

## HUMAN RESOURCES MANAGEMENT PRACTICES AND ORGANIZATIONAL EXCELLENCE IN PUBLIC ORGANIZATIONS

Arbab A.M., Mahdi M.O.S.\*

**Abstract:** This paper studies the impact of human resources management practices on organizational excellence in Sudanese public organizations. The descriptive and analytical methods were used. The research community included all employees in Sudanese public organizations. A random sample of 245 employees was selected to represent the research community. The primary data were collected using a questionnaire. The questionnaires' validity and reliability have been ascertained. The findings showed that there is a statistically significant effect of the dimensions of human resources management practices on the dimensions of organizational excellence in Sudanese public organizations.

**Keywords:** Human Resources Management Practices, Organizational Excellence, Public Sector, Sudan.

DOI: 10.17512/pjms.2018.18.2.01

Article's history:

*Received* October 15, 2018; *Revised* November 30, 2018; *Accepted* December 04, 2018

### Introduction

Today, the business environment witnesses drastic changes including globalization, the use of technology and information systems, the opening up and expansion of markets, the changing pattern of competition and the rapid and sustained development of the global economy. In order to keep pace with growth and development and to achieve organizational excellence, organizations have had to pay attention to strengthening their organizational capacities. Human Resources management (HRM) is the administrative activity that identifies the needs and resources necessary for the success of a project, as well as providing numbers and competencies compatible to those needs to achieve organizations' objectives. HRM is concerned with policies and functions required to carry out the activities needed by organizations to conduct successful businesses and accomplish functions in a rapidly changing businesses environment.

HRM in public and private sectors organizations have faced considerable challenges due to political, economic, social and technological changes that have become a burden to HRM departments to carrying out their duties. Therefore, investing in HR development has become one of the HR department's most important roles in order to cope with changes in the business environment. HRM is vital to government institutions as they are considered the most important units that

---

\* **Ahmed Mohamed Hamad Arbab**, Applied Science University, Bahrain, Assistant Professor of Business Administration; Dr **Mohamed Osman Shereif Mahdi Abaker**, American University of Ras Al Khaimah, UAE, Assistant Professor of Management.

✉ Corresponding author: [ahmed.arbab@asu.edu.bh](mailto:ahmed.arbab@asu.edu.bh)

✉ [mohamed.mahdi@aurak.ac.ae](mailto:mohamed.mahdi@aurak.ac.ae)

provide services to a wider sector of society. This, in turn, depends on the effectiveness of the HRM in identifying competencies, skills, training and development needs of the required employees in providing the required services.

Based on the above, the modern management trends together with organizational excellence are in line with the growing interest in HRM practices, which represent a comprehensive HR strategy of an organization. Therefore, there is a need for an HRM strategy to plan, train and develop the staff and acquire the necessary skills based on the adoption of organizational excellence comprising: excellence of leadership, excellence of subordinates, organizational structure, and cultural excellence. The HRM practices have a mutual relationship with organizational excellence in which one affects or depends on another, and therefore, it is important to correlate the HRM practices with organizational excellence.

Past studies were descriptive in nature and used a questionnaire survey for data collection that were applied in different settings of developed and developing countries, including different samples according to the area covered by each study. Despite the importance of the subject, the researchers noted that previous studies on the impact of HRM practices and organizational excellence were limited. This study is the first survey-based research on the topic of HRM practices and organizational excellence in Sudan. The findings contribute to the limited knowledge base in developing countries, thus presenting new empirical evidence on the HRM practices and organizational excellence. The study of Sudanese case would be valuable to the existing knowledge on HRM practices and organizational excellence.

The objectives of the research were set to examine perceptions of employees towards HRM practices in Sudanese public sector organizations. To examine perceptions of employees towards organizational excellence in Sudanese public sector organizations. To examine the impact of HRM practices (human resources planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, performance assessment) on organizational excellence in Sudanese public sector organizations.

To achieve the research objectives, the following research questions were set:

What are employees' perceptions of HRM practices in Sudanese public organizations? What are employees' perceptions of organizational excellence in Sudanese public organizations? What is the impact of HRM practices on organizational excellence in Sudanese public organizations?

This study was based on the main research hypothesis that human resources management practices impact on organizational excellence in Sudanese public organizations that was further divided into more detailed hypotheses in the end of the next section.

### **Human Resources Management Practices**

The definition of human resources management (HRM) requires defining both HRM and management. Human resources are the key function of any organization

that is responsible for the people dimension of the organization (Dessler, 2015). HRM is responsible for getting competent people, training them, getting them to perform at best effort, and providing mechanisms to ensure that these employees maintain their productive affiliation with the organization. Whereas management has been defined as achieving the objectives of the organization efficiently through employees. Yingying (2017) defined it as a process of attracting, developing and maintaining the quality of work. Human resources skills and expertise possessed by employees are highly needed by the organization to enhance the use of its resources. The value of HR arises from the ability such as knowledge and skills, attitude, personal qualities of individuals, intellectual acumen and the ability to transfer knowledge, in addition to interpreting things differently (Hartog et al., 2013). Thus, the knowledge, skills and expertise of human element contribute to determining the value of the above components. The management of HR in some literature is seen as the management of the personnel of the organization, and in others, it is seen as the activity responsible for human capital (Lee and Bruvold, 2003). From this definition, human resources represent a mix of knowledge, skills, competencies, and trends that the organization uses to achieve its objectives and that these resources differ from one institution to another (Liu et al., 2015). According to Nehles, et al., (2006), HR is the management through which the organization's workforce needs are met, maintained, trained, developed, stabilized, and morally enhanced. These activities are represented in staffing, which is responsible for motivating employees to achieve the highest level of productivity, work efficiently and effectively, leading the organization to achieve the respective objectives and contributing to increase and maintain the company's market share. HRM Challenges: Most HR researchers such as Dessler (2015), Nehles et al., (2006), Lee and Bruvold (2003), Masoodul et al., (2013) and Yingying (2017) identified some of the challenges impacting HRM as illustrated below:

- Retaining distinctive workforce: A qualified and well-trained workforce is likely to be attracted by other competitive organizations. Therefore, they should be provided with attractive financial benefits, healthy working conditions, good social environment, in addition to other intrinsic and extrinsic rewards that contribute to employees' loyalty so as to retain them (Masoodul et al., 2013; Eric et al., 2012).
- Organizational culture: A set of values, attitudes, feelings and beliefs shared among employees and framed by an organization's code of conduct and performance as defined by David et al., 2015, plays a key role in an organization's success in achieving its objectives and strategies. HRM must exert more efforts to create a supportive, stimulating and encouraging organizational culture, which leads to a better performance and creative work. Given that no culture can be imposed on workers but must carefully be introduced as a result of good preparation and implementation of HR strategy that may be reflected in an effective performance and rewards, inspiring creativity, empowering employees and organizing training and development programs.

- HR development: HR development is one of the most important management activities that contribute to increasing the effectiveness of HRM and reflects the administration's interest in all aspects of HR such as training, motivation, empowerment and career planning. Yingying (2017) identified HR development as expanding HR choices and enhancing their capacity using a range of educational methods and means to successfully complete their functions. The development programs aim to enable administrators to improve their capabilities within the strategic decision-making process and to support them with sufficient information to improve their abilities.

- Training: It is intended to provide individuals with specialized professional knowledge related to their work, and methods of best performance to improve their skills and abilities, as well as modifying behavior and developing methods of performance that are actually set by individuals, in order to provide opportunities and further improvement and development in meeting the increasing productivity targets (Dessler, 2015). Training is one of the most important elements of HRM policies, which are closely linked to HRM and are affecting and affected by it. However, the workforce planning process helps in identifying gaps in the required skills. This gap is filled through employment or by providing workers with the necessary training. The process of identifying gaps between actual and expected performance contributes to narrowing them. The process of linking training with promotion policies helps in motivating employees to continuously develop themselves, improve their skills in order to meet the promotion criteria and be ready to occupy higher positions (Dessler, 2015). Training involves working on developing the knowledge and information of the trainee. Training is an attempt to change the behavior of individuals by making them use different ways and methods to perform their work. Changes in employee behavior include changes in knowledge and information, concepts, values, attitudes, skills and abilities (Lee and Bruvold, 2003).

- Incentives and benefits: Diefendorff and Chandler (2011) argues that incentives are a set of means and methods that motivate employees to pay attention to work and to accomplish it in quality and quantity as required. Maha (2015) states that organizations seek to achieve their goals and objectives through incentives and benefits system to increase the production of goods and services, maintain the level of cost, assist management to make appropriate decisions in selecting and understanding the behavior of individuals and identify their motives to direct them towards the work objectives.

- Planning and career development: These are basic duties of HRM, whereby an individual's objectives and desires are adapted to career development and the alignment of individual goals with the future needs of an organization and its opportunities for growth. Therefore, the planning and career development function aims to help employees in an organization to meet their needs for growth and career development that is consistent with organizational needs and requirements (Bakker and Demerouti, 2008). Further, Nehles et al., (2006) explained the career

path as achieving effective coordination of individual capabilities and abilities with an organization needs.

- HRM performance evaluation: HRM performance evaluation refers to the review of its objectives in order to meet the HRM requirements. HRM requirements, in turn, are met by adopting appropriate HRM practices comprising employees' empowerment, training and development, rewards and compensations, as they lead to employees' retention, thus leading to an organizational stability and success (Muhammad, 2015).

### **Organizational Excellence**

Harrington (2005) defined organizational excellence as the investment of organizations in critical opportunities led by effective strategic planning, commitment to a common vision, clear purpose, adequate resources, diligence and effective performance. In today's globalized world, organizational excellence has become a subject of interest and discussion by various researchers. This is because the age of knowledge and information no longer recognizes employees recruitment based on traditional criteria and bureaucratic system. The goal of any business organization is to achieve success and maintain it, in addition to prompting organizations to develop strategies that lead to production increase. Today's organizations conduct research, apply the knowledge and benefit from the available and developed research findings.

In sum, relevant literature was reviewed on human resources management practices and organizational excellence and related topics in order to enrich the theoretical framework of the research and identify the relevant issues related to human resources management practices and organizational excellence. Based on the reviewed related literature, the below conceptual framework is introduced. Figure 1 illustrates the research framework as illustrated below.

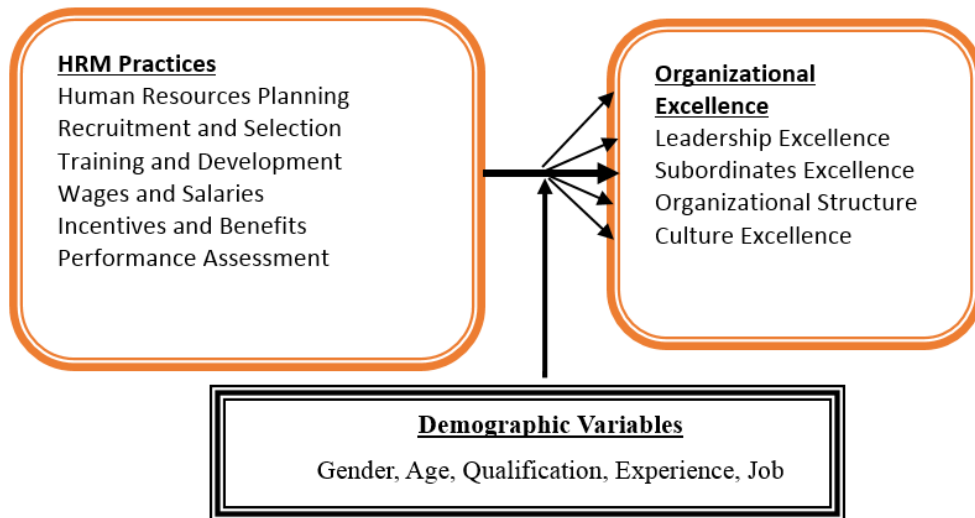
Based on the above conceptual framework, the following research hypotheses were developed and formulated that:

H1: There is statistically significant impact of the dimensions of human resources management practices on the *leadership excellence* in Sudanese public sector organizations.

H2: There is statistically significant impact of the dimensions of the human resources management practices on the *subordinates' excellence* in Sudanese public sector organizations.

H3: There is statistically significant impact of the dimensions of the human resources management practices on the *organizational structure* in Sudanese public sector organizations.

H4: There is statistically significant impact of the dimensions of human resources management practices on the *culture excellence* in Sudanese public sector organizations.



**Figure 1. The Conceptual Framework**

### Research Methodology

The study employed a descriptive analytical approach using questionnaires to collect data to answer the research questions of this study. The rationale behind the selection of the design was that it helped the researchers to explore the existing situation of the HRM practices and establish the effective management of the HR practices in Sudanese public organizations.

The research population consists of all employees in Sudanese public organizations during the period of the research, which was 3750 individuals according to the latest statistics in 2017. This number represents the target population. A population represents the total of all cases that match to some nominated set of specifications. It is the whole set of related units of analysis or data (Kothari, 2009). Random sampling method was used since no difficulties were involved. What is required is a relatively small, obviously defined population. In this study, out of 3750 individuals, 245 questionnaires were distributed. The total valid returned questionnaires were 200 representing 81.6% response rate of the sample.

The questionnaire's validity and reliability have been ascertained, first by the checking arbitrators' comments and suggestions. Secondly, the data were analyzed by the Statistical Package for the Social Science (SPSS) version 22, through Pearson's Correlation Coefficient for internal consistency accreditation and Cronbach Alpha Equation for internal consistency stability. The result indicates that Pearson's Correlation Coefficient for internal consistency for all variables was ranged between 0.752 and 0.889. Also, it indicates that the Cronbach's alpha for all variables was ranged between 0.818 and 0.937. Therefore, the questionnaire's validity and reliability and the internal consistency reliability of the measures used in this study can be considered good. Based on the above, the findings provide

appropriate and acceptable indicators of the characteristics of the scale that allows use in this study.

### Findings

In answering the research question 1, the arithmetical average, the standard deviation, and the relative importance of respondents' responses were calculated for all the dimensions of HRM practices as shown in the following table.

**Table 1. Dimensions of HRM Practices**

Dimensions of HRM Practices	Arithmetical Average	Standard Deviation	Relative Importance	Ranking	Level
HRPlanning	3.85	0.58	77.07%	1	High
Recruitment and Selection	3.05	0.80	60.96%	6	Moderate
Training and Development	3.67	0.61	73.41%	3	High
Wages and Salaries	3.60	0.58	71.99%	4	High
Incentives and Benefits	3.20	0.68	63.97%	5	Moderate
Performance Assessment	3.69	0.62	73.74%	2	High

Table 1 shows the arithmetical average ranging between 3.05 and 3.85 out of 5, the standard deviation ranging between 0.58 and 0.80, the relative importance ranging between 60.96% and 77.07% and level ranging between moderate and high of respondents' responses. In answering the research question 2, the arithmetical average, the standard deviation, and the relative importance of respondents' responses were calculated for all the dimensions of organizational excellence as shown in the following table.

**Table 2. Dimensions of Organizational Excellence**

Dimensions of Organizational Excellence	Arithmetical Average	Standard Deviation	Relative Importance	Ranking	Level
Leadership Excellence	3.60	0.67	72.02%	3	High
Subordinates Excellence	3.78	0.62	75.66%	1	High
Organizational Structure	3.39	0.64	67.82%	4	Moderate
Culture Excellence	3.62	0.61	72.46%	2	High

Table 2 shows the arithmetical average ranging between 3.60 and 3.78 out of 5, the standard deviation ranging between 0.61 and 0.67, the relative importance ranging

between 67.82% and 75.66% and level ranging between moderate and high of respondents' responses. In answering, the research question 3 Pearson correlation coefficient was calculated between the dimensions of HRM practices and the dimensions of organizational excellence as shown in the following table.

**Table 3. Dimensions of HRM Practices and Organizational Excellence**

Dimensions of the HRM Practices	Dimensions of Organizational Excellence				
	Leadership Excellence	Subordinates Excellence	Organizational Structure	Culture Excellence	Total
HR Planning	.339**	.257**	.245**	.336**	.359**
Recruitment and Selection	.208**	0.069	.241**	.233**	.229**
Training and Development	.376**	.333**	.359**	.379**	.441**
Wages and Salaries	.411**	.380**	.384**	.411**	.483**
Incentives and Benefits	.438**	.383**	.354**	.428**	.488**
Performance Assessment	.525**	.518**	.418**	.417**	.573**
Total	.533**	.443**	.468**	.513**	.596**

Table 3 shows the correlation coefficient between the total degree of dimensions of human resources management practices and the dimensions of organizational excellence is 0.596, which is statistically significant at the level of significance 0.01.

**Hypotheses Testing:** The simple linear regression was used for testing the research hypotheses 1, 2, 3 and 4. Table 4, shows the simple linear regression analysis results for testing the impact of HRM practices on leadership excellence, subordinates' excellence, organizational structure and culture excellence.

**H1:** Leadership excellence. Table 4 shows a high value of calculated (F) equal to 17 which is significant at the level of significance (0.01), and confirmed by the value of correlation coefficient 0.588. Based on the value of the coefficient of determination  $R^2 = 0.346$ , the variation in human resources management practices explains 34.6% of the variation in leadership excellence and therefore the hypothesis 1 is accepted.

**H2:** Subordinates' excellence. The table shows a high value of calculated (F) equal to 14.51, which is significant at the level of significance 0.01 and confirmed by the value of correlation coefficient 0.557. Based on the value of the coefficient of determination  $R^2 = 0.311$ , the variation in human resources management practices explains 31.1% of the variation in subordinates' excellence, and therefore the hypothesis 2 is accepted.



**Table 4. Research Hypotheses Testing**

<b>H1: Leadership excellence</b>							
Variance Source	Total Squares	Freedom Degrees	Ave. Squares	Correlation Coefficient R	Determina'n Coeffi't R2	Test Value F	Sig. F
Regression	30.83	6	5.14	.588	.346	17	<b>.000</b>
Residual	58.33	193	0.30				
Total	89.16	199					
<b>H2: Subordinates' excellence</b>							
Variance Source	Total Squares	Freedom Degrees	Ave. Squares	Correlation Coefficient R	Determina'n Coeffi't R2	Test Value F	Sig. F
Regression	589.74	6	98.29	.557	.311	14.5	<b>.000</b>
Residual	1307.8	193	6.78				
Total	1897.6	199					
<b>H3: Organizational structure</b>							
Variance Source	Total Squares	Freedom Degrees	Ave. Squares	Correlation Coefficient R	Determina'n Coeffi't R2	Test Value F	Sig. F
Regression	497.49	6	82.92	.496	.246	10.5	<b>.000</b>
Residual	1527.1	193	7.91				
Total	2024.6	199					
<b>H4: Culture excellence</b>							
Variance Source	Total Squares	Freedom Degrees	Ave. Squares	Correlation Coefficient R	Determina'n Coeffi't R2	Test Value F	Sig. F
Regression	532.85	6	88.81	.532	.283	12.7	<b>.000</b>
Residual	1347.5	193	6.98				
Total	1880.3	199					

H3: Organizational structure. The table shows a high value of calculated F equal to 10.48, which is significant at the level of significance 0.01 and confirmed by the value of correlation coefficient 0.496. Based on the value of the coefficient of determination  $R^2 = 0.246$ , the variation in human resources management practices explains 24.6% of the variation in organizational structure, and therefore the hypothesis 3 is accepted.

H4: Culture excellence. The table shows a high value of calculated F equal to 12.72, which is significant at the level of significance 0.01 and confirmed by the value of correlation coefficient 0.532. Based on the value of the coefficient of determination  $R^2 = 0.283$ , the variation in human resources management practices explains 28.3% of the variation in culture excellence, and therefore the hypothesis 4 is accepted.

## Discussion

The purpose of this paper is to study the impact of HRM practices on organizational excellence in Sudanese public organizations. The quantitative data collected from Sudanese public organizations generated meaningful results and the tested hypotheses have been confirmed on a sample of 245 employees. The findings related to employees' perceptions towards the dimensions of HRM practices, indicated that four dimensions of HRM practices including HR planning, performance assessment, training and development, wages and salaries got high levels of respondents' responses, whereas two dimensions incentives and benefits, recruitment and selection got moderate levels of respondents' responses (Table 1). The literature shows that HRM practices such as planning; performance assessment, training and development, wages and salaries are of prime importance to organizations. It is the HRM process through which the organization's workforce needs are met, maintained, trained, developed, stabilized, and morally enhanced (Lee and Bruvold, 2003; Masoodul et al., 2013; Eric et al., 2012; David et al., 2015; Dessler, 2015; Maha, 2015; Yingying, 2017).

The findings related to employees' perceptions towards the dimensions of organizational excellence indicated that three dimensions of organizational excellence comprising subordinates excellence, culture excellence, leadership excellence, got high levels of respondents' responses, whereas only one the organizational structure got moderate level score (Table 2). It is evidence from the literature that the organizations' investment in critical opportunities guided by effective strategic planning, commitment to a common vision, clear purpose, adequate resources, diligence and effective performance results in organizational excellence (Harrington, 2005).

In table 3, the correlation relationship between the dimensions of HRM practices and the dimensions of organizational excellence showed the presence of a positive moderate relationship is statistically significant between the total degree of the dimensions of HRM practices and the dimensions of organizational excellence. Further, regarding the impact of the dimensions of HRM practices on *leadership excellence*, the findings revealed that there is a statistically significant impact of HRM practices dimensions including HR planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, performance assessment on leadership excellence (Table 4).

With reference to the impact of the dimensions of HRM on *subordinates' excellence*, the findings revealed that there is a statistically significant impact of HRM practices dimensions such as HR planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, performance assessment on subordinates' excellence (Table 4).

Pertaining to the impact of the dimensions of HRM practices on *organizational structure*, the results revealed that there is a statistically significant impact of HRM practices dimensions including HR planning, recruitment and selection,

training and development, wages and salaries, incentives and benefits, performance assessment on organizational structure (Table 4).

As to the impact of the dimensions of HRM practices on the culture excellence, the results revealed that there is a statistically significant impact of HRM practices dimensions on *culture excellence* (Table 4).

Overall, this study provides explanations of employees' views about human resources management practices and their impact on organizational excellence. We would argue that there is a need to raise awareness about the importance of human resources management practices and organizational excellence, in addition to creating appropriate regulatory environment to allow for the application of organizational excellence concept in Sudanese public organizations. We would suggest benefiting from experiences of other countries in the subject, in addition to establishing reward system such as presenting prizes to outstanding employees in Sudanese public sector organizations.

### Conclusion

The study is conducted in Sudanese public sector organizations and examined the impact of human resources management practices on organizational excellence. The findings revealed that the dimensions of the human resources management practices including human resources planning, recruitment and selection, training and development, wages and salaries, incentives and benefits, performance assessment have significant impact on organizational excellence in Sudanese public sector organizations. The findings support the hypothesis as the data present strong evidence of the hypotheses. Consequently, human resources management practices adopted in Sudanese public sector organizations significantly affect organizational excellence in Sudanese public organizations. Across the sample, the six considered human resources management practices adopted in Sudanese public sector organizations significantly affect organizational excellence in Sudan. Thus, the paper contributes to literature and bridges the gap between theory and practice in identifying new empirical evidence on human resources management practices and organizational excellence.

The study has implications for both the public and private sectors' organizations in attaining organizational excellence in Sudan. For example, the study found that HRM employees' practices were not based on appropriate HRM policies and procedures. Further, there is a great variation in HRM practices indicating lack of consistency. Policymakers, therefore, should aim to build solid and refined policies and procedures for HRM practices. The study also benefits academics, managers, consultants and practitioners in terms of educating, providing support, and raising awareness on the impact of HRM practices on organizational excellence in Sudan, and in countries that have similar features to those of Sudan or can be useful to those interested in understanding more about Sudan.

This research has the following limitations: Firstly, only one method was used for primary data collection in this paper. As such, future researches in this should use

more than one method for data collection such as peer reports, surveys, and interviews. Secondly, the results of this study are related to the sample studied and may possibly not be related to the total population of employees in Sudanese public sector organizations. Consequently, the results cannot be generalized to all Public Sector Organizations. Thirdly, this research did not cover all dimensions, leaving open the possibility for other studies to deal with new dimensions related to research variables such as knowledge management, information technology, transformational leadership and total quality management.

This paper focused on employees from Sudanese public organizations. Researchers should consider employees from private sector organizations. Future research should be undertaken to integrate other HRM practices when researching the relationship between HR practices and organizational excellence. Identifying organizational barriers that limit the adoption of organizational excellence is suggested.

### References

- Bakker A.B., Demerouti E., 2008, *Towards a Model of Work Engagement*, Career Development International, 13(3).
- David P.C., Nikki B., Meredith R.C., Jamie B.S., Arwen H.D., 2015, *The Effect of Adaptive Organizational Culture on Long-Term Survival*, "Journal of Business and Psychology", 31(3).
- Dessler G., 2015, *Human Resource Management, Global Edition (14 ed.)*, Essex: Pearson Education Limited.
- Diefendorff J.M., Chandler M.M., 2011, *Motivating Employees*, [In:] S. Zedeck (Ed.), *Handbook of industrial and organizational psychology*, Washington, DC: American Psychological Association.
- Eric Ng C.H.E., Lam Z.H., Ramesh K., Charles R., Vimala K., 2012, *An Effectiveness of Human Resource Management Practices on Employee Retention in Institute of Higher learning: A Regression Analysis Article*, "International Journal of Business Research and Management (IJBRM)", 3(2).
- Harrington H.J., 2005, *The Five Pillars of Organizational Excellence*, *Handbook of Business Strategy*, 6(1).
- Hartog D.N., Boon C., Verburg R.M., Croon M.A., 2013, *HRM, Communication, Satisfaction and Perceived Performance: a cross-level test*, "Journal of Management", 39(6).
- Kothari C.R., 2009, *Research Methodology: Methods & Techniques (2 ed.)*, New Delhi: New Age International Publishers.
- Lee C.H., Bruvold N.T., 2003, *Creating Value for Employees: Investment in Employee Development*, "International Journal of Human Resource Management", 14(6).
- Liu X., Li X., Xian Z., Chen C., 2015, *How to Improve Human Resource Management Effectiveness—Through the Cooperation of Line Managers and Human Resource Department*, *Human Resources Development of China*, 21.
- Maha A.Z.D., 2015, *The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector*, "Journal of Business and Management Sciences", 3(5).

- Masoodul H., Saad H., Muhammad F.A.K., Asghar I., 2013, *Impact of HR Practices on Employee Satisfaction and Employee Loyalty: An Empirical Study of Government Owned Public Sector Banks of Pakistan*, "Middle East Journal of Scientific Research", 16(1).
- Muhammad A.Q., 2015, *Human Resource Practices in Pakistan Banking Sector: A Conceptual Framework Including Personality Traits, Emotional Intelligence and Employee Performance*, "International Journal of Scientific and Research Publications", 5(1).
- Nehles A.C., Van Riemsdijk M., Kok I., Looise J.K., 2006, *Implementing Human Resource Management Successfully: A First-Line Management Challenge*, *Management Review*, 34.
- Yingying L., 2017, *Review of Human Resource Management Function of Front Line Managers*, "Open Journal of Business and Management", 5(4).

### PRAKTYKI ZARZĄDZANIA ZASOBAMI LUDZKIMI I DOSKONAŁOŚĆ ORGANIZACYJNA W ORGANIZACJACH PUBLICZNYCH

**Streszczenie:** W artykule przeanalizowano wpływ praktyk zarządzania zasobami ludzkimi na doskonałość organizacyjną w sudańskich organizacjach publicznych. Zastosowano metody opisowe i analityczne. Badania objęły wszystkich pracowników w publicznych organizacjach Sudanu. Wybrano losową próbkę 245 pracowników reprezentującą środowisko badawcze. Dane pierwotne zebrano za pomocą kwestionariusza. Ustalono ważność i wiarygodność kwestionariuszy. Ustalenia wykazały, że istnieje statystycznie istotny wpływ wymiarów praktyk zarządzania zasobami ludzkimi na wymiary doskonałości organizacyjnej w organizacjach publicznych w Sudanie.

**Słowa kluczowe:** Praktyki zarządzania zasobami ludzkimi, Doskonałość organizacyjna, Sektor publiczny, Sudan.

#### 人力资源管理实践和组织在公共组织中的卓越表现

**摘要:** 本文研究了人力资源管理实践对苏丹公共组织卓越组织的影响。采用了描述性和分析性方法。研究界包括了苏丹公共组织的所有员工。选择245名员工的随机样本代表研究社区。使用问卷收集主要数据。问卷的有效性和可靠性已经确定。研究结果表明，人力资源管理实践的维度对于公共组织的组织卓越性维度具有统计学意义。

**关键词:** 人力资源管理实践，组织卓越，公共部门，苏丹。