

**TITTLE FOR THE CONFERENCE: THE ROLE OF HUMAN RESOURCE MANAGER IN THE INSTITUTIONS OF KURDISTAN REGION A COMPREHENSIVE ANALYSIS**

**Nabaz Maml Naser**

Ph.D research scholar Dept. of Sociology & Population studies Bharathiar University Coimbatore – 641046, Tamil Nadu, INDIA.

**Abstract:**

This study delves into the critical role played by Human Resource Managers (HRMs) within the institutions of the Kurdistan Regional Government (KRG). As the KRG undergoes dynamic socio-political and economic transformations, the effectiveness of human resource management becomes paramount for organizational success and development. The research explores the multifaceted responsibilities of HRMs in aligning workforce strategies with the goals and values of the KRG institutions. The investigation employs a mixed-methods approach, combining qualitative interviews with HR professionals, top-level executives, and quantitative surveys distributed among employees across various sectors. Through these methods, the study aims to capture a holistic understanding of the challenges, successes, and strategic contributions made by HRMs in fostering a positive work environment and enhancing organizational performance. Key focal points include talent acquisition and retention, employee development, performance appraisal systems, and the role of HR in organizational change management. The study also evaluates the impact of cultural and regional nuances on HR practices, shedding light on how HR strategies need to be tailored to the unique context of the Kurdistan region.

Findings from this research provide valuable insights into the current state of human resource management in KRG institutions, offering recommendations for improvements and best practices. The implications of the study extend beyond the specific context of Kurdistan, contributing to the broader literature on HR management in governmental institutions, especially in regions undergoing rapid socio-political transitions. Ultimately, the study aims to contribute to the optimization of HR practices in KRG institutions, fostering employee satisfaction, organizational effectiveness, and overall growth, while also serving as a reference for similar contexts globally.

**Keywords:** Human Resource Management, Government, Corporate social responsibility, Corporate environmental, Legal Implication, Developing.

**Introduction**

This academic research paper discusses numerous contextual problems or factors which show evidence or the potential to influence the management of human resources and social responsibility. The level and function of the moderator as the legal intervention of government with regard to economic development and corporate environmental level are recovered in Kurdistan (KRG). The creation of human resources is central to restructuring organizations, whether they are structured to build organizational infrastructure, strengthen business processes or increase awareness, creativity, or other criteria in the organization. Academics and professionals accept the awards in diverse corporate settings through investments in human resources. This with a focus on creativity, knowledge-based organizations, is particularly the case in the current era. Here human resource development is particularly significant for the achievement of corporate values, corporate productivity, and more businesses worldwide, though many efforts to recognize the intervention have been made. The disclosure or monitoring of corporate social responsibility is now one of the core areas of human resource study. Research, which involves both business and social responsibility activities, has historically been centered on companies from more developed economies. Some papers say that 'nation' contributes towards the engagement in corporate social responsibility.

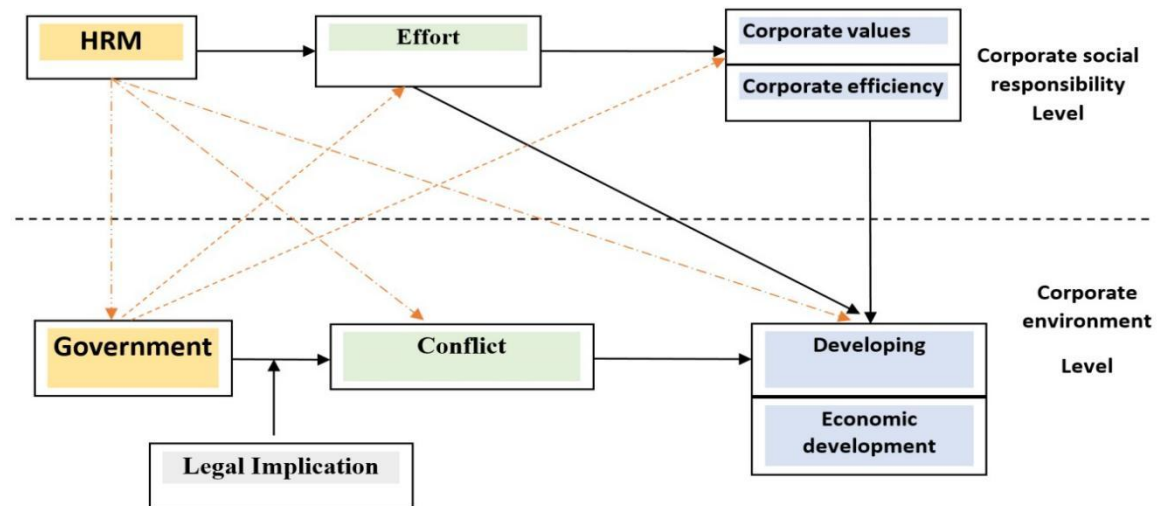
However, many studies are focused on the research framework which proves usefulness in explaining disclosure in advanced, and capitalist economies. Kurdistan (KRG) with a different social, political, legal, and/or cultural context, cannot analyze completely the contextual factors which influence firms and their reports. The majority of work that takes socio-cultural factors into consideration mainly concerns aspects of corporate social responsibility with respect to human resources management in Kurdistan (KRG). Human Resource Management's lessons concentrate on social transparency, corporate value ties, corporate effectiveness, etc.

There is also a natural assumption that the government of Kurdistan (KRG) will most likely have disputes in economic growth and development at the corporate environmental level with legal consequences. A more comprehensive study of how this happens in Kurdistan (KRG) cultures could enhance awareness of the socio-cultural influences that may be integrated, such as corporate values, corporate performance, and social organization. It focuses on two main concerns and sets out a research agenda for the potential consideration of the effect of context on the management of human resources, social responsibility level, and legal participation in Kurdistan (KRG). The paper has the following form. The following section presents a number of broad contextual factors that require consideration in human resource management literature regarding the level of corporate social responsibility. The role of effort as mediators that results incorporate values and corporate performance on the level of corporate social responsibility are discussed in two separate contextual issues. Some of the areas recommended for further study are suggested as the effect of legal impact as moderator, understanding and impact of a dispute as a mediator for corporate environmental developments. The Research Purpose: Human resource Management development is a central part of the corporate social responsibility Level, whether aims in Kurdistan Regain to make Effort, Corporate Values, and Corporate efficiency for improvement, increasing their Economic, and fostering innovation. On the other hand, decrease the Conflicts in other Government parameters. The Research Problems: undergraduates Human resource Management

development seem challenged and overwhelmed with integrating corporate social responsibility Level and Effort into their Corporate values, Corporate efficiency. And also the Government and the mediator of Legal Implication and have Conflict between Corporate environmental Level and Human Resource Management. The Government is used to the traditional Legal Implication approaches where the Developing and Economic development on the Corporate environmental Level and distributes handouts; but at KRG, Conflict is in most of the Corporate environmental Level, and ignoring the HRM and compound the problem, and also their Developing and Economic development are negatively affected. The Research Important: The Important Statement the vague description, as well as other theoretical issues of the Human Resource Management, has corporate social responsibility Level created a misunderstanding of this vital Governmental concept. The main issue with Conflict of Human resource management in the Government, is the corporate environmental Level is taken as Developing, and Economic development as the researchers assess detailed reply to a given set of assumptions. The following objectives are noted in this research: 1: To identify the relationship between HRM and mediator of Effort to Corporate values. And corporate efficiency. 2: To identify the relationship between Effort and Corporate social responsibility Level such as (Corporate values. And corporate efficiency). 3: To recognize the relationship between HRM and Government have a straight impact on mediator of Conflict. 4: To enhance the relationship between HRM and Government regarding to the Developing, and Economic development needs Legal Implication. 5. To identify the relationship between Conflict expectancy and HRM, Government, Legal Implication, Developing countries and Economic development. The researcher will evaluate the questions below to obtain the objectives listed above: 1: Based on the available literature, how can HRM are the best-defined mediator of Effort to Corporate values. And corporate efficiency? 2: What is the mechanism between Effort and Corporate social responsibility Level such as (corporate values and corporate efficiency)? 3: what is the correlation between HRM and Government have a straight impact on the mediator of Conflict. 4: Can HRM and Government regarding the Developing, and Economic development needs Legal Implication? 5. How can be the relationship between Conflict expectancy and HRM, Government, Legal Implication, Developing, and Economic development?

Research Model: The study contains a model presents a number of broad contextual factors which require consideration of the level of corporate social responsibility in human resource management literature. And mediator of effort in the corporation. Results in corporate values and corporate efficiency on the level of corporate social responsibility are discussed in two separate contextual issues.

Some of the areas that recommended for further study are suggested as the effect of Government and Legal Implication as moderator understanding and impact of dispute as mediator for corporate environmental developments. Consequently, Developing, and Economic development Effects decrease, From Negatives member of Conflict expectancy, HRM, and Government. Also, the study contains a Negatives relationship between HRM, Government and mediator of Effects, and with moderator Legal Implication in the corporate environment level, therefore, it contributes to decreasing Developing, and Economic development.



From this perspective, positive of HRM, and Government and with moderator Legal Implication can play a significant role in improving Regulatory Focus: Corporate values, corporate efficiency, and Developing and Economic development. A great majority of studies shows a favorable association between HRM and government and, when included as a moderator, a good relationship with legal implication. Regardless of the level of productivity measurement used and whether or not it is employed in human resources management, the level will remain the same.

### Literature of Review

Human resource management (HRM or HR) is the systematic method to managing the people within a firm to provide them with an advantage in the marketplace. The goal of this system is to assist employers in increasing employee efficiency in order to support their overall business strategies. Entrepreneur, businessman (2009). The basic goal of human resource management is to direct human resources inside companies, aiming for policies and practices. Creative source: Collings, D. G., & Wood, G. (2009). The HR Divisions supervise the design of employee benefits, recruiting of employees, training and growth, evaluation of performance and reward management such as management of salary structures and benefits systems for employees. Patrick, M., & Peter, C. (2009).

HR also deals with organizational changes and business relations, or matching organizational activities with collective bargaining and governmental law criteria. Master, G. (2009). The field of human resources in 18th century Europe began to solidify. Built on the basic notion of Robert Owen (b. 1771–d. 1858) and Charles Babbage (b. 1791–d. 1871). (1791–1871). in the end, the men agreed that the effectiveness of an organization was reliant on the work of the individual

members. HR was created as an area inspired by Frederick Winslow Taylor (1856–1915), at the beginning of the 20th century. In his quest to increase economic efficiencies in manufacturing jobs, Taylor investigated what he called "scientific management" (sometimes called 'Taylorism'). Finally, he concentrated on one of the key inputs in the production process—the workforce survey.

Meanwhile, in England, The world-famous consulting firm, CS Myers, was founded in 1921 by the National Institute of Industrial Psychology (NIIP) following a significant conflict during World War One in which disturbed commanders and politicians had created difficult situations for soldiers. Thus, he was laying the groundwork for the Human Relations campaign. This is a popular phenomenon that originates on both sides of the Atlantic, which has been substantiated by past research undertaken by Elton Mayo (1880-1949).

### **Corporate social responsibility Level**

There is a four-degree of social responsibility: economic responsibility or the responsibility of firms to be profitable; the responsibility to comply with legal requirements – enterprises have to comply with the law and regulations. The obligation of business to do no harm to society is known as social responsibility, Cogent Bus.Manag(2017). The company is responsible for fulfilling legal obligations— the businesses must comply with the laws and laws; businesses have a responsibility to act morally and ethically and to decide which action causes the slightest harm if any; and philanthropic is finally the notion that businesses should be responsible for the economic or business responsibility to be profitable. J., & Al-Sabaan, S. S. Mandurah, S., J. (2012). The relationship between social responsibility and the environment used to be believed to be the reverse, as businesses benefitted from society, and it cost them economically. Recent research has shown that mutual value creation (CSV) is genuinely beneficial to both parties and not at the expense of each other.

### **Effort**

The LOE is a project-supporting operation that can be conducted to facilitate other work tasks or the whole project effort. It normally involves brief work which needs to be regularly replicated. For example, project budget accounts, customer connections, or oil-making machinery during production, Long Beach, Calif Examples (1998). Since the amount of effort is not itself a work object directly linked to the achievement of the finished product, service, or outcome of the project but rather supports such work, its length is dependent upon the time

the discreet work operation is supported – oil machinery starts when production begins and finishes after production is completed. California, Long Beach (1998). A project's critical path should never be defined by the level of commitment to operations, as it is neither shortening the project time nor lengthening it. Manufacturing will instead be located on the critical road, with just manufacturing influencing the whole oiling length. Similarly, the commitment level should not vary as much. It can't go either ahead of schedule or behind plan, depending on the importance of the task. By creating a successor to the driving activities, effort level activities are incorporated into the critical route process.

### **Corporate values**

Corporate values (so-called corporate values or core values), which serve a community of people as a team and work towards a shared corporate purpose, are the collection of guiding principles and fundamental beliefs. These principles are also linked to corporate relations, customer relations, and company development. Ltd. (2014–2021). Hotjar Ltd. All rights have been reserved. Business value in management is an informal concept that encompasses all aspects of value that long-term influence the health and well-being of the company. Business value extends the business value term beyond economic value (also referred to as economic benefit, economic added value, Many of these types of value are not monetized directly. Broderick, Stacia; Sliger, Michele; (2008). Business value also includes intangible assets which do not inherently belong to any community of stakeholders. For example, ICC and the business model of a company. The balanced scorecard approach is one of the most common measurements and business-value management methods. The business value principle corresponds to the idea that a company is better used as an intern and external network of relationships. David, Sward (2006).

### **Corporate efficiency**

Key Takeaways. Key Takeaways. The basic reduction in waste resources used in the production of a given number of products or services is efficiency (output). Economic productivity benefits from resource optimisation to better benefit the economy. Mr Dilling-Hansen and other Members (2003). In economics and finance what defines organizational productivity is a key issue.



Corporate (technical or production) performance can be measured by the ability of a company to use a given quantity of inputs to achieve the most output. A company's ability to function at the best (most effective) technological standard may be reduced by many factors. In the first place, large-growth companies may become

complacent and hence vulnerable to agency difficulties (Campa and Kedia, 2002, Dhawan, 2001, Jensen and Meckling, 1976, Leibenstein, 1966, Monsen and Downs, 1965, Mueller, 1972, Villalonga, 2004). The failure of competitors may lead to complacency on the part of businesses (Aghion et al., 1999, Bloom and Van Reenen, 2007, Raith, 2003). In summary, there is proof of the value of the company's performance characteristics. Specifically, the form and origin, stability and modification of ownership structure in European companies drive production.

### **Corporate environmental Level**

Economic performance is positively impacted by environmental sustainability, environment conservation, and initiatives (Clemens, 2006; Chien & Peng, 2012; Dowell, Hart, & Yeung, 2000; Hamilton, 1995; Hart, 1995; Hart & Ahuja, 1996; King & Lenox, 2001; Porter & van der Linde, 1995). More study on this topic has assessed the impact of individual behavior using a market-based approach employing event-analysis methodology to track the irregular returns of the stock market after a specific environmental action or event has been made public. This method allows us to look at the effects of corporate actions on results: when an abnormal stock market response to announcements about the environment is observed, it shows the perception by the market that a company's financial well-being depends on actions taken on the business, as well as the relationships between actions and results (Jacobs, Singhal, & Subramanian, 2010; McWilliams & Siegel, 1997).

### **Legal Implication**

The effect or consequences of involvement in something according to the law are legal consequences. The marriage case is a clear example. As a result of marriage, any property is considered a co-owner when you have married. A positive or negative legal involvement could be possible. By the Luenendonk Martin Released on 6 August 2016. Trade unions and employee-speaking institutions maintain respect for the rights. Make sure you end a letter of termination drawn up and signed by a lawyer while you are dismissing an employee. Ensure the reason for termination is given by the message. Your employee will sue you if you fail to do this. As an employer, when you terminate workers, it's your responsibility to have termination letters. This is a legitimate consequence. Disagreements can also occur when your employee is harassed or discriminated against in your enterprise. The results could bring down your business, regardless of whether you harass and discriminate against your employee. During the recruitment process, discrimination is prevalent. Hearst Newspapers, LLC, Cindy Chung 2021. In order to prevent such situations you can keep copies of the applicant's resumes from the legal and human resources.

department. You will use the copies to prove your hiring on the basis of the qualification. Lower and middle management contributes to the organization's discriminatory behaviour. To deal with such behavior, meet your employees regularly to monitor employee relationships.

### **Conflict**

Controversy and debate over something critical are extreme disagreements. If there is dispute between two parties or groups, there has been significant conflict or debate and no compromise has been reached. Try to minimize the tension between you and your former spouse. Jowett Sophia (2007). Conflict is rarely seen as positive, but moderate conflict levels can be seen as mutually beneficial and promoting understanding, empathy, learning and effectiveness at some contexts, such as sports competition. Professor M. Afzalur at the University of Western Kentucky, spring to: a b Afzalur Rahim, M (2011) states that there is no concept of conflict that is widely agreed. Mr Rahim Afzalur (31 October 2010). He states that one question is whether a circumstance or behavior is involved in the dispute. Mr Rahim Afzalur (31 October 2010). In 1990, Robert A. Baron, Rahim, M. Afzalur quoted a study of the meanings of organizational disputes (2011). Afzalur states that all dispute concepts involve the mechanism of attempting to avoid the opposing views or views. Based on that, the proposed Afzalur conflict-definition is "an interactive process which manifests itself within or between social entities in incompatibility, discord, or dissonance."

Afzalur also states that a dispute can be confined to an individual who is in conflict (the intrapersonal conflict). Afzalur lists several disputes, beginning with disagreement and verbal harassment and intervention. Spring up to: a b Rahim, M (2011).

### **Developing**

A country with an underdeveloped economy is often known as a low- and middle-income country (LMIC). The country with a lesser industrial base (industries) has the same development rating, and therefore the same percentage of the population lacking basic necessities of life (HDI). This applies to Ms. O'Sullivan and Ms. Sheffrin (2003). In spite of this, it's not commonly acknowledged. There is some uncertainty over which countries are included in this category. Go from point A to point B, then C. (6 March 2010). Visit springtime 16th November (2015). the end of March in 2020 Retrieved. In contrast to other nations, the GDP per capita of a nation may also be a point of reference. Because of the disagreement about the word's usage, some people argue that this archaic notion of "us" and "they" is perpetuated. Anna Rosling, Hans, Rosling Rönnlund (2018). The World Bank announced in 2015 that "classifying the world as developing or developed was no longer critical" and planned to phase away its use. Rather than providing summaries for various regions and socioeconomic groups, they would report data aggregations instead. Springing The Fifth of March extracted (2020). A change in anticipated or difficult course of advancement is not development. A developing country had significantly greater growth rates from the late 1990s into the early 2000s than an advanced country. Joseph F Korotayev and Zinkina J. (2014). Countries in the developing world share a lot of similarities. Because global warming (climate change) is generally far more dangerous for the developing countries, it will have a higher impact on these countries than on developed countries. Althor G, Fuller RA (February 2016).

### **Economic development**

In addition to government influence, culture and political factors, a significant contextual factor that may have an effect on CSR reporting is the economic development stage of a nation. As mentioned above, China's push for economic change led directly to the need to resolve environmental impacts. A number of other developed countries (Andrew et al, 1989; Eljido-Ten et al. 2010), India (Mishra and Suar, 2010; Raman 2006; Sahay 2004) and Bangladesh have been investigated for reporting on CSR issues (Belal and Owen 2007; Belal and Roberts 2010; Khan 2010; Muttakin et al. 2015). In the 20th century economists treated economic growth primarily, while sociologists instead stressed wider processes of transformation and modernisation. The specific concept of economic development was challenged. David Jaffee (1998). Karl Seidman, scholar in urban and development studies, sums up economic development "as a process to construct, use and enhance the quality and wellbeing of a city and a community or an area through the creation and utilization of human, financial and social properties. Karl F. Seidman (2005). In contrast to Richard Holt, growth strategies, such as per capita income, do not necessarily result in improved quality of life. Holt, Richard P. F. Greenwood, Daphne T. (2010). Economic growth is a broader and qualitative term. Economic development means economic growth plus gradual improvements to those essential variables that decide people's well-being. Health, education, for example. The postcolonial state is connected by other people. Arthur, Escobar (November 1988).

### **Method**

The questionnaire was prepared for this study, with two sections: the first one that has a corporate social responsibility Level; and the second section with personal impact. Next, the data was further adjusted so that it was easier to analyze. To design an item, use the following procedure: Write five Likert-scale questions on 5-point scales, and give the participants five options. They provide multiple options for answers so they can indicate the amount of agreement or disagreement they have with the questions. There are five alternatives to choose from to answer the questions.

The first one is "Strongly Agree"; the second is "Agree"; the third is "Neutral"; the fourth is "Disagree"; and the last one is "Strongly Disagree". With a sample size of 156 employees in the Kurdistan Region, the results may not be reliable, respondents were picked from the pool on the basis of their willingness and desire to participate and the sample size was determined after respondents who failed to respond were rejected. The statistical analysis program was used to analyse the data that was collected.

SPSS version 21 was used to do the analysis on the data. Descriptive statistics, such as correlation and regression, were carried out using the SPSS software.

## Results

### Correlation Analysis

Age	>46	18	11.5
	Total	156	100.0
Scientific level	Bachelor	44	28.2
	Master	47	30.1
	Doctoral	16	10.3
	Associate Degree	49	31.4
	Total	156	100.0

#### From Table No. (1) It is clear that:

The number of female's respondents is higher than the number of males, with a (55.8 percent) female percentage being reached (55.8 percent) and a (44.2 percent) male percentage (44.2 percent). Figure thus shows that most respondents were female as can be seen in the diagram. While the ages of the respondents ranged greater for the category (18-25) and (26-45) by (47.4 percent) and (41 percent), respectively, which indicates that the majority of the respondents are young people, as shown in Figure No. (2) The percentage of the sample that held a higher degree (bachelor's and master's) was (58.3%) and this confirms the accuracy of the answers and their trustworthiness (3)

Table No. (2) frequencies and relative distribution of the answers for all paragraphs

The study axes	Sub variables	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std. Deviation
		f <sub>i</sub>	%	f <sub>i</sub>	%	f <sub>i</sub>	%	f <sub>i</sub>	%	f <sub>i</sub>	%		
HRM	HR1	16	10.26	20	12.82	18	11.54	85	54.49	17	10.90	3.43	1.159
	HR2	8	5.13	8	5.13	24	15.38	77	49.36	39	25.00	3.84	1.025
	HR3	4	2.56	5	3.21	21	13.46	93	59.62	33	21.15	3.94	.840
	HR4	5	3.21	4	2.56	22	14.10	83	53.21	42	26.92	3.98	.898
	Average		5.29		5.93		13.62		54.17		20.99	3.80	0.98
Legal	LAW1	2	1.28	9	5.77	25	16.03	85	54.49	35	22.44	3.91	.853
Implication	LAW2	10	6.41	13	8.33	17	10.90	75	48.08	41	26.28	3.79	1.117
	Average		4.33		6.68		13.52		52.25		23.24	3.85	0.98
Economic development	EC	3	1.92	15	9.62	14	8.97	92	58.97	32	20.51	3.87	.916
GOVERNMENT	GO1	4	2.56	5	3.21	22	14.10	79	50.64	46	29.49	4.01	.894
	GO2	6	3.85	6	3.85	14	8.97	96	61.54	34	21.79	3.94	.899

Average			3.81	6.34	11.29	54.30	24.26	3.97	0.90				
Effort	EF	12	7.69	10	6.41	18	11.54	75	48.08	41	26.28	3.79	1.136
	EFF1	2	1.28	11	7.05	13	8.33	89	57.05	41	26.28	4.00	.865
Efficiency	EFF2	4	2.56	11	7.05	16	10.26	85	54.49	40	25.64	3.94	.934
Average			1.92	7.05	9.30	55.77	25.96	3.97	0.90				
Development	DE1	5	3.21	7	4.49	23	14.74	82	52.56	39	25.00	3.92	.930
	DE2	3	1.92	2	1.28	18	11.54	89	57.05	44	28.21	4.08	.787
Average			2.57	2.89	13.14	54.81	26.60	4.00	0.86				
Conflict	CO	3	1.92	4	2.56	15	9.62	94	60.26	40	25.64	4.05	.793
	VA1	3	1.92	3	1.92	11	7.05	103	66.03	36	23.08	4.06	.742
Value	VA2	2	1.28	7	4.49	19	12.18	97	62.18	31	19.87	3.95	.785
Average			1.60	3.21	9.62	64.11	21.48	4.01	0.76				
Average			1.60	3.21	9.62	64.11	21.48	4.01	0.76				

The statistics in Table No. (2) Reveal that 75.16% of the sample members agree with this dimension, and the neutral rate was 13.62%. With an arithmetic mean of 3 and a standard deviation of 3.80, the mean of those who did not agree was 11.22 percent, while those who agreed with this dimension had an arithmetic mean of 0.98 and a standard deviation of 3.80. About the two claims (LAW1-LAW2), a total of (75.48%) of the participants agreed with this dimension, while the neutrals' mean (13.52%) and deviation from that were (11%), and of those who disagreed, a total of (11%) disagreed. The arithmetic mean exceeded the hypothetical mean (3) on the Likert five-scale

**Table(3):Correlation Matrix of Model Constructs**

		HRM	law	GO	EFF	DE	VA	EC	EF	CO	Corporate social responsi bilit yLevel	Corporate environme nt Level
HRM	Pearson Correlation	1										
	Sig.											
law	Pearson Correlation	.509**	1									
	Sig.	.000										
GO	Pearson Correlation	.367**	.316**	1								
	Sig.	.000	.000									
EFF	Pearson Correlation	.290**	.426**	.417**	1							
	Sig.	.000	.000	.000								
DE	Pearson Correlation	.324**	.293**	.402**	.469*	1						
	Sig.	.000	.000	.000	.000	*						



[illegible]

## Conclusion

In conclusion, the role of Human Resource Managers in the institutions of the Kurdistan Region is paramount to the region's overall success and prosperity. As stewards of organizational culture and guardians of employee welfare, HR managers play a pivotal role in shaping the workforce landscape and driving institutional growth. By strategically managing recruitment, talent development, and employee relations, HR managers contribute to the creation of dynamic, resilient institutions capable of navigating the challenges and seizing the opportunities of today's rapidly evolving business environment. Moreover, their efforts extend beyond the confines of individual organizations, as they actively participate in shaping the socio-economic fabric of the Kurdistan Region. Through their dedication to fostering a culture of inclusivity, professionalism, and continuous improvement, HR managers not only enhance organizational performance but also contribute to the broader development and advancement of the Kurdistan Region as a whole. In essence, the role of HR managers transcends mere administrative functions; it serves as a cornerstone for sustainable growth, innovation, and prosperity in the Kurdistan Region.

## Suggestions

Certainly, here are some key suggestions on how Human Resource Managers can effectively fulfill their role in the institutions of the Kurdistan Region: Talent Acquisition and Retention Strategies: Develop comprehensive strategies for attracting top talent to the institutions while also implementing measures to retain skilled employees.

This may include competitive compensation packages, professional development opportunities, and a supportive work environment. Cultural Integration and Diversity Management: Foster a workplace culture that values diversity and inclusion. HR Managers can facilitate cultural integration initiatives to ensure that employees from different backgrounds feel respected and valued, thereby enhancing teamwork and productivity.

**Training and Development Programs:** Design and implement training and development programs tailored to the needs of employees in the Kurdistan Region. These programs should focus on enhancing both technical skills and soft skills, such as communication and leadership, to empower employees to reach their full potential. **Performance Management Systems:** Implement effective performance management systems that provide regular feedback, recognition, and opportunities for growth. This includes establishing clear performance metrics, conducting regular performance reviews, and identifying areas for improvement and advancement.

**Employee Wellness and Support Services:** Prioritize employee well-being by offering comprehensive wellness programs and support services. This may include access to healthcare resources, counseling services, and initiatives promoting work-life balance. **Compliance with Labor Laws and Regulations:** Stay abreast of labor laws and regulations in the Kurdistan Region and ensure that institutional practices align with legal requirements. HR Managers should also advocate for fair labor practices and ethical conduct within the institutions. **Strategic Planning and Organizational Development:** Collaborate with institutional leadership to align HR strategies with organizational goals and objectives. HR Managers should actively participate in strategic planning processes to anticipate future workforce needs and challenges. **Technology Adoption and Innovation:** Embrace technology and innovative HR

solutions to streamline processes, enhance efficiency, and improve employee experiences. This may involve implementing digital HR platforms for recruitment, training, and performance management. **Community Engagement and Corporate Social Responsibility (CSR):** Engage with local communities and stakeholders through CSR initiatives that positively impact society and contribute to the region's development. HR Managers can coordinate volunteer programs, charitable activities, and partnerships with local organizations.

**Continuous Evaluation and Improvement:** Regularly evaluate HR practices and initiatives to identify areas for improvement and innovation. Solicit feedback from employees and stakeholders to ensure that HR strategies effectively meet the evolving needs of the institutions and the Kurdistan Region as a whole. By implementing these suggestions, HR Managers can effectively fulfill their role in supporting the growth, development, and success of institutions in the Kurdistan Region.

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