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By Universitas Muhammadiyah Sidoarjo

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Balancing Traditional and Modern Methods in Sustainable HR Management

Menyeimbangkan Metode Tradisional dan Modern dalam Manajemen SDM yang Berkelanjutan

Saadia Haief Kadhum, Saadia.alsultani@atu.edu.iq, (1)

Al-Furat Al-Awsat Technical University, Iraq

Muayad Al-Saidi, inm.mua@atu.edu.iq, (0)

2. Retired Professor on The Staff of the Ministry of Higher Education and Scientific Research , Iraq

⁽¹⁾ Corresponding author

Abstract

General Background: Effective employee performance evaluation is crucial for sustainable human resource management (SHRM) in higher education institutions. **Specific Background:** The Middle Euphrates Technical University, spanning five Iraqi provinces, implements both traditional and modern evaluation methods, yet their impact on SHRM remains underexplored. **Knowledge Gap:** Limited studies have analyzed how these evaluation techniques influence the economic, social, and environmental dimensions of SHRM in the context of Iraqi higher education. **Aims:** This study aims to determine which evaluation methods more significantly affect human resource sustainability, focusing on the interplay between traditional and contemporary approaches. **Results:** Findings reveal that both methods are equally utilized by the university, with contemporary techniques slightly outperforming traditional ones in promoting sustainable HR practices. The economic dimension received the most institutional focus, while the social dimension showed greater progress than the environmental aspect in response to evaluation methods. **Novelty:** This research uniquely integrates organizational theory and HRM within the context of sustainability, highlighting the nuanced impact of evaluation methods on SHRM. **Implications:** The study underscores the need for higher education institutions to prioritize modern evaluation strategies that align with sustainability goals, fostering a balanced approach across economic, social, and environmental dimensions.

Highlights:

Modern methods slightly outperform traditional in HR sustainability.
Economic dimension prioritized; social exceeds environmental progress.
Sustainable HR evaluations boost institutional effectiveness.

Keywords: Employee Performance Evaluation, Sustainable Human Resource Management, Traditional vs. Contemporary Methods, Higher Education, Middle Euphrates Technical University

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Introduction

The concept of performance evaluation is a necessity of management as the best means of achieving professional and functional justice among employees and raising the efficiency of the management system at all levels (Maley, 2014), and can be described as how employee performance is assessed, performance evaluation is part of career development (Manasa& Reddy, 2009:72) and performance evaluations are regular critical reports of staff performance within organizations, a systematic periodic process to assess the functional and productivity performance of a staff member with previously established and benchmarks. (Abu-Doleh& weir, 2007: 84), the concept of performance is largely self-rayed and it is difficult to achieve consistency by managers because performance is often unclear (Armstrong& Taylor, 2020: 440).

First: The intellectual framework of Employee Performance Evaluation and Sustainable Human Resource Management

1: The intellectual framework of Employee Performance Evaluation

A: Definition of performance evaluation:

(Fletcher, 2001) defines performance evaluation as those activities through which organizations seek to determine the level of performance of their employees to increase their efficiency, and determine the mechanism for distributing rewards to them, as it is a process to ensure that employees focus on their work, and contribute to the organization's mission (Manasa& Reddy, 2009). The performance evaluation is defined by performance evaluation as a review and discussion of the performance of the duties and responsibilities assigned to it by the staff member and is based on the results obtained by the staff member in his or her position, not on the personal characteristics of the employee (Ying, 2012).

B: Performance evaluation elements:

Performance evaluation is a system with a set of elements that contribute to its interpretation (Schleicher et al., 2014), which appear according to several steps applied by the performance evaluation:

1-Targeting is the purpose that management seeks to apply through performance assessment, which includes the collection of data appropriate to this process to achieve multiple objectives (Abu-Doleh, J. & Weir, D. (2007).

2-Choose the person responsible for the performance evaluation process, including the implementation of the evaluation through one of the components of the work environment, namely the manager, employees, or co-workers, i.e. the staff evaluation of each other or the reliance on the Performance Appraisal Committee (Adofu, 2011).

3-Determining the specific time for the performance evaluation: the choice of when the performance evaluation will be carried out, and the facilities are often interested in implementing them by the end of the year, but this makes it difficult to apply them easily, due to the time constraints of the implementation of this process (Kochnariski & Sorenson, 2005).

C: Performance Management:

Performance management is a process that encompasses all activities related to improving staff performance, productivity and effectiveness (Dessler& Chhinzer, 2017), managers need some way to review staff performance related to work despite the difficulties involved, performance management remains the basis for enhancing and managing staff skills and talent, and can be a key component of improving organizational effectiveness (Kochnariski & Sorenson, (Lawler& WorldatWork, 2017), noted that effective performance management involves linking individual objectives and business strategy, demonstrating leadership and accountability at all levels of the organization to ensure the close links between evaluation results, rewards, results and investment in employee development planning, There is also an effective management system with adequate communication support (Ab Rahman, 2017), and Bauer at al., 2021: 125 believes that performance management is the process of measuring, communicating and managing employee performance, including measuring employee performance or evaluating employee performance, and helping performance management systems engage, retain, and achieve organizational objectives. Armstrong said performance management is the ongoing process of improving performance by identifying individual and collective objectives that are in line with the strategic objectives of the organization, planning, reviewing, and evaluating progress, and developing people's knowledge, skills, and abilities, and noting the requirements for performance management success: (Armstrong & Taylor, 2020: 440).

-Has clear objectives and measurable standards.

-Staff participation in the preparation and implementation of performance standards.

-To be easy to understand and implement.

-Plays a key role in achieving management objectives.

-Focus on clarity of role and improve performance.

D. Stages of the performance evaluation process

(Choon et al., 2004) believes that the performance evaluation process goes through the following steps, measuring current performance, analyzing data, interpreting the results of the analysis, and then utilizing the evaluation process to improve and develop work (Fekete et al., 2014:). (Al- Azzeh et al., 2011) Determines the stages of the evaluation process as follows:

1-Planning phase: At this stage, it is decided how to work, the procedures to be followed, how the data are collected and the techniques to be used in the evaluation.

2-Measurement phase: At this stage, the measurements or target criteria and the required measurements are determined and clarified for residents.

3- The analysis phase: in which data on performance to be evaluated and analyzed are collected and the results are compared with the measurements developed.

4- Decision stage: At this stage the required decisions are made, leading to improved performance and contributing to the achievement of the organization's objectives.

E: Performance evaluation measures:

Performance criteria should be based on job requirements derived from job analysis and reflected in the employee's job description and job descriptions, so comparing employee performance results in more accurate information, because the ultimate goal is to create effective objectives (Snell& Morris, 2019) and evaluation methods are divided into two groups:

1-Traditional methods: these methods focus on previous performance only, and these methods are the method of hierarchy that arranges employees based on efficiency from the best to the worst (Adofo, 2011), and the method of graduation determines a number of performance levels and their recipes and identifies each of them specific points (Schleicher et al., 2014), and the method of critical incidents and this method is focused on some critical behaviors of the employee that are the cause of performance differences between one employee and another (Maley, 2014), written reports in which the official reports on the employee including strengths, weaknesses, and methods of increasing his performance (Yousif, 2014).

2- Modern methods: These methods work to avoid weaknesses in traditional methods and one of the most important modern methods is management with objectives where performance is assessed through the extent to which the goals set by the administration (Snell& Morris, 2019) The human resources accounting method in which performance is assessed through cost calculation and employee contributions (Manasa& Reddy, 2009), and the method of the evaluation center in which several employees are tested to identify their abilities, competence, relationships, and behavior at work (Kochmarski& Sorenson) 2005), the style (360) degree, which is the most commonly used evaluation method and includes assessments from several stakeholders such as supervisors, team members (Schleicher et al., 2014), and a (720) degree approach in which feedback from external sources such as stakeholders, family, suppliers and local magazines (Al- Azzeh et al., 2011) is evaluated.

3-The intellectual framework of Employee Performance Evaluation

a- The concept of sustainable human resources management

The concept of sustainability is the basis for organizations around the world. Although the concept itself has evolved over the past decades, the word "sustainability" is one of the most widely used words in the scientific field at present, as the full potential of the concept of human resources management has not been revealed. (Ehnert, 2009). Many terms have been adopted to link sustainability and human resources management activities, including work satisfaction (Gelhard& Delft, 2016), knowledge sharing system, creativity, and performance capabilities, and these terms may appear in a variety of approaches to sustainable organizational effectiveness (Hornig, et al., 2016) and this concept has been widely used for human outcomes seeking long-term sustainable performance in organizations (Stankevičiūtė& Savanevičienė, 2018).

b- Defining sustainable human resources management

The definitions that dealt with sustainable management of the human resource are defined as being defined as those open and resource-based systems, each system in which it relies on other systems and resources to measure the standard understanding of sustainable management (Christ, 2011), and has also been known to obtain and maintain a necessary competitive advantage for a large number of employees who are valuable, satisfied and committed to effective human resources management practices (Kramar, 2014), also known as human resources

management that promotes the organization's profit ability and "minimizes harm", to employees, their families and communities (Mariappanadar, 2014), the ability of organizations to generate value in the organization and thus have the ability to renew value and renew wealth through the application and development of human resources policies and practices, as well as to nurture the human aspect that promotes sustainable human resource performance (Chasm& Blandon , 2019: 110).

c-The importance of sustainable human resources management:

The importance of sustainable human resources management is to conduct "training, interactive skills, team building, performance measurement, and brainstorming", Says And Huang says that HR managers should provide independence and empower human resources to enhance the participatory work environment (Dessler& Chhinze, 2017), that hr's mission supports sustainable practices by forming multifunctional groups to facilitate collaboration and coordination between different organizational departments (Chams, 2019). The importance of sustainable human resources management is highlighted by the following points:

1-Human Resources Development: Individual staff who expand the organizational work ladder and develop their skills and knowledge as knowledge makers and intellectual capital of organizations (Meggision, 1992) and help develop teamwork, which includes working together in dealing with emergencies and non-emergencies (Cooper, 1998), and sustainable human resources management helps the organization achieve its strategic objectives by attracting and maintaining employees, and also managing it effectively (Bratton& Goldon& Gold&, 2001). Work to rebuild these employees through more training to increase their capacity to reach maximum productivity (Wall, 2005).

2-Developing the positive rewards system: The basic principles of sustainable human resources management are based on an organization's development goals, and to achieve these goals, workers must be treated with incentives to motivate them to produce the required results that will benefit the organizations they work with (Sung& Ashton, 2005). Therefore, compensation can be used as a performance device for employees used by the organization as part of the work strategy for higher performance than employees (Pfeffer, 2010).

3-The characteristics of sustainable human resources management: (Savaneviciene, 2018) and as in Table 1, referred to the characteristics of sustainable human resources management and the key aspects of these characteristics:

Characteristics of sustainable human resource management	Basic aspects
Long-term orientation	Determine the availability of human resources in the future.
Employee Care	Health and safety management; life-work balance
Caring for the environment	Evaluating employee performance by standards related to the environment
Profitability	Criteria related to profitability
Employee engagement and social dialogue	Software Sharing
Employee Development	Job rotation, different forms, and methods of training
Flexibility	Flexible working arrangements, job rotation
Compliance with labor regulations	Involve staff representatives in many decision-making processes.
Employee Collaboration	Teamwork; Good relations between managers and employees Fairness and equality

Table 1. *The characteristics and basic aspects of sustainable human resources management.*

Source: Stankevičiūtė, Ž., & Savanevičienė, A. (2018). Designing sustainable HRM: The core characteristics of an emerging field. *Sustainability*, 10(12), 4798.

D: Dimensions of sustainable human resources management:

The idea of sustainability in three dimensions (economic, social, and environmental). However, Pfeffer, 2010) emphasized the importance of the fourth dimension after humanity. Previous research on sustainable human resources management has often looked at two or three dimensions instead of all four sustainability dimensions (Cooke, 2000). The dimensions of sustainable human resources management are as follows:

1-Economic dimension: generally defined as the process through which there is a comprehensive and continuous change, accompanied by an increase in real average income, an improvement in income distribution for the poor, an improvement in the quality of life, and a change in the structure of production. According to this definition, (Dessler& Chhinze, 2017) the economic dimension of sustainable management contains several elements, the most

important of which is inclusiveness, sustainability is a comprehensive change that involves not only the economic factor but also the cultural, political and social factors (Ehnert, 2006) a continuous increase in real average income for a long period, which suggests that development is a long-term process. There has been an improvement in income distribution for the poor and poverty alleviation. The need to improve the quality of goods and services provided to individuals (Cooke, 2000).

2- Social dimension: the dimension that focuses on achieving social justice and justice in the distribution of natural and economic resources, promoting social interaction and participation in communities, developing cultural diversity, and caring for human rights (Maternal, 2009: 195), it must be noted that there are two types of equity: equity for future generations, equity of the people living today, and no equal access to social services and natural resources (Dessler & Chhahinze) (Dessler & Chase, 2017).

3-Environmental dimension: Sustainable human resources management seeks to achieve several environmental objectives, including rationalizing the use of depleted resources, to leave an environment that is suitable and similar to future generations, as there are no other alternatives to those resources, and taking into account the limited capacity of the environment to absorb waste while determining the exact amount to be used (Chams, 2019).

3: The relationship between employee performance assessment and sustainable human resources management

Through the theoretical presentation of the performance and sustainable management of resources for humans, it is clear that sustainable management has an impact on performance evaluation through the preparation of performance evaluations and regular reports of the performance of employees within organizations, as evaluation is a systematic periodic process to evaluate the functional performance and productivity of an employee by reference to criteria previously set to achieve long-term sustainability and achieve the objectives of the organization. (Weir & Doleh 2007: 84) Based on this assumption the main hypothesis of research can be formulated as follows:

H1: The performance evaluation methods of workers in sustainable human resources management are linked to a relationship of moral significance at the macro and sub-level.

Because sustainability is the unique and distinctive advantage of organizations, it certainly increases the performance of workers to achieve excellence and performance discrimination (Kramar, 2014). Therefore, performance evaluation is useful in developing the level of organizations, raising their efficiency, recognizing excellence, positively influencing and promoting high-level work, demonstrating the commitment of senior management members within and outside the organization, encouraging employees to work to achieve the organization's goal, accomplishing other tasks, serving the community and promoting the ethical aspect of society. (Schleicher et al., 2014), based on these assumptions, the second main hypothesis of research can be formulated as follows:

H2: Performance evaluation methods in sustainable human resources management have a moral significance. At the macro and sub-level.

Second: Search Design

The problem, objectives, importance, and hypotheses of the research will be presented, as a description of the research variables, their measures, the scientific method followed, a description of its society and the elected sample, and then the research tools to end this part with the limits of the research, as follows:

1. Search problem

Evaluating the performance of staff is an important strategy in human resources management for many considerations, one of which can be the organization's fairness towards employees, as well as the fact that the performance and weaknesses of its performance are noted. The performance evaluation process continues to witness a paper-based routine, as the results of the performance evaluation are no longer as important as the literature of business management, as they have not been reflected in the living reality of workers or the development of their skills and talents, and the departments in Iraqi universities rarely link the results of the evaluation to the system of incentives and compensation and not in the development of workers, so the research identified these Indicators as a problem from which to identify strengths and weaknesses in the blindness of assessing the performance of workers and their impact on the sustainability of human resources.

2. The purpose of the search

The research aims at the following:

1-To reveal the levels of awareness of the research sample of the intellectual and philosophical contents of the research changes.

2-Identify which methods used in evaluating the performance of employees are more in line with the activities of sustainable human resources management.

3-Know the most dimensions of human resources sustainability in response to the evaluation methods adopted.

4-To diagnose the strength of the effect of the independent variable in the variable adopted at the macro-level and the sub-dimensional level.

3. The importance of research

The research is expected to provide digital indicators inspired by the reality of the Middle Euphrates Technical University, the research community that identifies the strengths and weaknesses of the performance evaluation methods adopted in the university, its colleges, and institutes, as well as the results of statistical analysis will provide a vision of the possibility of reviewing the correct scientific methods in evaluating the workers, which contributes to the sustainability of the university's human resources by identifying and supporting the active sustainability areas and activating inactive dimensions, and this will lead university leaders to reconsider their philosophy and understanding of performance and its importance. It avoids formal, traditional, and routine in assessing the performance of workers.

4. Search variables and metrics,

The measures are an important technique that depends on the application side of the theories by adopting them as a preliminary tool for testing and analysis processes to prove whether or not the research hypotheses are correct, and they show the researcher's ability to choose his expressive and precise tools that govern the course of the relationship between the research variables and their dimensions (Al-Saidi and Muhammad, 2013: 3). Be searched from two variables and come:

1-Employee Performance Evaluation: An independent research variable that has consisted of (2) sub-dimensions (traditional methods, modern methods) were reflected in (8) paragraphs in the research questionnaire, based on measures (Ehnert, 2006).

2-Sustainable Human Resource Management: The approved research variable has also been damaged by (3) sub-dimensions (economic dimension, social dimension, environmental dimension) thy embodiment with (14) paragraphs of the questionnaire based on the scale (Müller-Christ, G. 2011).

Methods

The existing research (curriculum - existing research and meta-analysis), pointing (Bratton and Gold, 2003: 443), adopted this approach as a design through which plans could be developed to collect information that would make the study show its effects in a simplified, coherent and systematic manner, a modern technique that allows researchers to mix the results of research involving different branches and sciences, for example here studies of organization theory and human resources management, as shown in (Hobler& Johnson, 2004 665-676) It is a comprehensive approach because at the same time it is based on other approaches in reaching its objectives, for example descriptive approach, and the empirical approach is to provide evidence that takes into account cause and effect. (Al- Saidi, 2020: 32-33).

The research community and its sample:

The Middle Euphrates Technical University was selected as a community for research in its faculties and institutes of (13) colleges and institutes, and a deliberate sample of the higher, middle, and executive leaders, faculty, and human resources experts consisting of (156) people, surveyed under the main research tool questionnaire research questionnaire prepared according to the correct scientific methods in the construction of standards. The sample size is calculated based on a law (Glenn, 2003).

$$n = N \sqrt{1 + Ne2}$$

As: n= Sample Size N= Community Size e= Questioner Level (allowed sin(

Data and Information Collection Tools

1- Theoretical aspect: Books and periodicals (Arabic and foreign), letters, and frameworks have been adopted, as well as research and studies published on the Internet.

2- Applied: The following have been adopted:

a. Research questioner: This is the main source of information and data adopted by the researcher, and consists of (22) paragraphs that cover (5) subdimensions of the research variables (2) of which represent Employee Performance Evaluation and (3) represent the Sustainable Human Resource Management.

b. The test of consistency, consistency, and honesty was carried out to identify the research, as the (alpha-

Cronbach) coefficient was (0.92) to show the consistency of the questionnaire paragraphs, and the method (Split-half) was adopted to test the stability of the questioner by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability was found to be (0.93), while the statistical honesty factor was (0.964) and thus the questioner is valid for its uncles on the research sample.

Statistical analysis and processing tools:

Median: One of the measures of centrality that are used in the conduct of studies, and come through the order of values upward or descending, where the values are divided into two equal in number, where the middle position occupies technically so that the number of answers is similar to above and below the average answer, but the average answer is within a large group and the number of values smaller is equal to the number of values larger than it. (Al-Saidi, et al., 2020)

a. Range: The difference between the largest value and the smallest value in the group (Shaqir, Sharif& Halabi, 2000: 102).

b. Factor Analysis: A statistical method aimed at rotating the axes on which the data are located to obtain significant factors that do not change from one analysis to another, and in the process of analysis each method of analysis takes into account the development of the reference axes a different doctrine, and these arguments must be rotated to place them in specific places that are easy to interpret and compare (Imad al-Din, 1967: 140).

c. Kendal Correlation Coefficient: Kendall's law relies on signals if the grades compared with the rank in question are greater, because with the order of the natural numbers, even if the smaller rank has taken a negative signal, and the grade correlation coefficient is equal to the ratio between the actual total of signals in the total signals when the grades of the ranked values are ascendant or descending (Mashhadani, 1976: 66).

d. Alpha-Cronbach coefficient: The Alpha-Cronbach equation is used to extract alpha-cronbach plants to measure the accuracy of the search questioner when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questioner paragraphs based on (Sekaran) , and the questioner has achieved a coefficient of (0.95).

Search limits:

General and behavioral research is particularly characterized by a vertical depth and a horizontal scope, and if the theoretical framework of the research covers the vertical depth through its scientific assumptions, the task of the research limits is to cover the scope of horizontal research, as it limits the research to a specific point in itself, although it relates to other points to address a specific problem in its own right only, based on which the research will be determined by the following determinants:

a. Spatial boundaries: The research was conducted at the Middle Euphrates Technical University, which is located in five Iraqi provinces, (Najaf al-Ashraf, Karbala, Babylon, Muthanna, and Qadisiyah), located within the Middle Euphrates region of Iraq.

b. Temporal boundaries: The research was conducted during the period between April and John 2020.

c. Scientific limits: The research was scientifically determined by its objectives

Result and Discussion

The Application Side of The Search

The application side includes the following paragraphs:

Test the adequacy of the sample and the level of its significant

The (KMO) test was adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlet's Test of Sphericity), Kaiser's coefficient was more than (50%), with a significant level (0.000) so the sample in terms of size is enough. And the results are as in table (2).

Table (2) KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.944
Bartlett's Test of Sphericity	Approx. Chi-Square	4.189E3
	Df	325
	Sig.	0.000

Table 2. KMO and Bartlett's Test

2: Testing Loading Ratios for Questioner Paragraphs

This statistical effort is necessary before the start of testing and analyzing the correlation and effect relationships between the research variables to verify the strength and weakness of the questionnaire paragraphs, using factors analysis, so the statistical effort of this axis will be directed to the analysis of principals Component Analysis, in which the process of determining the saturation ratios of 40%) Based on (Field, 2009: 647) and determine the degree of excellence by extracting the Factor Matrix first, and then the Rotated Matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS) the method of analysis (3) factors (roots) of factors that control the direction of the modulation of the questionnaire paragraphs of the component matrix, a good number of factors give way to the researchers to choose the characteristic paragraphs, which led to the recycling of the data to obtain a rotation matrix to obtain higher saturation ratios and came from the rotation matrix at high saturation ratios for most factors and therefore adopted for analysis. Statistical analyses of the overall variation of these factors indicated that they were able to interpret (72.134) percent of the population One of the factors that controls the paragraphs of the research questionnaire confirms the realism of saturation ratios, as it is noted from the data of the tables below that all the paragraphs of the questionnaire have achieved high saturation rates above the statistically established standard ratio of (40%).

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	16.757	59.847	59.847	9.730	34.752	34.752	16.757	59.847	59.847
2	2.396	8.556	68.404	5.529	19.746	54.498	2.396	8.556	68.404
	1.045	3.731	72.134	4.938	17.637	72.134	1.045	3.731	72.134

Table 3. Total Variance Explained

Table (4) A: Testing Loading Ratios for Employee Performance Evaluation

distinguishes the paragraph	Loading rate	A: traditional methods: The content of the paragraph	
Saturated	0.679	The process of evaluating the performance of employees is continuous	1.
Saturated	0.487	The performance assessment process is fair	2.
Saturated	0.665	Evaluating performance in advance so that they are aware of their duties and work	3.
Saturated	0.718	The organization adopts measurable tools in assessing the performance of the worlds	4.
Saturated	0.555	The organization relies on identifying strengths and weaknesses in the performance of workers	5.
Saturated		B: modern methods The content of the paragraph	
Saturated	0.542	The organization reviews specific and accurate criteria for evaluating the performance of workers	6.
Saturated	0.731	The process of evaluating the performance of the organization's employees is characterized by the non-interference of the personal worker during the evaluation	7.

Saturated	0.769	The organization adopts specific criteria for evaluating the performance of employees	8.
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Table 4.

distinguishes the paragraph	Loading rate	A: economic dimension of the content of the paragraph	
Saturated	0.669	Increasing incentives is one of the main economic objectives that	1.
Saturated	0.542	Adopted by the University to preserve the human resource	2.
Saturated	0.626	The University contributes to improving the living conditions of staff to sustain the human resource	3.
	0.632	The university is keen to meet the basic needs and requirements of the employees	4.
		B: social dimension The content of the paragraph	
Saturated	0.708	University procedures are fair and objective in the distribution of rewards, resources, and wages	5.
Saturated	0.729	Management makes decisions with the participation of employees to increase organizational affiliation	6.
Saturated	0.799	Staff are allowed to participate in educational programs to help them develop their skills	7.
	0.774	The University encourages teamwork to achieve the social sustainability of the human resource	8.
		C: environmental dimension The content of the paragraph	
Saturated	0.681	The University helps create a staff-friendly environment to sustain the human resource	9.
Saturated	0.725	The university uses evidence-friendly alternative energy sources	10.
Saturated	0.693	Inter-employee awareness plays an important role in maintaining	11.
		University Resources	12.
Saturated	0.677	The university is trying to dispose of waste safely and properly, leading to the preservation of the human resource.	13.
Saturated	0.745	The Human Resources Department is keen to reuse the paper used	14.

Table 5. A: Testing Loading Ratios for B: Sustainable Human Resource Management

Test correlation hypotheses

The first main hypothesis (H1) (The performance evaluation methods of workers in sustainable human resources management are linked to a relationship of moral significance at the macro and sub-level.). After linking the paragraphs concerning the two variables, the results of the Kendall correlation matrix appeared, indicating a correlation between the variables at the macro and sub-level, and therefore accepted the first main hypothesis.

		traditional methods	modern methods	economic dimension	social dimension	environment al dimension	Employee Performance Evaluation	Sustainable Human Resource Management	
Kendall's tau_b	traditional methods	Corr Coeff	1.000	.559**	.566**	.504**	.472**	.769**	.556**
	modern methods	Corr Coeff	.559**	1.000	.562**	.527**	.459**	.804**	.553**
	economic dimension	Corr Coeff	.566**	.562**	1.000	.595**	.566**	.615**	.743**
	social dimension	Corrn Coeff	.504**	.527**	.595**	1.000	.628**	.561**	.797**
	environmental dimension	Corr Coeff	.472**	.459**	.566**	.628**	1.000	.501**	.751**
	Employee Performance Evaluation	Corr Coeff	.769**	.804**	.615**	.561**	.501**	1.000	.603**
	Sustainable Human Resource Management	Corr Coeff	.556**	.553**	.743**	.797**	.751**	.603**	1.000
**. Correlation is significant at the 0.01 level (2-tailed).									

Figure 1. Kendall's tau_b Correlations matrix

Testing the hypotheses of impact

The hypothesis of the second main study (H2) stated that (Performance evaluation methods in sustainable human resources management have a moral significance. At the macro and sub-level.), and in light of this hypothesis the equation of simple regression indicates that the Employee Performance Evaluation affect Sustainable Human Resource Management, and in the light of this relationship has been formulated a relationship between Employee Performance Evaluation (X) and the Sustainable Human Resource Management (Y), and this relationship was represented by the equation of simple regression machines :

This relationship means that Sustainable Human Resource Management (Y) is a real function of Employee Performance Evaluation (X), and the following is the estimated relationship and the value of its statistical indicators calculated at the level of the study sample of (165), and the slope equation was as follows:

$$\text{Sustainable Human Resource Management} = 1.214 + (0.757) (\text{Employee Performance Evaluation})$$

It is clear from tables (6, 7, 8) the contrast analysis of the relationship between Employee Performance Evaluation and Sustainable Human Resource Management.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757a	.573	.570	.98081

Table 6. Model Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	193.273	1	193.273	200.911	.000a
	Residual	144.297	150	.962		
	Total	337.571	151			

Table 7. ANOVA

a. Predictors: (Constant), Employee Performance Evaluation

b. Dependent Variable: Sustainable Human Resource Management

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.214	.420		2.887	.004
	X	.803	.057	.757	14.174	.000

Table 8. *Coefficientsa*

a. Dependent Variable: Sustainable Human Resource Management

The calculated (F) value is greater than its scheduled value, at a significant level (0.000) and degree of freedom (1,150), which indicates that the regression curve is good for describing the relationship between (X) and (Y), and according to the test (t), the value of (tX= 14.174)

Given the slope equation, the constant indicates (a= 1.214), which means that there is a Sustainable Human Resource Management of (1.214) even if the value of the Employee Performance Evaluation (X) is equal to zero.

The marginal slope angle of ($\beta = 0.757$) associated with X means that a change of (1) in Employee Performance Evaluation will result in a change of (0.757) in Sustainable Human Resource Management.

The selection coefficient has determined a coefficient of (0.573), which means that (0.573) of the variation in Sustainable Human Resource Management (Y) is an indicated variation (X) and remains (0.427) of variance explained by other factors that did not enter the regression model, and on the basis of these indicators the second main hypothesis can be accepted, at the macro level.

At the sub-level, the second main hypothesis (H2) was derived from a sub-hypothesis (there is a significant effect relationship to the dimensions of Employee Performance Evaluation in Sustainable Human Resource Management).

In light of this relationship, a functional relationship has been formulated between the dimensions of Employee Performance Evaluation (X1, X2) and Sustainable Human Resource Management (Y), as the dimensions of Employee Performance Evaluation affect at the same time the Sustainable Human Resource Management and this relationship was represented by the equation of multiple automatic regression:

$$Y = a + B1X1 + B2X2$$

This relationship means that Sustainable Human Resource Management (Y) is a real function of the dimensions of Employee Performance Evaluation (X1, X2), and the following is the estimated relationship and the value of its statistical indicators calculated at the level of the study sample of (160), and the slope equation was as follows:

Sustainable Human Resource Management= 1.327 + (0.230) (traditional methods) + (-0.155) (modern methods)

It is clear from the table that the contrast analysis of the relationship between the dimensions of Employee Performance Evaluation and Sustainable Human Resource Management.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757a	.573	.567	.98366

Table 9. *Model Summary*

a. Predictors: (Constant), Traditional methods, modern methods

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	193.400	2	96.700	99.939	.000a
	Residual	144.171	149	.968		
	Total	337.571	151			

Table 10. *ANOVA*

a. Predictors: (Constant), Traditional methods, modern methods

b. Dependent Variable: Sustainable Human Resource Management

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.154	.453		2.549	.012
	Traditional methods	.435	.097	.391	4.468	.000
	Modern methods	.375	.080	.409	4.683	.000
a. Dependent Variable: Sustainable Human Resource Management						

Table 11. *Coefficientsa*

a. Dependent Variable: Sustainable Human Resource Management

The calculated (F) value is greater than its scheduled value and significant level (0.000) and degree of freedom (2,149), which indicates that the regression curve is good for describing the relationship between the Sustainable Human Resource Management (Y) and the dimensions of Employee Performance Evaluation (X1, X2). and on test (t), $t_{x1} = 4.468$, $t_{x2} = 4.683$.

In the light of the slope equation, the constant indicates ($a = 1.154$), which means that there is a Sustainable Human Resource Management of (1.154) even if the dimensions of Employee Performance Evaluation are equal to zero.

The marginal slope angle ($\beta_1 = 0.391$) associated with X means that a change of (1) in the (traditional methods) will result in a change of (0.391) in Sustainable Human Resource Management.

The marginal slope angle of ($\beta_2 = 0.409$) associated with X means that a change of (1) in the (modern methods) will result in a change of (0.409) in the human resource trial.

The selection coefficient has determined a coefficient of (0.573) which means that (0.573) of the variation will result in a change of (0.573) in Sustainable Human Resource Management. (Y) is a variation explained by Employee Performance Evaluation (X) and remains (0.427) of variation explained by other factors that did not enter the regression model, and on the basis of these indicators the sub-hypothesis can be accepted

Conclusion

Based on the results achieved, the following conclusions can be drawn:

a-A-The results of the statistical analysis reflected a high awareness in the research sample of the intellectual and philosophical contents of evaluating the performance of workers and sustainable management of human resources, and this will certainly reflect the accuracy of the answers of the research sample to the paragraphs of the questionnaire.

b-Traditional and contemporary methods are consistent with the University's approach to sustainable management of its human resources.

c-The University has taken care of the economic dimension to sustain its resources in drawing methods to evaluate the performance of its employees.

d- The sustainability of the human resource in its social dimension has progressed on its environmental dimension in terms of responding to the performance evaluation methods of the university staff.

e-With traditional methods equal to contemporary methods in their harmony with sustainable human resources management at the university, in terms of impact, contemporary methods have been more influential in the sustainable management of human resources at the university.

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