



Article

The Effect of Human Resource Management Practices on Service Quality: A Field Study

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Abstract: This research seeks to explore how Human Resource Management (HRM) practices influence the service quality delivered by the Engineering Department to various departments within the General Secretariat of the Council of Ministers. The research sample consisted of employees from the General Secretariat's departments who bear responsibility and decision-making roles, totaling (93) employees with positions including (Section Managers, Office Managers, and Division Heads). Following the distribution of questionnaires, (93) valid responses were retrieved for analysis. The independent variable, HRM practices, was measured through four sub-dimensions: (Recruitment, Training, Motivation, and Evaluation), while the dependent variable, Service Quality, was assessed across five dimensions: (Tangibility, Reliability, Response, Empathy, and Safety). In order to fulfill the aims of the study, a descriptive and analytical approach was utilized by the researcher using (SPSS v.26). The findings indicate a significant effect of HRM practices on the quality of services provided. Among the primary suggestions proposed arising from the study is the emphasis on continuous training and development to keep pace with the quality requirements of services delivered by the Engineering Department to the General Secretariat's departments of the Council of Ministers.

Keywords: Human Resource Management Practices, Service Quality, Training.

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1. Introduction

There has been a growing interest in the concept of Human Resource Management practices, as organizations increasingly adopt these practices due to their importance as one of the most strategic assets contributing to the achievement of organizational goals, whether in the public or private sector. HRM represents an integrated system aimed at recruiting, training, and motivating human capabilities within organizations, thereby helping to achieve high levels of efficiency and productivity. Consequently, it has become essential for organizations to adopt advanced administrative HRM practices to enhance the standard of services delivered by them [1].

The topic of service quality has been receiving increasing attention across organizations due to its critical role in developing and improving the services provided, as well as assisting organizations in addressing various challenges [2]. Quality has become the fundamental pillar of competition among organizations at both local and international levels. Consequently, there has been heightened focus on service quality to enhance organizations' ability to meet the needs of beneficiaries and satisfy their desires and expectations [3], [4].

Senior management within the Engineering Department has shown particular concern for the quality of services delivered to the General Secretariat's departments of the Council of Ministers. The researcher's interest in service quality stems from the overall importance of the subject, emphasizing that organizations should at least provide services that meet the expectations of other departments [5].

In this research context, Exploring the influence of Human Resource Management practices on service quality has become increasingly significant, as the quality of services is a key criterion for organizational success in fulfilling the needs of their beneficiaries. The Engineering Department, being the unit responsible for providing services to other departments within the General Secretariat of the Council of Ministers, represents an important model for examining this relationship.

In spite of the increasing importance of HRM practices and their influence on service quality, many government organizations in Iraq face difficulties in effectively implementing these practices due to limited resources and a lack of training and development opportunities for human capabilities. Consequently, the objective of this study is to analyze the various dimensions of HRM practices within the Engineering Department and examine their effect on the standard of services delivered to the General Secretariat's departments of the Council of Ministers [6], [7], [8].

Theoretical Framework

1. Concept of Human Resource Management Practices

There is a wide range of practices that Human Resource Management must implement, including job design and analysis, human resource planning, recruitment and selection, training and development, performance appraisal, compensation and reward programs, and fostering a dynamic and supportive work environment. By the effective integration of these practices, an organization can achieve optimal performance [9].

Human Resource Management (HRM) practices are defined as a set of HR functions that should align by means of the strategic objectives of the organization in order to achieve competitive advantages.

Human Resource Management practices define as "a set of independent and comprehensive procedures for managing human resources within an organization, which are implemented in alignment with the overall objectives of the organization".

It is evident that the practical implementation of Human Resource Management (HRM) practices significantly influences an organization's ability to achieve the expected performance and competitiveness by ensuring the desired performance of its employees [10]. Therefore, any organization aiming for excellent performance and sustainable competitiveness should conduct a systematic comparison between its actual performance and competitiveness and those of the best-performing organizations within a specific sector or region, in order to adopt the most suitable best practices in HRM [11], [12].

A. Dimensions of human resource management practices

1. **Employment:** The recruitment process represents the natural extension of human resource attraction. After identifying the organization's sources and needs for employees, a selection process must be conducted to differentiate among the candidates applying for the available positions, aiming to achieve alignment between the requirements and demands of various jobs and the qualifications of the applicants [13]. Accordingly, individuals possessing the necessary and appropriate qualifications and skills are employed to fill specific roles within the organization.
2. **Training:** Training is one of the most important human resource strategies within a company and plays a vital role in helping the organization achieve its objectives. It is an organized process involving situations, information, and skills designed to improve performance in specific contexts [14]. Therefore, training is the second step following recruitment and should include both new and existing employees. However, effective recruitment alone does not guarantee that new employees will perform their duties as required. Consequently, companies must redesign and implement appropriate training programs for these employees to ensure they can effectively carry out their assigned tasks and contribute to the achievement of the company's goals [15].

Grossman and Salas explained that when employees are trained on their specific tasks and roles, they are able to perform better and remain attentive even in the absence of supervision after training. Additionally, performance efficiency increases following the training process.

3. **Motivation:** One of the greatest challenges facing organizations, especially Human Resource Management. One of the key goals is to create and sustain a motivated workforce to improve job performance. Motivation refers to the internal drive that pushes individuals to act or perform tasks. Many scholars agree that motivation is a psychological process that triggers, guides, intensifies, and sustains behavior. As a dynamic process that stimulates, activates, directs, and maintains behavior and performance, motivation is influenced by a range of factors. It involves both internal and external forces that initiate work-related actions, shape their form, direction, intensity, and duration, and ultimately determine the level of an employee's job performance [16].
4. **Evaluation:** In the literature related to this topic, evaluation is defined in various ways. Some authors treat it as a component of performance management, often relying on annual appraisals. Others define it as a continuous process of identifying, measuring, and developing the performance of individuals and teams, aligning their performance with the organization's goals throughout the year. Nevertheless, evaluation is understood as a system through which the organization provides feedback to employees regarding their performance, which is essential for improving individual performance.

2. Service Quality

Service quality is a complex topic, and measuring it is challenging due to its reliance on many intangible factors that often lie beyond the complete administrative control of service organizations. Therefore, it depends largely on customers' personal evaluations, impressions, and perceptions. Over the past decades, service quality has become a primary focus for managers, researchers, and practitioners because of its strong impact on business performance, cost reduction, customer loyalty and satisfaction, and profitability. Additionally, advancements in information technology have enabled organizations to provide higher-value services through electronic networks and information systems that link the organization with customers and all parties involved in service delivery. All these developments contribute to strengthening the organization's position in the market, maintaining its market share, and facilitating expansion. Organizations may need to prepare and adapt their quality standards to survive and compete effectively. Quality is considered the main tool for building competitive priorities, as it not only affects product quality but also influences time, cost, innovation, flexibility, and speed. According to, service quality essentially acts as a driver of the financial performance of organizations, where customer satisfaction and loyalty are key factors in generating revenue and profits.

A. Dimensions of Service Quality

1. **Tangibility:** This dimension refers to the physical appearance of facilities, employees, equipment, technology level, building design, and other tangible elements, as well as communication materials and items used in delivering the service to the customer. Tangibility can be defined by the quality of the furniture available within the organization and the provision of an appropriate workspace for employees, enabling them to deliver suitable and high-quality service to customers in a timely manner.
2. **Reliability:** is among the five dimensions that have consistently been proven to be key determinants of customers' perceptions of service quality, which refers to the capability to perform and deliver services in a reliable and accurate manner. This means that the organization fulfills its promises, especially those related to the outcomes of the service and its essential characteristics. All institutions must be aware of customers' expectations and needs regarding reliability. Reliability represents the extent to which the service provider can complete and execute the promised service accurately and properly, particularly in terms of adherence to scheduled times.
3. **Response:** This dimension refers to the initiative in assisting customers and responding promptly to their inquiries, as well as being sensitive to customers' desires and needs. It

involves the speed and accuracy in service delivery, and the ability to effectively handle all customer requirements, listen to and respond to their complaints, and work on providing solutions quickly and efficiently. This convinces customers that they are respected and valued by the organization they interact with. It also reflects the willingness to help customers and deliver services promptly.

4. **Empathy:** This dimension implies that the service provider should demonstrate a high degree of respect and exhibit friendly treatment towards customers. Empathy refers to the respect, friendliness, and warmth between customers and the service provider. It also denotes the extent of respect, care, and appreciation that employees show towards customers. Empathy is defined as the degree of personal attention and care given to the service recipients.
5. **Safety:** This dimension primarily reflects the absence of risk, doubt, or danger in transactions within service organizations. It encompasses financial and physical security, as well as the protection of customers' privacy. It also involves the employees' knowledge, capabilities, and competencies that make customers feel safe and confident when dealing with the service organization. The assurance dimension represents the attributes possessed by employees in terms of ability and knowledge to deliver the service effectively.

2. Materials and Methods

Description of the Research Population and Sample

The research targeted a sample of opinions from employees of the General Secretariat of the Council of Ministers holding the positions of (Department Manager, Office Manager, and Section Head). The General Secretariat of the Council of Ministers is considered the cornerstone in supporting the Council of Ministers and monitoring the implementation of its decisions, in addition to coordinating with governmental institutions, ministries, and governorates to achieve governmental institutional integration. Furthermore, the Engineering Department is an essential part of the organizational structure of the General Secretariat, contributing to the provision of services and products to the various departments of the General Secretariat of the Council of Ministers.

The demographic data were analyzed based on the information included in the questionnaire. The participants were classified according to gender, age, years of service, academic qualification, job position, and area of specialization. Table 1 shows the characteristics of the research sample members.

Table 1. The characteristics of the research sample members

No.	Variable &Level		Frequencies	Percentage	
1	Gender	Male	70	75.3%	
		Female	23	24.7%	
	Total		93	100%	
	2	Age (Years old)	20-30	1	%1.1
			31-40	15	%16.1
41-50			52	%55.9	
51-60			21	%22.6	
60 years and older			4	%4.3	
Total		93	100%		
3	Number of years of service	1-5 years old	2	%2.2	
		6-10 years old	2	%2.2	
		11-15 years old	12	%12.9	
		16-20 years old	54	%58	
		21 years and older	23	%24.7	
		Total		93	100%

4	Academic achievement	Bachelor's	57	61.3%
		Higher Diploma	9	9.7%
		Master's	20	21.5%
		PhD	7	7.5%
		Total	93	100%
5	Job position	Office Manager	3	%3.2
		Head of Department	25	%26.9
		Division Head	65	%69.9
		Total	93	100%
6	Specialization	Administrative	55	%59.1
		Legal	18	%19.4
		Engineering	12	%12.9
		Other specialization	8	%8.6
		Total	93	100%

The following is a brief description of the research sample members:

1. Distribution of research community members according to gender: The questionnaire results showed that male respondents were more numerous than females, constituting (75.3%) of the sample, and the remaining females constituted (24.7%). This indicates that the research sample departments rely more on males in their daily tasks, duties and work.
2. Distribution of the research sample members by age: The questionnaire results showed that the majority of the research sample included in the questionnaire were in the age group (41-50 years) with a percentage of (55.9%), followed by the group (51-60 years) with a percentage of (22.6%), then followed by the group (31-40 years) with a percentage of (16.1%), then followed by the group (60 years and over) with a ratio of (4.30%), and finally the age group (20-30 years) with a percentage of (1.1%), as the results show that the research sample departments depend on elements of older ages with experience, skill and knowledge in their field of specialization, which helps in making decisions and answering in a more mature manner, due to experience and long years of service, and this gives strength to the research in terms of taking the opinions of most age groups.
3. Distribution of the research sample members according to the number of years of service: The majority of the research sample included in the questionnaire, at a rate of (58%), had years of service (16-20 years), followed by years of service (21 years and above) at a rate of (24.7%), then years of service (11-15 years) at a rate of (12.9%), and finally, the number of years of service (1-5 years) and (6-10 years) achieved an equal rate of (2.2%). The researcher believes that years of service have a prominent role in presenting constructive ideas from their long experience, which shows that the researched sample is characterized by intellectual maturity, and this gives strength to the research, especially in the sample's answers to the questionnaire paragraphs, in terms of understanding and comprehension.
4. Distribution of the research sample members according to academic achievement: Bachelor's degree holders had the highest percentage, amounting

to (61.3%), followed by Master's degree holders, amounting to (21.5%), followed by Higher Diploma holders, amounting to (9.7%), and finally PhD holders, amounting to (7.5%). We see that the sample members have the ability to make appropriate decisions based on their level of education and academic qualifications, as they have the ability to understand and comprehend the questionnaire paragraphs and have sufficient scientific ability to answer the questionnaire questions, which makes the answers more accurate and objective, and this in turn reflects positively on the final results of the study.

5. Distribution of the research sample members according to job position: The results of the research sample's answer were (division head) with the highest percentage, reaching (69.9%), followed by (department head) with a percentage of (26.9%), and finally (office manager) with a percentage of (3.2%).
6. Distribution of the research sample members according to specialization: The highest percentage was for those with an administrative specialization of (59.1%), followed by a legal specialization of (19.4%), then an engineering specialization of (12.9%), and finally another specialization of (8.6%). We see that the sample members have diverse and important specializations and are able to answer the questionnaire more accurately.

3. Results and Discussion

The Default Research Model

The research model can be formulated to clarify the variables, as shown in Figure 1.

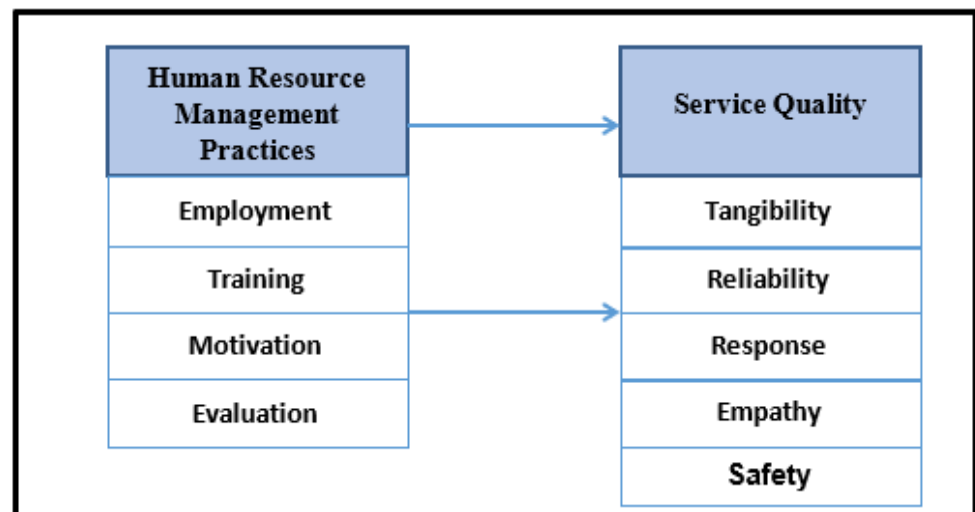


Figure 1. The Hypothetical Model of the Study

Normality Test for the Data

shows Table 2 the results of the normality test for the two variables (Human Resource Management Practices, Service Quality) using the Komogorov-Smirnov test, which is well-known in this field. The test was conducted for each of the research variables, which are included in the hypothesis testing models as independent and dependent variables. It was found that the significance level for both research variables was greater than the 0.05 threshold, indicating that the research variables follow a normal distribution. Therefore, they were used in the analysis and testing.

Table 2. Results of the Normality Test for the Research Variables

Variables	Kolmogorov-Smirnov ^a		
	Statistic	df	Sig.
Human Resource Management Practices	.187	93	.200*
Service Quality	.074	93	.200*

Alpha Cronbach's Test

Alpha Cronbach's is used to calculate the reliability coefficients for survey tools that employ response sets such as the Likert scale, whether three-point, five-point, or seven-point. Alpha Cronbach's estimates the reliability of the tool's (questionnaire) responses. The value of Alpha Cronbach's ranges from zero to one, with acceptable values above 0.60 being considered good. Table 3 illustrates the reliability test for the research variables and their dimensions. The results showed consistency among the components of the scale at the level of both the variables and the dimensions, as all values surpassed the minimum acceptable limit of 0.60. The scale's coefficient value was 0.922, which is greater than 0.60, indicating that the scale has high reliability.

Table 3. Results of the Alpha Cronbach's Test

Variables	Dimensions	Alpha Cronbach's coefficient dimensions	Alpha Cronbach's coefficient variables	Alpha Cronbach's coefficient for the scale
Human Resource Management Practices	Employment	0.776	0.858	0.922
	Training	0.720		
	Motivation	0.778		
	Evaluation	0.804		
	Tangibility	0.742		
Service Quality	Reliability	0.872	0.952	
	Response	0.879		
	Empathy	0.779		
	Safety	0.895		

Analysis and Discussion of the Research Results

Table 4 presents the statistical display of the applied research results, along with their analysis and interpretation, focusing on the two study variables. The first section presents the independent variable (Human Resource Management Practices) with its four dimensions, while the second section addresses the dependent variable (Service Quality) with its five dimensions. Each section includes the presentation of the (arithmetic means for the relevant questionnaire items, along with their standard deviations, coefficient of variation, relative importance, and response levels). The response levels were determined based on the arithmetic means by categorizing them accordingly. Since the research questionnaire relies on the five-point Likert scale (Strongly Agree - Strongly Disagree), five categories were created: (Very Low 1.00-1.79), (Low 1.80-2.59), (Medium 2.60-3.39), (High 3.40-4.19), and (Very High 4.20-5). This was done by dividing the range between the highest and lowest values of the scale into five categories and adding the result of the division (0.80) to the minimum scale value, progressing upward across the remaining scale values.

Table 4. Results of the Alpha Cronbach's Test

relative importance	Response Level	Coefficient of Standard Deviation	Arithmetic Mean	Questions	No.	Dimension	Variable
2	High	0.11	4.11	The management attracts individuals with sufficient skills and experience for important administrative positions	1	Employment	Human Resource Management Practices
3	High	0.08	3.98	The management has formal recruitment procedures in place	2		
1	Very High	0.17	4.30	The management relies on job analysis as a scientific method for employee selection	3		
4	High	0.21	3.81	The management uses a written job description (specifying qualifications and duties)	4		
5	High	0.22	3.65	Senior management makes the hiring decision	5		
4	High	0.16	3.97	Dimension		Training	
1	Very High	0.12	4.67	The management is concerned with involving employees in training courses to develop and enhance their skills and knowledge	6		
3	Very High	0.16	4.37	The management has a training plan that aligns with the organization's strategic plan	7		
5	Very High	0.12	4.30	The management relies on external specialized centers for the training process	8		
2	Very High	0.15	4.53	The management allocates a special annual budget for training	9		
4	Very High	0.15	4.35	Senior management determines the training needs based on scientific principles	10		

Motivation		Dimension	4.44	0.63	0.14	Very High	1
	11	The management provides employees with incentives and rewards based on objective criteria	4.73	0.57	0.12	Very High	1
	12	The incentive and reward system in the management is continuously developed	4.44	0.63	0.14	Very High	2
	13	Granting incentives and rewards to employees is linked to their job performance levels	3.77	0.80	0.21	High	4
	14	The management is concerned with providing employees with moral incentives	3.87	1.05	0.27	High	3
	15	The management offers appropriate social and health insurance to employees	3.59	0.68	0.19	High	5
		Dimension	4.08	0.75	0.18	High	3
	16	The management relies on performance evaluation reports to make decisions related to employee matters (rewards or penalties)	4.77	0.69	0.15	Very High	1
	17	A specific evaluation model is available for each department	4.31	0.68	0.16	High	2
	18	Performance is evaluated by the direct supervisor	4.23	0.80	0.19	High	3
Evaluation	19	The management ensures that employees are informed of the evaluation results	4.05	0.54	0.13	High	4
	20	The management provides the opportunity for employees to discuss the evaluation results	3.34	1.10	0.33	Medium	5
		Dimension	4.14	0.76	0.18	High	2

Service Quality	Tangibility	21	The engineering department has modern and advanced equipment	2.77	0.84	0.30	Medium	3
		22	Employees in the engineering department wear appropriate attire while providing service	2.87	1.05	0.37	Medium	5
		23	The engineering department has sufficient equipment to accomplish the work	3.25	0.94	0.29	Medium	2
		24	The ease of communication and contact with the engineering department	4.14	0.92	0.22	High	1
		25	The engineering department has electronic systems for submitting maintenance requests	2.95	1.01	0.34	Medium	4
	Reliability	Dimension		3.20	0.95	0.30	Medium	5
		26	The engineering department is committed to delivering service on time	3.16	1.00	0.32	Medium	5
		27	The services provided by the engineering department meet the needs and expectations of other departments	3.88	0.81	0.21	High	1
		28	The engineering department provides high-quality services	3.16	0.99	0.31	Medium	4
		29	The engineering department strives to provide services correctly the first time	3.56	0.80	0.22	High	2
30	The engineering department provides error-free services while performing work	3.49	0.91	0.26	High	3		
Dimension		3.45	0.90	0.26	High	4		

Response	31	The engineering department responds promptly to the needs and requests of other departments	3.90	0.87	0.22	High	2
	32	The engineering department provides immediate responses to inquiries and complaints from other departments	3.42	0.85	0.25	High	4
	33	The engineering department provides accurate appointment times to other departments	3.51	0.84	0.24	High	3
	34	Employees in the engineering department are always ready to provide services and products to other departments	3.15	0.85	0.27	Medium	5
	35	The ease of communication with the engineering department when a particular service is needed	3.76	0.75	0.20	High	1
		Dimension	3.55	0.83	0.23	High	3
Empathy	36	Employees in the engineering department are courteous when providing service	4.09	0.86	0.21	High	2
	37	Employees in the engineering department are concerned with offering technical and engineering advice to other departments while completing work	3.85	0.84	0.22	High	4
	38	Employees in the engineering department understand the needs and requirements of other departments	3.57	0.80	0.22	High	5
	39	Senior management in the engineering	3.81	0.82	0.22	High	3

Safety	40	department places the interests of other departments as a priority The engineering department has appropriate working hours to provide services and products to other departments	3.75	0.78	0.20	High	1
	Dimension		3.81	0.82	0.21	High	1
	41	The departments in the General Secretariat of the Council of Ministers feel secure when dealing with the engineering department	3.84	0.77	0.20	High	3
	42	Employees in the engineering department have credibility in providing services and products to other departments	3.89	0.75	0.19	High	2
	43	The engineering department strives to achieve the satisfaction of other departments	3.73	0.72	0.19	High	1
	44	The behavior of the employees in the engineering department instills trust in the requesting departments	3.59	0.83	0.23	High	5
	45	Employees in the engineering department have the necessary skills and experience to accomplish the tasks assigned to them	3.76	0.85	0.23	High	4
	Dimension		3.76	0.78	0.21	High	2

From the above table, we conclude the following:

1. Independent Variable (Human Resource Management Practices):

This variable was measured by four dimensions, each with five questions. The Training dimension ranked first among the dimensions of this variable, with an arithmetic mean of

(4.44), a standard deviation of (0.63), a coefficient of variation of (0.41), and a response level of (Very High). This indicates a high level of agreement and consistency in the opinions of the research sample.

On the other hand, the Employment dimension ranked fourth and last among the dimensions of this variable, with an arithmetic mean of (3.97), a standard deviation of (0.62), a coefficient of variation of (0.61), and a response level of (High). This suggests that while employment practices are still regarded highly, they are not as prioritized or consistent in comparison to other human resource management practices.

2. Dependent Variable (Service Quality):

This variable was measured by five dimensions, each with five questions. The Empathy dimension ranked first among the dimensions of this variable, with an arithmetic mean of (3.81), a standard deviation of (0.82), a coefficient of variation of (0.21), and a response level of (High). This indicates that empathy, or the human aspect of service quality, is highly valued and reflects a significant agreement and consistency in the opinions of the research sample.

Conversely, the Tangibility dimension ranked fifth and last among the dimensions of this variable, with an arithmetic mean of (3.20), a standard deviation of (0.95), a coefficient of variation of (0.30), and a response level of (Medium). This suggests that tangible aspects of service quality (e.g., physical equipment, appearance) are less important or have lower satisfaction levels compared to other dimensions such as empathy, pointing to areas that may require improvement.

Hypothesis testing

1. Testing the First Main Hypothesis: The Table 5 shows the results of the effect test confirm the validity of the first main hypothesis, which states that: "Human Resource Management Practices have a statistically significant impact on the quality of services provided". The calculated F-value was (19.98), which is higher than the tabulated F-value of (3.10) at a significance level of (0.05), indicating a statistically significant effect of the independent variable (Human Resource Management Practices) on the dependent variable (Quality of Services Provided). The coefficient of determination (R^2) was 0.418, meaning that Human Resource Management Practices explain 41.8% of the variance in the quality of services provided — a statistically acceptable percentage that reflects a strong explanatory relationship between the two variables. Moreover, the regression coefficient ($\beta = 0.69$) showed a relatively high value, indicating a direct and positive effect of Human Resource Management Practices on service quality. This conclusion is further supported by the statistical significance level (Sig = 0.000), which is less than 0.05, confirming that the observed effect is real and not due to random chance. Therefore, this result supports the proposed theoretical model, and the first main hypothesis is accepted at the overall level.

Table 5. Results of Testing the First Main Hypothesis

Independent Variable	Dependent Variable: Quality of Services Provided						
	Constant a	β	T	Sig.	R^2	F	Sig.
Human Resource Management Practices	0.71	0.69	11.31	.000	0.41	19.98	.000

2. Testing the Second Main Hypothesis: As shown in Table 6, the results of the effect test confirm the validity of the second main hypothesis, which states that: "The dimensions of Human Resource Management Practices have a statistically significant impact on the quality of services provided". The findings are as follows:

1. Recruitment: The calculated F-value was (33.34), which is higher than the tabulated F-value of (3.10) at a significance level of (0.05), pointing to a statistically important effect of the recruitment dimension on the quality of services provided. The coefficient of

determination (R^2) was (0.39), meaning that recruitment explains 39% of the variance in service quality.

2. Training: The calculated F-value was (50.21), exceeding the tabulated F-value of (3.10) at a (0.05) significance level. This indicates a statistically significant effect of the training dimension on service quality. The R^2 value was (0.62), meaning that training explains 62% of the variance in the quality of services provided.
3. Motivation: The F-value calculated was (36.86), which exceeds the critical value of (3.10) at the (0.05) significance level, indicating a significant effect of motivation on service quality. The R^2 was (0.44), suggesting that motivation accounts for 44% of the variation in service quality.
4. Performance Appraisal: The calculated F-value was (35.45), higher than the tabulated (3.10) at the (0.05) significance level, indicating a meaningful effect of performance appraisal on service quality. The R^2 value was (0.47), which implies that performance appraisal explains 47% of the variance in the quality of services provided.

Conclusion Among all dimensions, training emerged as the most influential HRM practice, showing the highest impact on the quality of services provided.

Table 6. Results of Testing the Second Main Hypothesis

Dimensions of the Independent Variable: Human Resource Management Practices	Dependent Variable: Quality of Services Provided						
	Constant						
	a	β	T	Sig.	R^2	F	Sig.
Employment	0.30	0.70	7.35	.000	0.39	33.34	.000
Training	0.16	0.56	13.11	.000	0.62	50.21	.000
Motivation	0.37	0.40	11.42	.000	0.44	36.86	.000
Evaluation	0.24	0.37	9.87	.000	0.47	35.45	.000

4. Conclusion

1. The study reveals that the training dimension is the most influential HRM practice in improving service quality, explaining 62% of the variance in quality levels. This highlights the critical role of continuous training in enhancing employee performance.
2. The findings confirmed the existence of a positive and statistically significant relationship between Human Resource Management practices (recruitment, training, motivation, and evaluation) and the quality of services provided by the Engineering Department to the General Secretariat of the Council of Ministers.
3. The results indicated that the empathy dimension ranked first among the service quality dimensions, suggesting that the human aspect of dealing with beneficiaries represents a pivotal element in the perception of quality.
4. Conversely, the tangibility dimension ranked last, reflecting deficiencies in tangible aspects such as infrastructure, equipment, and technologies employed.
5. Human Resource Management practices explained 41.8% of the variance in service quality levels, which implies that adopting effective HRM policies represents a strategic tool for improving institutional performance.

5. Recommendations

1. Enhancing training and continuous development programs in alignment with the actual needs of employees and the modern requirements of service quality.
2. Improving the tangible aspects of services (such as upgrading equipment and developing electronic systems) to strengthen beneficiaries' trust and increase satisfaction levels.

3. Developing a comprehensive motivation system that combines both financial and non-financial incentives and is directly linked to employees' actual performance levels.
4. Adopting more comprehensive evaluation methods that include feedback and discussions with employees, allowing for the correction of deviations and the stimulation of future performance.
5. Promoting a beneficiary-centered service culture by instilling values of empathy, respect, and flexibility in employees' interactions with the various beneficiary departments.

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