



COMMITMENT-BASED HR PRACTICES AND THEIR IMPACT ON JOB IMMERSION: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF FACULTY MEMBERS IN PRIVATE UNIVERSITIES AND COLLEGES OPERATING IN THE HOLY CITY OF KARBALA AND BABIL

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An extracted research from a master's thesis

Article history:	Abstract:
Received: 6 th February 2023 Accepted: 6 th March 2023 Published: 7 th March 2023	The current research seeks to determine the nature of the influence relationships and the correlation between human resource practices based on commitment in job immersion at the level of private universities and colleges in the holy city of Karbala. Functional immersion through three dimensions (cognitive immersion, emotional immersion, behavioral immersion). The analytical descriptive approach was relied upon in presenting the research topics. The questionnaire was also used as a main tool in collecting data and information. The sample consisted of (205) faculty members. A set of statistical methods and tools were used in analyzing the data, represented by the normal distribution test, confirmatory factor analysis, descriptive statistics, Pearson correlation analysis, and structural equation modeling. These methods were used on statistical programs (SPSS V.25, Amos V.25) The research reached a number of conclusions, the most important of which are: Human resources based on commitment through faculty members and attention to their entitlements would enhance their performance and their superiority over competitors, and the research concluded with a number of .appropriate recommendations.

Keywords: Commitment-based Human Resources Practices , Job Immersion

An extracted research from a master's thesis

The first top: The study methodology **1- the problem of the study**

"conceptual difference between scientists and researchers on the search variables is very clear, and through repeated interviews with the faculty members of the universities (sample research) noted the researchers weaken clarity and perception for the extent The importance of research variables in the work environment, which may be difficult for university departments in dealing with their employees, and to establish the above can be clarified as a group of questions:"

- How practicing existing human resources practices in the organization in the organization?
- What is the level of job immersion in the college?
- What is the nature of the relationship between human resource practices based on job and job induction?
- Is there the impact of human resources practices based on overview?

2- The importance of research

- The current search tries to test measurements applied in various global environments for current study variables

(human resources practices based on commitment, career indulge).

- B. The importance of current research needs Iraqi higher education institutions to apply for human resources practices in which they are complementary to their global interest and contribution to achieving and promoting career immersion.
- C. With the presence of challenges and crises, the importance of the current study is clear from the need for Iraqi higher education institutions, especially universities, sample research to be able to exit these challenges and crises with the lowest possible damage.

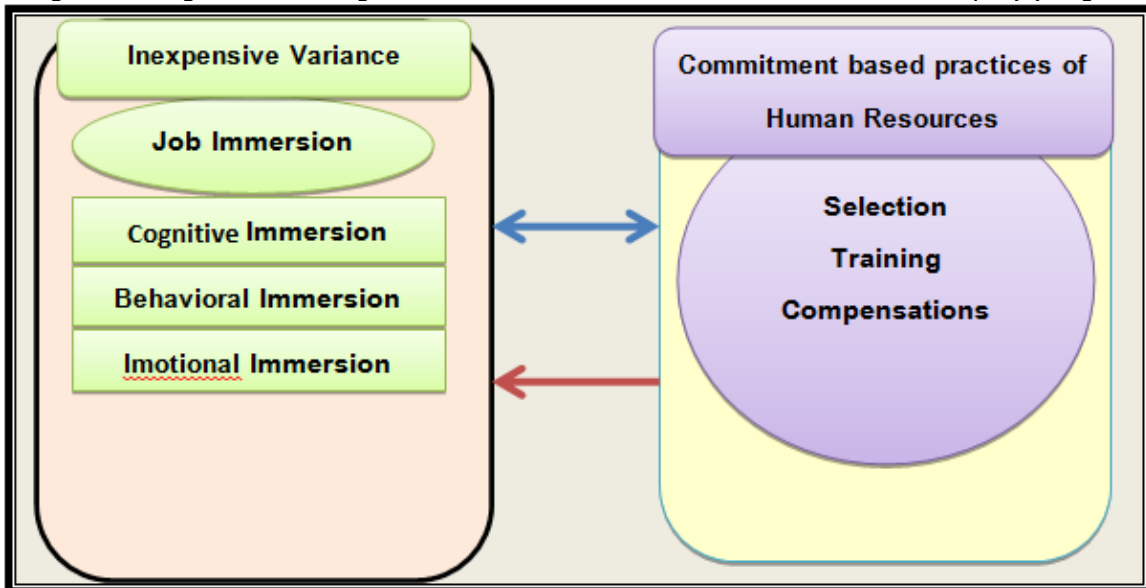
3. The objectives of research

in the light of the research problem and its importance can be identified by the most important goals through the following:

- a. Determine the level of work in human resources practices based on adherence to universities.
- b. Determine the level of interest in the dimensions of job indulge in universities.
- c. Test the relationship between human resources practices based on complaint and functionality in universities in scambling.
- d. Test the impact of existing human resources practices in job indulge in universities.

5. Plan for research assessment

The charter reviews the perceptions of the portions drawn for relations that link research variables through visions and cognitive fabrics to indicate the nature of the roles between the main research variables and its sub-dimensions and as in shape (1). Figure (1) Chart



Source: Preparation of researchers

6. Research hypotheses

The research is based on two main hypotheses:

First President H1 (H1) There is a significant relationship between human resources practices based on adherence with career indulge.

Second President (H2) there is an impact with moral insurance practices based on adherence to job indulge.

5. **Search variables**, measure and procedural definitions consisted of the current research from two main variables as in table (1):

Table (1) Search variables and measurements

variables	Measurement tool	Number of paragraphs	Certified scale
Commitment based practices of Human Resources	Selection	4	
	Training	4	
	Compensations	4	
Job Immersion	Cognitive Immersion	6	Verhagen et al .,) (1998:36
	Behavioral Immersion	6	



	Imotional Immersion	6
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Source: Preparation of researchers:

Theoretical Survey:

The theoretical side of the commitment: LIM & LING, 2012: 103-104), which includes discovery and content of what people want from their work and what the organization wants from And then attempt to reconcile these two groups of needs and in particular there is an increasing focus on effective human resources management as people should not be dealt with, but as a "assets" of the organization and a central source

of competitive advantage The retention of these assets is necessary to feel the personnel in career this means that human resources management must be given a more strategic role in organizations and is considered a passionate reaction in the job resulting from comparison of the function of the actual results with those The desired is expected and due and so on. Through Table 2, will explain the concepts of human resources practices based on commitment.

Table (2) Definitions of human resources practices based on obligation.

Researcher	Definition
(Nayak et al ., 2022:511)	A special planning system for attracting and developing personnel to ensure excellence, effectiveness and continuity of the Organization, as well as a set of practices (functions) in its management of human resources facilitating and developing competencies for employees working to ensure Sustainability of the organization in its organizational excellence.
(Tilly et al ., 2022:7)	Are a group of practices used by FAO to manage human resources by facilitating and developing competencies for the organization and generating regulatory knowledge to maintain competitive advantage.
(Wilkinson et al., 2019:51)	Are the policies and procedures exercised by officials to manage their employees, including key functions such as employees, sustainable, resilience, resilience and promotion.
(Steyn et al ., 2017:1)	Indicates regulatory activities aimed at managing the human resources group and ensuring that these resources are directed towards the regulatory objectives, including the creation of a competitive advantage traditionally exercising an important role in impact and behavior of staff.
(Cogin & Lee 2016:3)	It promotes the Social Climate of the Organization, creating higher levels of confidence and cooperation among individuals working, leading to improving organizational performance and this is due to all objectives of the Organization.
(Chadwick et al ., 2015:366)	Is the strengthening of individuals working in terms of training, development, career rotation, as well as human resources exercise individual incentives, collective incentives, and payment for performance that is due to the best results.
(Ceylan, 2013:211)	It affects the knowledge of staff, skills and abilities to develop new processes, procedures and practices and practices on all activities of the Organization as individuals working at a level of major potential to generate new and innovative ideas and solutions to the problems associated with the Organization's activities. The table is prepared by the researcher based on the media

The table is based on the literature. researcher



Second: Definition of human resources practices based on commitment

1. Training: It is a key process aimed at gaining many experiences and knowledge of individuals working in obtaining information, powerful and working trends, appropriate skills and behavioral styles, as well as increased its efficiency rate In performance, as is an ongoing and regular process during the lives of working personnel, mainly aimed at stimulating the capabilities of individuals to achieve an appropriate degree of vocational growth, performance, efficiency and ability, by providing them with their working skills in their field or specialization ElsaFFY & ORABY, 2022: 60). This dimension focuses on choosing members to fill the vacant function in the Organization as well as this process also includes collection, measurement and evaluation of information for selected candidates by doing so, ensuring the appointment of appropriate candidates in positions where they can perform their work Efficiently and effectively. This process enables the organization to choose the individual who met the criteria identified. Whenever we close from candidates who have the properties of the organization's need, their chances have increased to choose to fill the vacant function. As well as when the best candidates are set, this is likely to increase productivity and enhance organizational performance and achieve the goals and objectives of the Organization as working personnel are the most important supplier of the Organization because they are either established or undermined with the Organization's reputation Quality in both products and services. In addition, the organization must respond effectively to remain competitive. The individual or staff member will help his organization during the change period and ensure its success in the future (LIU & WANG, 2020: 8).

2 compensation.

Ferahtia, 2021: 132) states that compensation is a package of incentives for employees to increase their commitment. Therefore, compensation plays an important role in terms of its relationship

between employer and employee. It can not be denied that employees rely heavily on wages and other financial benefits, financial and non-financial, to provide daily income required, etc. Compensation also affects staff attitudes and behavior towards officials of the Organization. Compensation for work is an important impact on the cost of business management and therefore its ability to improve organizational performance. Collins & Smith, 2006: 544) focuses on stimulating the employee on the group, organizational performance indicators, training programs and performance assessments that focus on long-term growth, team building and developing the organization's knowledge, although resource practices Human-based obligation seems to be associated with the performance of the Organization, but the obligation creates an organizational social climate stimulating staff. HARALAYYA, 2022: 259)) believes that staff are honored at their employment management system to stimulate them to work or improve. This was done to determine the effect of compensation management for the worker and to improve the system. Staff compensation is an unacceptable role in human resources management, where it is formally used to assess benefits and benefits. It is necessary to have this strength or ability. Moreover, these capacities must be enjoyed until his identity appears as a distinct and arbitrator that always stimulates its subordinates to be able to proceed with positively (Elisa et al 2022: 607). Seasons

Second: Job Immersion

First: The concept of job immersion is a job indulge as a modern term to explain the role of staff, especially in many organizations that strive to make their employees feel that they are an integral part, yet there may be mechanisms and other positions affecting a decision The final employee is separated from the employer. Decha, 2018:5). As in a table (3) contains definitions of job immersion and following:

Table (3) Definitions

	researcher	definition
1	(Brooks& Holtom.,2019: 1)	Is the forces that maintain staff in their jobs and then prevent them from possessing intentions to leave the organization. This depends on individuals who retain interconnected roles representing various aspects of their lives and the



		intentions of the work is not only designed by job design It must also include the link between the function and the wider working environment.
2	(Taiba Hussain& Stephen Deery,2018: 2)	Is the degree in which individuals are integrated with their job they exercise and feel their importance, and it is related to mental and emotional aspects together
3	(Decha Dechawatanapaisa,2018: 3)	Is the internal integration of the individual in work, match and psychological response with action reflected in the image of an investigation for the individual or commitment towards his work. The people of the individual means the love of the individual for his work or to give him more attention and is associated with And is affected by
4	(Aristides,2017: 5)	It is the extent to which an individual must interfere in its function and result in many contextual forces in the organization and the community in which the employee operates as well as is associated with the deserves of organizational citizenship and the performance of core tasks
5	(Emmanuel et al.,2017: 3)	Is the individual who realizes and conducts business context and works closely with his colleagues to improve functional performance in favor of the organization and this is due to the best results

Source: Preparation of the researcher depending on the sources.

1. Cognitive immersion Cognitive individuals are fully indulged in their work. The personnel are practicing knowledge immersion in a way that makes them more accurate in identifying goals and most of the tasks that promote tasks enhance work with others and personal attendance (physical and knowledge) and active performance and full role in the organization The purpose is to focus directly on performance and investigation more in the knowledge aspects of the individual (Toth et al., 2020: 8).

2. Emotional immersion: Emotional immersion is the essence of social psychology and is part of making psychology is interesting that emotions generally they are a set of feelings that occur in a certain way and affect the individual behavior. This dimension is in a strong relationship between emotions, Ideas, the feelings of the individual and the job, leading to pride and enthusiasm and are more comprehensive immersion in terms of feeling but an existing organization, realization of time, realism, participation, emotional aspects and sensory signals (Zhang et al., 2017: 2).

3. Behavioral induction: The individual behavioral feelings are one of the basic principles to work for the individual that the staff must follow the rules of action that identifies appropriate behaviors and how these feelings should be expressed for others due to the central role of employees, as well as that individuals They are familiar with and understanding the job expectations, but many authors have often noted the rules of action are often defined by the organizations but exist if they may vary if they consider the behaviors such as smiling or suppression of anger (Cui et al., 2018: 1).

Subject 3: The field side

First: Encoding and characterized research measures adopted in the encoding of research measures on its English terms to facilitate reading and analyzing the methods of statistical analysis, which appears in table 3 that determines search variables The president and its sub-proofs, its symbols and number of measurement questions in each dimension.



Table (3): encoding , and descriptions of research measurement

The main variables	Sub-dimensional	Statistical indicator code	Number of measurement paragraphs
Human resource practices based on commitment C-BHRPra	Selection	SE	4
	Training	TR	4
	Compensation	CO	4
Job Immersion CarImm	Cognitive Immersion	KI	4
	Behavioral Immersion	EI	4
	Imotional Immersion	BI	4

Source : the researcher based on the outcomes of the questionnaire

II. Test modulation distribution

The researcher is to build a test (Kolmogorov-Smirnov Test) to examine a modified level of distribution of existing research data, which appears from the test results in table 4 that the value of the Colmukurov-Smirnov test value Has (0.061, 0.067) respectively for the study variables (human resources practices based on commitment and functional induction) while the moral rate of the test value (0.104, 0.088), which is respectively, and this is the highest level Of its

normative value (0.05) This indicates that the data is an emanating function for research variables, which confirms that they are within an acceptable modalism and thus under the natural distribution area and therefore the methods of teachers can be adopted in the test of hypotheses Description and Diagnosis of variables and their departs at the level of an application environment in universities and civil colleges.

Table (4): One-Sample Test Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test			
Job immersion	Human resources practices based on commitment	variables Parameters	
205	205	N	
3.344	3.304	Mean	Normal Parameters ^{a,b}
.6351	.4936	Std. Deviation	
.067	.061	Absolute	Most Extreme Differences
.067	.061	Positive	
-.056	-.050	Negative	
.067	.061	Test Statistic	
.088 ^{c,d}	.104 ^c	Asymp. Sig. (2-tailed)	

Source: SPSS V.25 (SPSS)

III. Testing Tech Tool Analysis (IAP).

The researcher was based on the AMOS V. 25. As comes:

1. Conformational Factor Analysis of Variable for Human Resources Practices based on obligation: "Figure 2 is illustrated that the approved scale To measure variable human resources practices based on the commitment consists of (12) paragraph distributed to three sub-dimension, 4 paragraphs 4 and (4) paragraphs 4 for training and (4) paragraphs for the dimension of the compensation. It shows that all

standard parameters have exceeded the accepted ratio (0.40), a moral propoter because all critical ratio values (C.) phenomenon in table (5) are moral values and this indicates the feasibility of these parameters and its accuracy. As for indicators matching the model and after seven amendment indicators, all of which were met with the specific admission base, and this is a structural model that has received a high level of matching respondents. This confirms that the variable of human resources practices based on commitment is

measured by three sub-dimensions, which are measured by (4) paragraphs. "

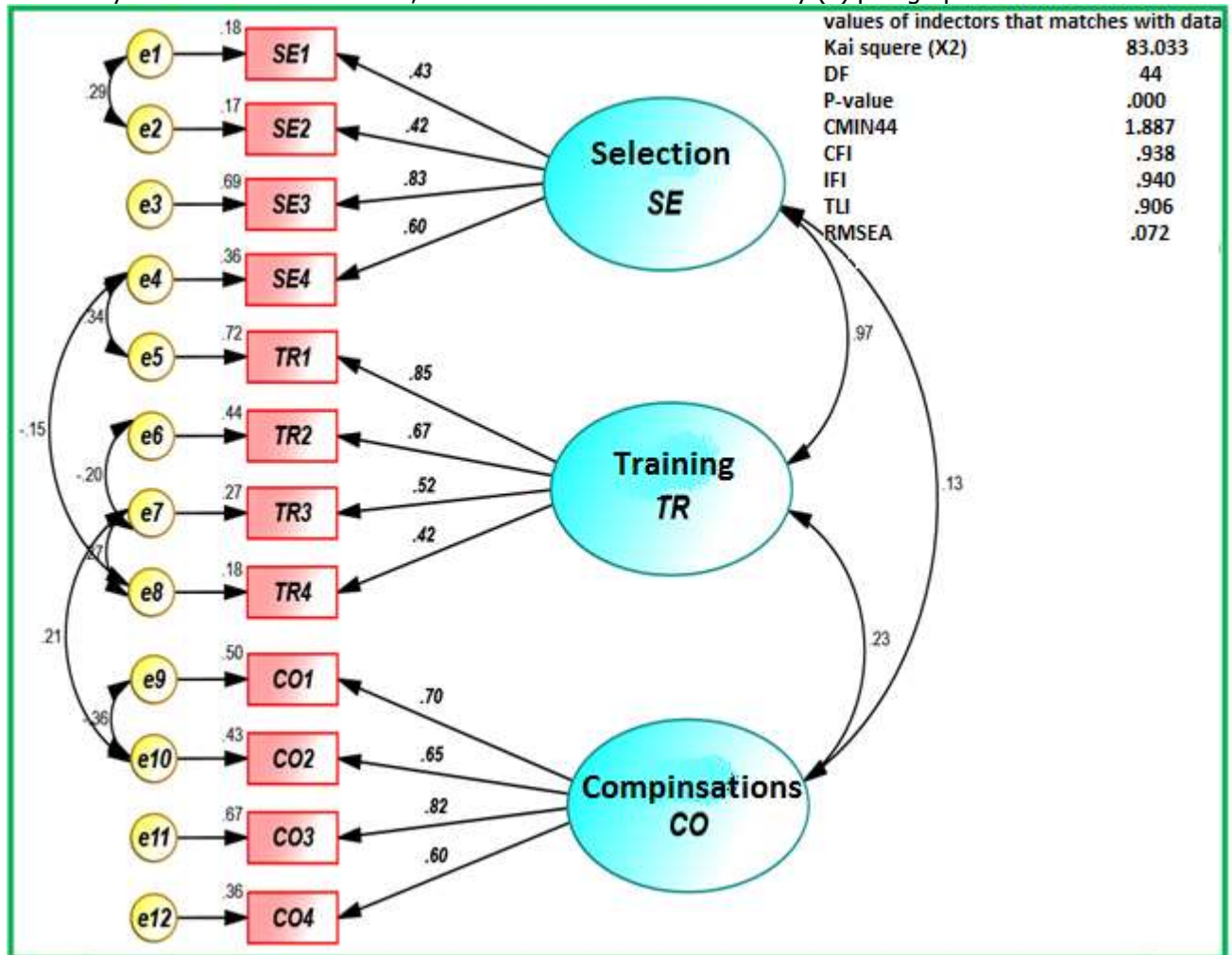


Figure () conformational factor analyzing for CBHRP measurements

Source : (Amos V.25)

Table (5): Paths and parameters of global antigen for changing human resources practices based on Commitment

Percentage of moral	Critical percentage	Standard error	Equestrians estimates	Standard estimates	Tracks		
			1.000	.601	Selection	<---	SE4
***	7.232	.216	1.560	.834	Selection	<---	SE3
***	4.661	.170	.794	.418	Selection	<---	SE2
***	4.738	.156	.738	.426	Selection	<---	SE1
			1.000	.421	Training	<---	TR4
***	5.210	.235	1.225	.519	Training	<---	TR3
***	4.953	.335	1.659	.667	Training	<---	TR2
***	5.287	.424	2.243	.849	Training	<---	TR1
			1.000	.602	Compensations	<---	CO4
***	7.493	.212	1.587	.821	Compensations	<---	CO3



***	6.245	.210	1.312	.654	Compensations	<---	C02
***	6.525	.215	1.404	.705	Compensations	<---	C01

Source: Program Output (AMOS V.25)

2. Conformational Factor Analysis of Career Enhancement:

"The functionality of functionality includes three basic dimensions are cognitive induction (4) paragraph, emotional induction (4) paragraph, The behavioral induction (4) is paragraph. As the results of the form () shows the ratios of resources (0.40), which has a high moral reward because the critical rat values (Critical ratio) are as in the table) It appeared all of which are moral values at (0.01) and this emphasizes

the significance and terms of these resources. When checking standards matching the structural format and after five of the amendments, the results have been clear that all standards conform to The limits of their own acceptance, this confirms that the T-T-Analysis model has obtained an excellent level of conformity, and this ensures that the functional immersion is a paragraph distributed on three basic dimensions

Figure (4) Conformational Factor Analysis of Career Independence Scale "Source: Amos V.25"

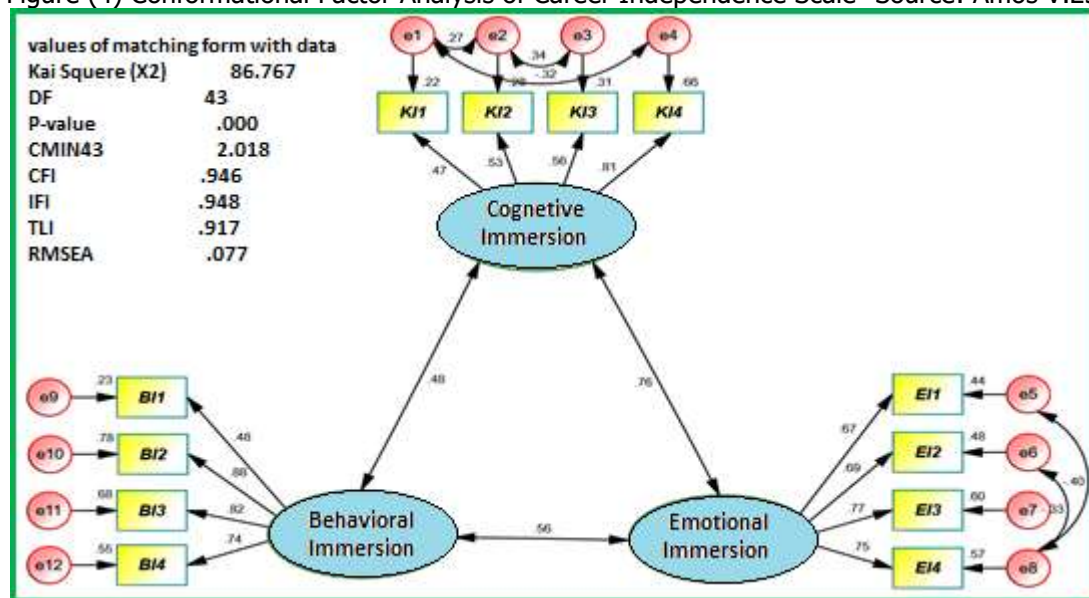


Table (6): Results of the TOTID Analysis of the variables

percentage moral	Critical	Standard error	Laboratory appreciation	Normative appreciation	tractors		
***	4.507	.377	1.701	.810	Cognitive Immersion	<---	KI4
***	4.161	.289	1.201	.556	Cognitive Immersion	<---	KI3
***	4.693	.258	1.209	.529	Cognitive Immersion	<---	KI2
			1.000	.470	Cognitive Immersion	<---	KI1
***	6.794	.126	.858	.666	Emotional Immersion	<---	EI1
***	7.273	.115	.836	.693	Emotional Immersion	<---	EI2
***	8.436	.114	.964	.773	Emotional Immersion	<---	EI3
			1.000	.753	Emotional Immersion	<---	EI4



***	5.988	.108	.645	.480	Behavioral Immersion	<---	BI1
***	11.008	.107	1.179	.884	Behavioral Immersion	<---	BI2
***	10.463	.104	1.086	.823	Behavioral Immersion	<---	BI3
			1.000	.745	Behavioral Immersion	<---	BI4

Source: AMOS V.25

(IV) Test Stability For Measurement In order to identify the validity of the scale and the stability of the questionnaire, the researcher has adopted the test of Kronbach, as evidenced by table (7) that all values Alpha Krunbach for the main and sub-changes

between (0.798-0.937). This indicates that all these transactions are acceptable, which proves the accuracy and consistency of the measurement tool used in the current study and its ability To measure their variables and sub-definitions clearly and without complexity.

Table (7): The values of Kronbach for research variables and sub-variables

the main variable	Kronbach Alpha for the main variable	Sub-dimensional	Cronbach Alpha
Human resources practices based on commitment	.914	Selection	.798
		Training	.831
		Compensation	.846
Job Immersion	.937	Cognitive Immersion	.827
		Behavioral Immersion	.840
		Imotional Immersion	.868

Source: Preparation of the researcher depending on the SPSS V.25

V - DESCRIPTION AND DIAGNOSIS OF SEARCH VARIABLES

- Description and diagnosing of human resources practices based on compliance.** "This paragraph includes a variable description of the human resources practices based on commitment and its total diagnosis, which shows the statistical measurement measurement of the vulnerability and measured human resources practices Three field dimensions, the total arithmetic medium for this variable (3.304) has reached the standard deviation (0.494) and the difference was 14.94% and the relative importance (66.08%), and these statistical results indicate The variable of human resources practices based on

commitment has been mandatory from the importance of respondents, indicating that the members of university and civilian colleges are somewhat interested in human resources practices based on choice The training and staff for academic practice within the campus are efficient and at the same time seeking to design training programs that will improve their potential and abilities and adopt compensation and reward systems to improve their total performance level. As for the overall arrangement of variable dimensions of human resources practices based on a field commitment, which reflects the attention of universities and colleges a sample of research, as follows (training, check, and compensation) respectively.

Table (8): Statistical standards for changing human resources practices based on adherence

Dimensions	arithmetic center	normative deviation	Differences %factories	Relative importanc e%	Dimensio nal order
Selection	3.296	0.801	24.32	65.92	2
Training	3.370	0.567	16.83	67.40	1
Compensation	3.270	0.720	22.01	65.40	3

Major Rate of Human resources practices based on commitment	3.304	0.494	14.94	66.08	-
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Source: Preparation of the researcher depending on programs (Microsoft Excel) and (SPSS).

"With a view to representing the importance of the importance of the dimensions of human resources practices based on universities and colleges of the research, the graphic columns have been selected and according to the values of relative importance due to the answers of the sample and form (5) illustrated:"

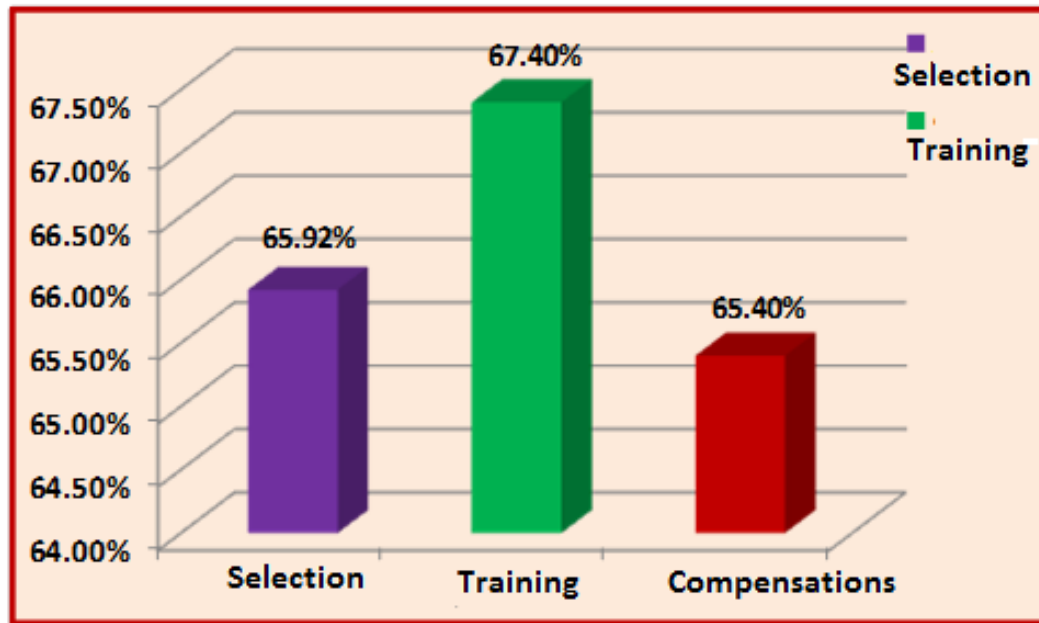


Figure (6): Graph for the dimensions of human resources practices based on commitment

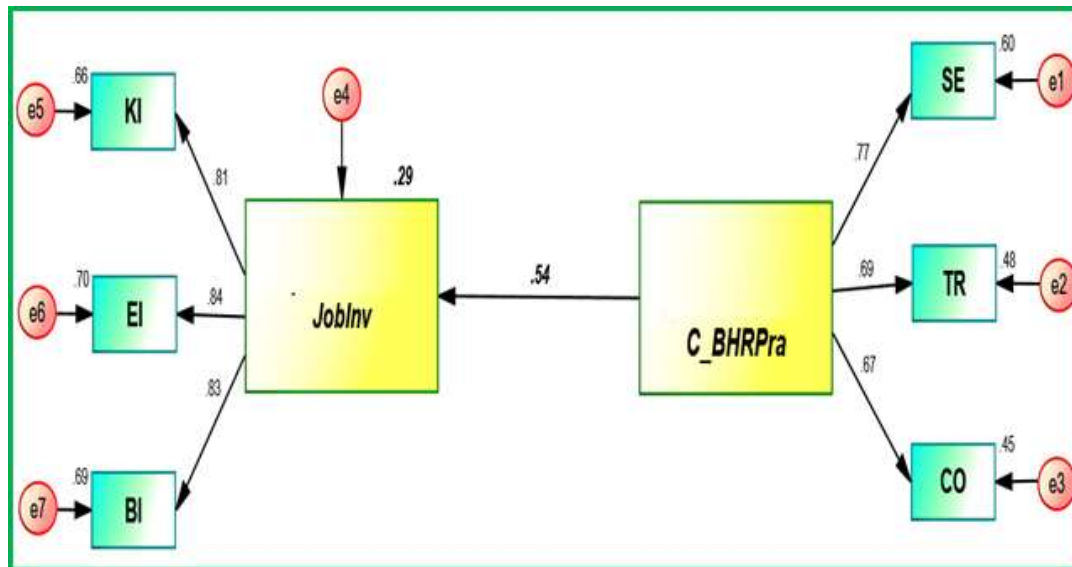
Source: Preparation of the researcher (Microsoft Excel V. 2010)

2. Description and diagnosis of career immersion "This paragraph includes a description and analysis of career immersion, as shown by Table (9) the results of the availability of the level of immersion, which was measured by (3) sub-dimensions, this variable achieved in a total account 3.344) A standard deviation of 0.635 and a difference factor (18.992%) and relative mouth (66.880%), which confirms that the functionality has obtained a moderate level on the basis of sample studies responses." "On the basis of the progressive dimensions can be arranged in the field of universities and civilian colleges, the sample of the study, which was arranged as follows (after cognitive immersion, after the emotional indulge, and after the behavioral induction) and as shown in table (9)."

Table (9): Description and analysis of career induction in its dimensions dimensional

Independent Variance	Commitment-based Human Resources's practices CBHRP	CBHRP dimensions		
		Selection	Training	compensation s
Sub-variance				
Job Immersion	.536**	.385**	.400**	.373**
Sig. (2-tailed)	.000	.000	.000	.000
Result	There is a positive relationships of 0.01 level between Human resources practices based on adherence and Job Immersion"			

Source: Preparation of the researcher based on the results of programs ((Microsoft Excel (SPSS). "(6) shows the graphic columns to arrange job immersions at the level of universities and civilian colleges. Based on relative and in light Sample answers."



Source: Program Output (Microsoft Excel V. 2010)

VI - Test search hypotheses

1. Test the first major hypothesis: (There is a significant relationship between human resources practices based on adherence and functionality) "shows through the table) The existence of a strong and significant positive relationship between human resources practices based on adherence and functional

induction (0.536 **), a significant value of moral level (1%) This in turn proves a confidence of the results of the relationship (99%), which emphasizes a level of harmony and fit between the two modes in the field of sample at the university and college levels and the application."

Table (9): Link relationships between Human resources practices based on commitment and Job Immersion

Independent Variance	Commitment-based Human Resources's practices CBHRP	CBHRP dimensions		
		Selection	Training	compensation s
Sub-variance				
Job Immersion	.536**	.385**	.400**	.373**
Sig. (2-tailed)	.000	.000	.000	.000
Result	There is a positive relationships of 0.01 level between Human resources practices based on adherence and Job Immersion"			

Source: Preparation of the researcher in light of the statistical outputs (SPSS V.25) "N = 205, P 0.01"

This result can be explained that universities and colleges sample the study whenever attention to human resources practices based on commitment and

improvement Procedures selected for members of its teaching bodies in accordance with efficiency and commitment factors and their academic skills and

potential for training and evaluation opportunities and promotion opportunities and encourage them to provide an advanced level of educational services and increase acceptance of students for the curricula and this University departments are adopting various compensation programs that meet the ambitious and envisage of the faculty members. "As for progress, the first major hypothesis can be accepted." To determine the most unbelievable human resources practices related to the variable of career immersion, dimensions of the following sequence (training, selection, compensation), were linked (0.400, 0.385, 0.373), respectively, a significant ratios at (0.01), at a level of confidence (99%). 2. Test the second major hypothesis: (there is an impact with a significant significant human resource practices to adhere to its dimensions in functional immunization) which means that variable resource practices Human-based

obligation affects the profusion of functionality (54%) at the level of universities and civilian colleges, which means that the variable is 54% in the event of increased interest in human resources practices One unity. We also note that the value of the impact coefficient is a significant value because the critical rate (C.r.) is the phenomenon in Table (8.285) is a significant value at the moral level (P-Value) in the same table. "" It is also clear from the figure (R2) has reached (0.29) and this means that changes in a variable is 29%, including to change existing human resources practices and the remaining () Dates back to other variables in the study model. This result indicates a significant impact on human resources practices based on job-impact on universities and civilian colleges. "" And based on the above, the second major hypothesis can be accepted. "

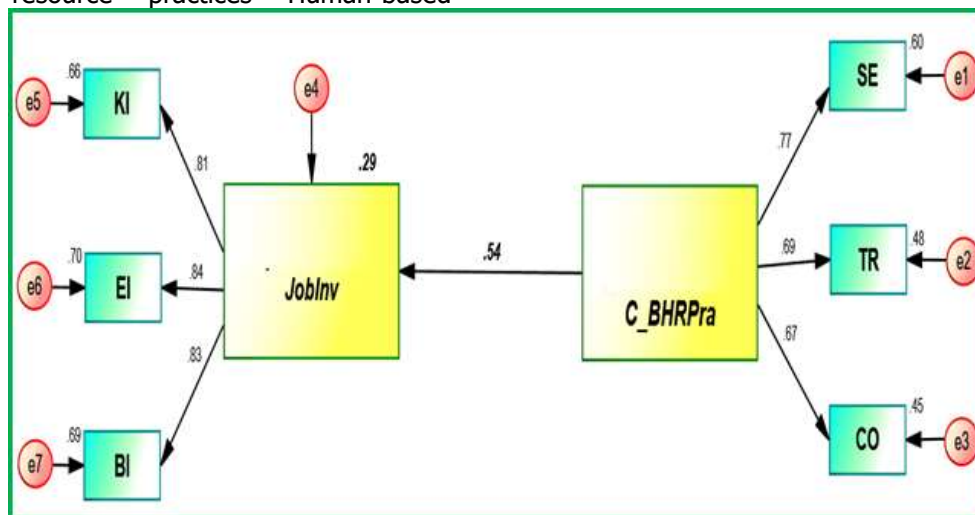


Figure (9): Effect of human resources practices based on functional immersion "Source: AMOS V.25"
 table (10): Paths and parameters test effect of human resources practices based on job Immersion

percentage moral	percentage Critical	Standard error	Laboratory appreciation	Standardized organic weights	tracks		
***	8.285	.083	.685	.536	human resources practices based on Commitment	<---	job Immersion
***	15.887	.080	1.265	.773	human resources practices based on Commitment	<---	SE
***	11.863	.083	.990	.673	human resources practices based on Commitment	<---	CO
***	12.523	.059	.745	.693	human resources practices based on Commitment	<---	TR

***	19.343	.060	1.157	.829	job Immersion	<---	BI
***	19.862	.048	.952	.836	job Immersion	<---	EI
***	18.267	.049	.891	.814	job Immersion	<---	KI

Source: (Amos V.25)

To determine the most devices of human resources practices based on the complexity, it is clear from the figure () that the dimensions came in terms of its effects (compensation, choice, and training) Straight,

the normative impact estimates (0.27, 0.25, 0.23), respectively, a moral proporter because the critical rate (4.095, 3.488, 3.207) is a mental values

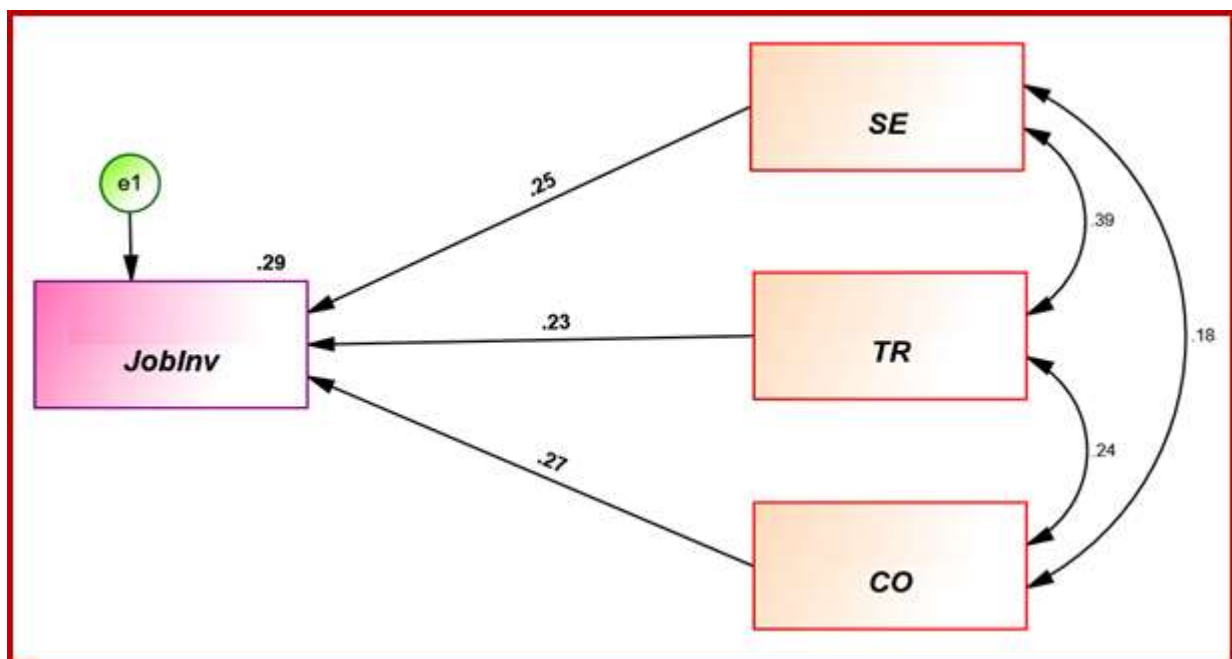


Figure () the effect of CBHRP dimensions on Job Immersion

Source :(Amos V.25)

Table () indicators of the effect of CBHRP dimensions on Job Immersion

percentage moral	percentage Critical	Standard error	Laboratory appreciation	Standardized organic weights	tracks		
***	3.488	.055	.192	.246	selection	<---	job Immersion
.001	3.207	.085	.273	.230	Training and development	<---	job Immersion
***	4.095	.058	.238	.274	compensations	<---	job Immersion

Source :(Amos V.25)

CONCLUSIONS

1. The commitment-based Human resources' practices are one of a major concepts which disclose the opportunity of the organizations to recruit new employees within the concepts

of efficiency ,skill and commitment and that, adopting this concept is positive in the changing environment and has a significant impact by individuals and organizations



2. It turned out that the level of variable importance of human resources practices based on the commitment was "moderate" and this emphasizes that the adoption of universities and colleges the sample of this variable was at the level of ambition and this may return to the nature of the variables surrounding civil universities in Iraq and It includes two dimensions affecting their decisions.
3. The universities believe in a significant relationship between human resources practices based on adherence to functional immersion through a high value for their association and this emphasizes the importance of human resources practices based on adherence, training and promotion Their personal abilities are compensated by Pagor and rewarding rewards for improving.
4. Human resources practices based on commitment levels have achieved significant impact levels in career immersion. Its requirements for ensuring access to executive and advanced teaching body members and achieving advanced levels of career immersion

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