options for compensation and wages are: the use of fixed rate and a bit variable benefits.

3. Empirical Section

3.1. Description and diagnosis of study variables

3.1.1. Description and diagnosis of human resources information system variables

Table (1) shows the frequency distributions, percentages, arithmetic, standard deviations, and ratios of paragraphs (X1- X28) related to the views of the academic leaders represented by the deans, the deans' assistants and the heads of the scientific departments in the faculties of Cihan-Erbil University of the sample of the study, which indicates the availability of human resources information system at the University administration, reflected by the calculation of the value of (3.67) indicating a level above the middle, which was confirmed by the respondents' answers. The percentage of agreement reached (67.17%) and the standard deviation of (0.9918). These results confirm the availability of the information system in the University administration and the level above the middle.

Table (1) Descriptive Scales of the human resources information system variable

Frequency distribution, percentages, arithmetic mean values, standard deviation, coefficient of variation, and ratio of agreement of respondents' responses of the human resources information system (n = 64)

First axis	Valid	Human Resource Information Systems		
	Q	Mean	Std. Deviation	Percentage of agreement
Human resources activities field	x1	4.0938	0.86774	81.876
	x2	3.6875	0.90633	73.75
	x3	3.7344	0.89518	74.688
	x4	3.9063	0.81101	78.126
	x5	3.5469	0.99091	70.938
	x6	3.5	0.9759	70
	x7	2.7813	1.16113	55.626
	x8	3.3438	0.97945	66.876
	x9	3.1563	1.1577	63.126
	Total Average	3.5278	0.9717	70.556
Second axis	X10	3.3438	0.85855	66.876
Employee field	X11	3.3125	0.81406	66.25
	X12	3.1719	0.8829	63.438
	X13	3.3281	0.94373	66.562
	X14	3.5313	0.95898	70.626
	X15	3.2969	0.92031	65.938
	X16	2.5625	1.15298	51.25
	X17	2.7031	1.17756	54.062
	X18	2.8906	1.05586	57.812
	Total Average	3.1267	0.9738	62.5348
Third axis	X19	4.0469	0.96658	80.938
Employees field totally	X20	3.7344	1.11615	74.688
	X21	2.9688	1.11225	59.376
	X22	3.2344	0.88627	64.688
	X23	3.2344	1.00384	64.688
	Total Average	3.44378	1.017018	68.8756
Fourth axis	X24	3.6719	0.92676	73.438
Positions field	X25	3.625	0.984	72.5
	X26	3.4063	0.98752	68.126
	X27	3.1719	0.9007	63.438
	X28	2.9531	1.22707	59.062
	Total Average	3.36564	1.00521	67.3128

Source: Prepared by researchers.

3.1.1.2. This variable includes the following dimensions

1. Description and diagnosis of human resources activities field:

The results of table (1) indicate that the frequency distributions, the computational and standard deviations in the responses of the sample in paragraphs (X9-X1) in the field of human resources activities to the availability of this dimension in the sample respondents, the arithmetic mean was (3.52), the standard deviation (0.9717) and the ratio of agreement at the total level of the sample was (70.5%). Indicates the availability of human resources activities at the researched university and at the micro level for each paragraph. The highest value of the expression (X1) was the mean (4.09) and the standard deviation (0.8677) and the ratio of agreement (81.87%). This indicates the existence of self-confidence in the sample studied, and their knowledge to show it in different situations, the lowest level was for the paragraph (7 X) with a mean (2.78), a standard deviation (1.1613), and a percentage of agreement (55.62%) which indicates that the negative feelings of the respondents did not affect their decisions.

2- Description and diagnosis of employee field: The results of Table (7) show the availability of the employee's area in the respondents. The responses of the respondents are shown in paragraphs (X18 - X10). The mean is (3.12) and the standard deviation is (0.9778) and the percentage of agreement is (62.548%). This indicates availability in the field of the employee according to the opinions of the sample of a good percentage. At the micro level of each of the paragraphs of this dimension, the highest value of the expression (X14) with a mean (3.53), a standard deviation (0.95898) and a percentage of agreement (70.62%). This indicates the insistence of the sample to complete any work they begin until to complete it to the fullest. The lowest level was the paragraph (X 16) with a mean (2.56), a standard deviation (1.15298) and an agreement percentage of (51.25%). This confirms that the respondents are ready to seize opportunities and create new ideas.

3- Description and diagnosis of employee field

totally: The results of the Table (7) shows that the frequency distributions, the Arithmetic means and the standard deviations in the respondents of the paragraphs (X19-X23) to the availability of the area of the total number of workers, and the standard deviation (1.017). The percentage of agreement at the total level of the sample was (68.87%). This indicates the availability of information about the total number of

employees among the sample of the study in the faculties studied and at the micro level for each paragraph of this dimension. The higher value of the expression (X19) reached its arithmetic mean (4.046) and its standard deviation was (0.9665). The percentage of agreement was (80.938%). This indicates that the members of the sample enjoy good listening and listening to others and the lowest level was for the paragraph (X21) to Arithmetic mean (2.968), standard deviation (1.1122) and an agreement percentage of (59.37 %). This indicates the importance of supporting and developing the strengths of others by academic leaders.

4- Description and diagnosis of positions field: The results of table (7) of the responses of the sample members in paragraphs (X24-X28) indicate the availability of information in the field of jobs where the mean reached (3.36) , the standard deviation (1.0052) and an agreement percentage reached (67.31%). This indicates availability of job information at the University. At the micro level of each paragraph of this dimension, the highest value of the expression (X24) in the mean (3.625), the standard deviation (0.984) and the percentage of the agreement reached (86.27%). This indicates that the respondents sought the spirit of team and cooperation in (2.9531) and the standard deviation (1.227). The ratio of the agreement reached (59,062). This indicates that academic leaders do not feel jealous of the successes of others.

This confirms the validity of the first main hypothesis, which indicates to the availability of human resources information indicators among academic leaders.

3.1.2. Description and diagnosis of practicing of human resources strategy

Table (2) shows that the frequency distributions, percentages, arithmetic means, standard deviations and percentages of agreement in (Y1-Y16) related to the point of view of the study sample members in the faculties studied by the teachers, indicating the availability of human resources management by the teachers. This is reflected by the general arithmetic mean of (3.713), which indicates a level above the middle, which was confirmed by the responses of the respondents, where the percentage of agreement reached (743.27%) and the standard deviation was (0.8897). These results confirm the availability of strategies for the practice of human resources management in the departments of the faculties researched and above the middle level as follows:

Table (2): Description Scales of the practicing human resources management strategies variable
Frequency distribution, percentages, mean values, standard deviation, variance coefficient, and percentage of agreement to respondents' responses on Human Resources Management (n = 64)

First axis	Valid	Human Resources Management Practices		
	Q	Mean	Std. Deviation	Percentage of agreement
The practice of attraction, selection and recruitment	Y1	3.8438	0.73934	76.876
	Y2	3.7969	0.81998	75.938
	Y3	3.5781	0.9889	71.562
	Y4	3.6094	0.93634	72.188
	Total Average	3.70705	0.87114	74.141
Second axis	Y5	3.9063	0.7064	78.126
activities Practicing the of assessing the performance of working staff	Y6	3.7031	0.79041	74.062
	Y7	3.7031	0.84852	74.062
	Y8	3.7031	0.9374	74.062
	Total Average	3.7539	0.8206825	75.078
Third axis	Y9	3.9063	0.90359	78.126
Training practices of the staff	Y10	3.7813	0.96722	75.626
	Y11	3.8438	0.99553	76.876
	Y12	3.625	0.88192	72.5
	Total Average	3.7891	0.937065	75.782
Fourth axis	Y13	3.8906	0.89296	77.812
Practicing compensations and Incentives activities	Y14	3.5	0.94271	70
	Y15	3.5313	0.94228	70.626
	Y16	3.5	0.94281	70
	Total Average	3.605475	0.930215	72.1095

Source: Prepared by researchers.

3.1.2.1. This variable includes the following dimensions

1. Description and diagnosis of Recruitment: The results in table (2) show that the statistical treatments in the responses of the sample members in (Y1-Y4) in the field of polarization, selection, and recruitment activities indicate that the arithmetic mean of this dimension reached (3.70), the standard deviation of (0.87114) and the percentage of agreement in the answers at the total level was (74.141%). This indicates the availability of information in the field of polarization activities in the university administration above the average. At the micro level, the highest value

was for (Y1) with arithmetic mean (3.81), a standard deviation (0.739348) and the percentage of agreement (76.876 %). This indicates that the teacher is proud in his job and to belong to it. The lowest value was for paragraph (y3), with a mean of (3.5781), a standard deviation of (0.9889) and the percentage of (71.562%). This indicates that the teacher is able to use his talents and skills in his job.

2- Description and diagnosis of performance evaluation: The results of table 2 show that the statistical treatments in the responses of the sample members in paragraphs (Y5-Y8) in the area of performance assessment activities of working personnel

that the arithmetic mean in the responses of the respondents at the macro level was (3.7539), the standard deviation is (0.8206) and the percentage of the agreement reached (75.278%). This indicates the availability of information in the field of assessing the performance of individuals in the University administration according to the answers of the academic leaders. At the micro level, the highest value was paragraph (Y5) with a mean (3.90), standard deviation (0.7064) and a percentage of agreement (78.126%). This indicates that the teacher is interested in the reputation of his job because his confidence in his job is great. The lowest value was for paragraph (Y8) in the mean (3.7031), the standard deviation (0.9378) and the percentage of the agreement (74.062%). This confirms that the teacher is not satisfied to stop at a certain level of success.

3- Description and diagnosis of training: Table (2) shows that the frequency distribution, the arithmetic mean, and the standard deviation in the responses of the sample's members in paragraphs (Y9 - Y12) to exercise the activities of training the working personnel to the availability of this dimension according to the answers of the respondents, where arithmetic mean reached (3.7891), the standard deviation (0.937) and the percentage of the agreement reached at the total level (75.782%). This indicates the availability of training activities for the teaching staff. At the micro level, the most significant value was for paragraph (Y9) with mean (3.9), standard deviation (0.9035) and percentage of agreement (78.126 %). This indicates that the teacher wants to stay in his job and does not think of leaving him except for an emergency, and the lowest value was the share of the paragraph (Y12) with a mean (3.625), a standard deviation (0.88192%) and a percentage of agreement was (72.5%). This indicates that the teacher believes that the promotion and evaluation process may not be fair.

4- Description and diagnosis of compensation and incentives activities:

Table (2) shows that the frequency distribution, the mean and the standard deviation in the responses of the sample in paragraphs (Y16 - Y13), the activity of compensation and incentives to the availability of this dimension according to the answers of the respondents, where the arithmetic mean reached (3.89), the standard deviation (0.93021) and the percentage of agreement at a total level reached (72,109). This indicates that the area of training activities for teaching staff is available. At the micro level, the most important value was for paragraph (Y13) with a mean (3.89), a standard deviation (0.8929) and the percentage of agreement (77,812). This indicates that the teacher wants to stay in his job and does not think leaving him only in an emergency. The lowest value was for the paragraph

(Y14) with arithmetic mean (3.5), a standard deviation (0.14271) and the percentage of agreement (70%). This indicates that the teacher believes that the process of promotion and evaluation may not be on a fair basis and this proves the validity of the second main hypothesis which states: Availability Indicators of human resources management practices among teachers.

3.2. Testing research hypothesis

3.2.1. Analysis of correlation between the variables of the research

3.2.1.1. The relationship between the information system, human resources and the practice of human resources management in general

The content of this relationship is represented by measuring and testing the correlation between the main variables included in the third main hypothesis, which states (that there is a significant relationship with statistical significance at level (0.05) between the human resources information system and the practice of human resources management). For this purpose, the researcher used a simple correlation coefficient (Person Correlation) to measure the strength of the relationship between the variables of the study. Table (3) shows the results of the statistical analysis of the relationship between the human resources information system and the human resource management practice. The total correlation coefficient (0.969) at the level (0.05) and thus accept the third main hypothesis and the value of the correlation indicates that the independent variable has a positive sign on the variable adopted. This means increasing the availability of information system human resources at the University administration affects the increase in the practice of human resources management at the faculties of the University of Cihan - Erbil.

Table (3) The correlation coefficient between the human resource information system and the practice of human resources management in general.

Correlations			
		S	M
S	Pearson	1	.969**
	Correlation		
	Sig. (2-tailed)		
N		64	64
M	Pearson	.969**	1
	Correlation		
	Sig. (2-tailed)		
N		64	64

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Preparation of researchers in the light of the results of the electronic calculator.

3.2.2. Analysis of the influence between the variables of the research

To complement the methodological treatments of study hypothesis. This study deals with the analysis of the effects of the variables of the study, which is provided in the fourth main hypothesis, where this effect was tested using the Statistical Model Simple Linear Regression:

3.2.2.1. Simple Linear Regression Model: The content of this effect represents a test for the fourth main hypothesis, which states: There is a significant positive statistical effect of human resources information system on the practice of human resource management, in general. The results of the simple linear regression model in table (4) show the effect of the human resources information system on human resources

management practice is supported by the calculated value of (F), which is a significant value at level (0.05). The human resources information system accounted for (96.9%) of the variation in human resource management practice. This shows by coefficient Selection (R^2). The remaining (3.1%) is due to other variables outside the study. The value of (B) which is (0.779) indicates that the change in the Human Resources information system in one unit will lead to a change in human resources management practice by (0.779) The value of (T) calculated (7.89) is a significant value at the level (0.05) and thus accept the fourth main hypothesis, which states that there is a significant statistical significance of the human resources information system on the practice of human resources management.

Table (4) The simple linear regression model

Table 4) The simple linear regression model						
Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.969 ^a	0.939	0.938	0.21125		
a. Predictors: (Constant), s						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.403	1	42.403	950.175	.000 ^b
	Residual	2.767	62	0.045		
	Total	45.17	63			
a. Dependent Variable: m						
b. Predictors: (Constant), s						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.779	0.099		7.89	0
	s	0.872	0.028	0.969	30.825	0

Source: Preparation of researchers in the light of the results of the electronic calculator.

4. Conclusions and Proposals

4.1. Conclusions

The results of the description and diagnosis of variables indicate the availability of the human resources information system among employees in the faculties of Cihan-Erbil University and in the level of the middle. This indicates that the university administration has a human resources information system.

1- The results of the description that there are strategic

practices for human resources in the departments of the faculties of the University of Cihan and the level above the middle, which means the existence of the practice of polarization, selection and appointment, and practice of evaluation activities of the performance of personnel working, training activities of personnel, the practice of compensation activities and incentives for teachers.

2- The results of the study showed that there is a difference in the levels of dimensions of the human

resources information system.

3- The results of the study showed a positive correlation between the human resources information system and the practice of human resource management strategy. This indicates increasing the practice of teaching human resources management by increasing the existence of human resources information system.

The results of the simple linear regression analysis showed that there is a significant impact of the human resources information system in the practice of human resources management strategies.

4.2. Proposals

1- The need to increase the levels and dimensions of the human resources information system (areas of human resources activities, staff area, the area of total workers, area of employment) in the university administration in a higher degree and to enhance current levels in order to achieve the desired benefits.

2- The relationship between the human resources information system and the exercise and strengthening of human resource management, particularly at the human resource information system dimensions, should be invested in the practice of human resources management.

3- Activating the effect of human resources information system in the practice of human management and increase, by focusing on the new dimensions of the human resources information system and enhance the current dimensions.

4- Urging academic leaders to maintain the levels of human resource management practice available to teachers and seek to increase their levels.

5- Urging academic leaders to develop their capabilities of the human resources information system and maintain continuous improvement through their participation in the programs of emotional and social training and to improve the level of interest in other training programs related to technical and academic aspects.

6- Academic leaders should evaluate the reality of the human resources information system in relation to the teachers in order to identify the reality of their levels and determine the mechanism for the results that appear, and the use of the (VPRi) scale for this purpose through the use of an evaluation form.

7- Ensure that human resources information system programs should include role play, group discussions and simulations that will develop the information system and inform participants of their emotional responses and the skills necessary to deal with inappropriate behaviors.

8- The university should seek the training centers of the human resources information system and the international management consultation on the

following website: www.elconsortium.org and www.eql.org, where these sites have programs designed to diagnose individuals or employees and leaders about the practice of emotional intelligence in the working area.

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