

**تأثير المهارات الناعمة في تحقيق الاداء المتفوق للموارد
البشرية: بحث تحليلي في كليات الجامعة العراقية**

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The effect of soft skills in achieving superior performance of human resources: an analytical research in the faculties of the Iraqia University

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Abstract:

The research aimed to know the impact of soft skills as an independent variable and achieve superior performance in human resources as a responsive variable in the faculties of the Iraqi University, as well as to identify the levels of their availability and employment so that they are appropriate to the reality of the current conditions in the Iraqi academic environment. A set of hypotheses were formulated, the most important of which was the existence of a correlation. And the impact of soft skills and their dimensions in achieving superior performance for human resources, using the descriptive analytical research approach to explain the relationship and links between the research variables. Data was collected from respondents using a comprehensive inventory method, numbering (204) individuals, represented by a purposive sample of teachers who hold administrative positions (the dean and his assistants). And the scientific departments, divisions, and other administrative units), represented by (the College of Administration and Economics, the College of Mass Communication, the College of Law and Political Science, the College of Education/Tarmiya, the College of Education for Girls, the College of General Medicine, the College of Dentistry, the College of Arts, the College of Engineering, and the College of Islamic Sciences) This was based on a questionnaire that included (40) items, which were analyzed based on statistical programs (SPSS V 28.0) and Amos V 26.0. The most prominent result was the presence of a strong and positive effect of the soft skills variable on the superior performance of human resources, with the interest of university administrations in developing skills. It has human resources. And its increasing needs to increase communication and communication skills, work in a team spirit, and interest in critical and constructive thinking and time management in a way that is compatible with the nature of the university's work.

Keywords: soft skills, superior human resources performance, the faculties of the Iraqia University.

The Introduction:

Achieving superior performance of human resources requires the human element that has the great ability to contribute positively or negatively to achieving the organization's goals, as human resources have become one of the most important profitable investments, especially since we live in an era whose basic characteristic is competition, which cannot be achieved except by possessing this element, a new type of The skills are flexible skills, or so-called soft skills, which are related to the individual's ability to deal with others and present his ideas in a convincing and tactful manner, in addition to his ability to communicate, communicate, and deal flexibly with various daily situations.

To achieve the objectives of the research, it was divided into four sections, the first of which dealt with the research methodology, the second section dealt with the intellectual framework, while the third section dealt with the applied aspect, and the fourth section concluded with conclusions and recommendations.

The first section: research methodology and some previous studies

First: the research problem

Achieving superior performance is one of the contemporary intellectual developments in modern management that searches for the largest number of possible alternatives in order to make the right and distinguished decisions in light of the dynamic environment at the present time. Soft skills are among the most important factors on which achieving superior performance in all organizations is based. It is one of the modern and contemporary concepts because of its great importance in organizations and the important role it plays in helping them demonstrate excellence and creativity within their internal and external environment. It is one of the physical and intellectual capabilities available to the human resource to achieve their tasks quickly and proficiently, and the rapid and increasing development in the volume of services has led to The complexity of the processes of providing and controlling services, and in order to improve the level of services, there must be an interrelation between technology and improving the level of performance of the service provided. The research problem emerges through the researcher's experience with the nature of his work at the Iraqi University over the years of service, which is the low cognitive awareness of the importance of employing and enhancing the soft skills of the human resources working for it, which reduces the possibilities of achieving superior performance, which is measured by the extent of the ability to achieve results that exceed expectations. This was reinforced through a reconnaissance study, conducting personal interviews, and open questions with officials in the colleges of the Iraqi University, where it became clear that there is this deficiency in the current research variables in the sample studied.

In line with the above, the research problem lies in answering the following questions:

1. Does the administration of the investigated colleges have a clear vision of the soft skills and superior performance of human resources?
2. Does the administration of the investigated colleges have a clear vision of the relationships between soft skills and superior performance of human resources?
3. Is there a clear perception of the impact of soft skills in achieving superior performance of human resources in the colleges investigated?

Second: The importance of research

The importance of the research stems from the following:

1. Scientific-theoretical importance: The researcher hopes that this research will contribute to adding, even if it is simple, God willing, to the cognitive aspect of modern management science. This research can also lead, through recommendations, to directing attention to more detailed research in the field of the impact of soft skills in achieving superior performance. For human resources.
2. Practical-applied importance: The (practical-applied importance) of the research can be determined by the following points:
 - a. Colleges involved in the research: The importance is that they seek to determine the dimensions of the independent variable (soft skills of human resources) and the impact of that on the dependent variable (achieving superior performance of human resources) in order to provide information reached from the results of the research that serves the colleges studied and helps them in developing the work that Provided by these colleges.

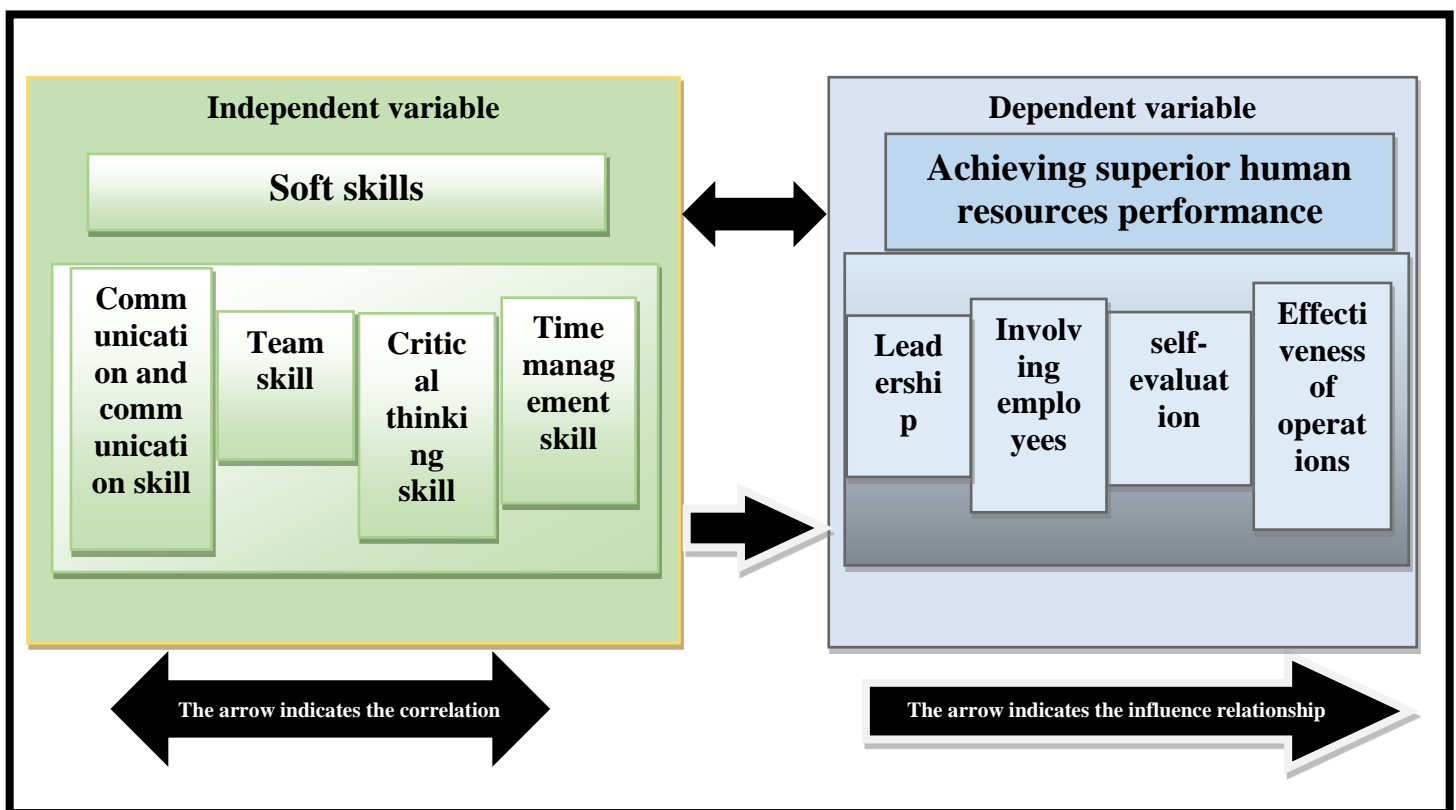
B. Community: This research was conducted in some colleges of the Iraqi University because of their real and daily contact with all members of society. Therefore, the importance stems from identifying the level of availability of soft skills in these colleges, which leads to raising and achieving the level of superior performance of human resources, which in turn is reflected in participation. Effective in developing the entire community through the results reached and proposals.

Third: Research objectives

- 1- Identifying the availability of soft skills for human resources in the researched colleges.
- 2- Identify the relationship between soft skills and superior performance of human resources.
- 3- Identify the level of influence of the independent variable (soft skills of human resources) on the dependent variable (superior performance of human resources).

Fourth: Hypothetical research plan

Systematic treatment of the research problem in light of its theoretical framework and subsequent field implications requires the design of a hypothetical diagram as shown in Figure (1), as it indicates the existence of the relationship and impact between the dimensions of soft skills and the superior performance of human resources in the investigated colleges.



Source: Prepared by the researcher, 2024. Figure (1) "Hypothetical diagram of the research"

Fifth: Research hypotheses

The study hypotheses can be determined as follows:

The first main hypothesis:

- 1- There is a statistically significant correlation between soft skills (with their dimensions) and superior performance of human resources (with their dimensions), and three sub-hypotheses emerge from it: -
 - A- There is a statistically significant correlation between communication skill and superior performance of human resources (with its dimensions).
 - B- There is a statistically significant correlation between the skill of the work team and the superior performance of human resources (with its dimensions).

C- There is a statistically significant correlation between the skill of critical thinking and superior performance of human resources (with its dimensions).

D- There is a statistically significant correlation between time management skill and superior performance of human resources (with its dimensions).

The second main hypothesis:

2- There is a statistically significant effect for soft skills (with their dimensions) and superior performance of human resources (with their dimensions), and three sub-hypotheses emerge from them: -

A- There is a significant, statistically significant effect between communication skill and superior performance of human resources (with its dimensions).

B- There is a significant, statistically significant effect between the skill of the work team and the superior performance of human resources (with its dimensions).

C- There is a significant, statistically significant effect between the skill of critical thinking and superior performance of human resources (with its dimensions).

D- There is a statistically significant effect between time management skill and superior performance of human resources (with its dimensions).

Sixth: Limits of research

1. Human limits: The researcher selected the sample from members of the Iraqi University’s faculties, including faculty members who hold administrative positions, including the dean and his assistants, scientific departments, divisions, and other administrative units represented by (College of Administration and Economics, College of Mass Communication, College of Law and Political Science, College of Education/Tarmiya, College Girls’ Education, College of General Medicine, College of Dentistry, College of Arts, College of Engineering, College of Islamic Sciences).
2. Scientific limits: In conducting the research, the researcher adhered to the limits of its variables (soft skills, superior performance of human resources).
3. Spatial boundaries: The spatial boundaries of the study were limited to the colleges of the Iraqi University in the city of Baghdad and included (10) colleges.

Seventh: Research population and sample:

The researcher used the comprehensive inventory method, as the research community included members of the colleges of the Iraqi University, including faculty members who hold administrative positions, including the dean and his assistants, scientific departments, divisions, and other administrative units in the organizational structure of the college. The total number of the study sample reached (204) individuals, and the questionnaire was distributed to the research sample. Completely through a link distributed personally by the researcher to each individual of the research sample. The following is a description of the sample of respondents in the colleges of the Iraqi University: -

“ Table (1) shows a detailed presentation of the variables of the research sample members, which numbered (204) individuals, according to the data they provided through their answers to their questionnaires.”

Table (1) Results of the descriptive analysis of identifying information

percentage %	Repetition	Target group	Identification information
70.6	144	male	Sex
29.4	60	feminine	
100 %	204	The Total	
.5	1	Less than 30 years old	Age group
22.1	45	From 30 years to less than 40 years	
52.5	107	From 40 years to less than 50 years	
25.0	51	50 years and over	

100 %	204	The Total	
26.0	53	Master's	Qualification
74.0	151	Ph.D	
100 %	204	The Total	
9.3	19	Less than 5 years	Years of service
14.2	29	5 to 10 years	
76.5	156	More than 10 years	
100 %	204	The Total	
2.5	5	Director of the Department	Career center
11.3	23	Director of the Department	
17.2	35	Division manager	
69.1	141	Unit manager	
100 %	204	The Total	

Source: Results of statistical analysis of the questionnaire form using the statistical program SPSS v.28.

Eighth: Research tools:

The questionnaire form is the main means of collecting field data, as it includes variables and its ability to diagnose and measure the main variables and sub-variables.

The researcher used a questionnaire form with three main axes. The questionnaire form was prepared using an electronic form (Google forms) and distributed to members of the study sample electronically. The following is an explanation of the questionnaire axes:

The first axis: Personal data for members of the study population, represented by (gender, age, educational qualification, number of years of service, job position).

The second axis: The axis of the statements related to the independent variable (dimensions of human resources soft skills), which are (communication and communication skill, work team skill, critical thinking skill, time management skill), which was divided into a set of questions. As for the variables of human resources soft skills, Developing a set of questions for this according to the scale (Al-Jarayda and Al-Alawi, 2018: 264) with minor modifications to the scale questions.

The third axis: The axis of the statements related to the dependent variable (achieving superior performance of human resources). A set of questions were also developed for it, regarding the variables of achieving superior performance of human resources, represented by (leadership, employee involvement, self-evaluation, and effectiveness of operations), according to the scale (Hashim, 2023: 36) and (Shet et al, 2019: 11) with minor modifications to the scale questions.

The researcher relied on a five-point Likert scale to determine the response weights (completely agree, agree, neutral, disagree, completely disagree), which measures the response scores with weights (1, 2, 3, 4, 5) respectively, that is: - (Totally agree - 5 degrees, agree - 4 degrees, neutral - 3 degrees, disagree - 2 degrees, completely disagree - 1 degree). Table (2) shows the questionnaire's axes:

Table (2): Questionnaire axes

Number of paragraphs	Subvariables	Main variables	Sequence
5paragraph	<ul style="list-style-type: none"> •Sex. • the age. • Qualification. •Number of years of service. •Career center. 	Demographic information	the hub

20 paragraphs	<ul style="list-style-type: none"> • Communication and communication skill. • Skill of the work team. • Critical thinking skill. • Time management skill. 	Soft skills for human resources	the first
20 paragraphs	<ul style="list-style-type: none"> • Leadership. • Involving employees. • self-evaluation. • Effectiveness of operations. 	Achieving superior human resources performance	the hub

Source: Prepared by the researcher, 2024.

Ninth: Methods of statistical analysis and processing:

1. Arithmetic Means (Mean): One of the most important measures of central tendency that determines the level of answers to items.
2. Standard deviations: They are used to determine the level of dispersion of the study sample's answers around the arithmetic mean, as the lower its value, the greater the degree of concentration of the answers.
3. Percentages: The purpose of percentages is to describe the answers of sample members, give an idea of their views, and give an indication of their agreement or disagreement.
4. The simple correlation coefficient (Pearson Correlation) to measure the strength of the relationship between the study variables.
5. Structural Equation Modeling: based on covariance using the AMOS v.26 program to test the main hypotheses and the sub-hypotheses emerging from them. It is a useful approach for representing multiple relationships between a group of variables.

Tenth: Some previous studies

1. Study (Dubey R.S. & Trwari V., 2020):	
Operationalization of soft skill attributes and determining the existing gap in novice ICT professionals	Study Title
Activating soft skills attributes and identifying the gap in entry-level ICT professionals.	Problem and aim of the study
The gap exists between operationalizing existing soft skills for ICT professionals and novices.	Study population and sample
IT/CS students pursuing their graduation, and ICT practitioners. The reason for including these two groups in the study is that they are direct beneficiaries of the work; The first group is employers who provide job opportunities and the second is students as recipients.	Statistical methods used
Practitioners' data were examined by principal component factor analysis using varimax as orthogonal rotation. To stabilize the structure.	The most important conclusions
The results of the empirical analysis indicate that soft skill attributes and factors are a noteworthy skill to obtain employment in the field of ICT, especially in IT and information systems.	The most important recommendations
Choose a population and another sample as a field for application.	Similarities
Studying the same independent variable, soft skills.	The differences
The number of dimensions of the study varies.	The extent of benefit
2. Study (Sancho, et al., 2021):	
Self-Assessment of Soft Skills of University Teachers from Countries with a Low Level of Digital Competence	Study Title
Self-assessment of personal skills of university teachers from countries with a low level of digital competence.	Problem and aim of the study
The lockdown in March and April 2020 as a result of the COVID-19 pandemic imposed relevant changes in the educational environment in a very short period of time, making it necessary to	Study population and sample

suspend in-person instruction and generating the need to implement virtual learning mechanisms. The aim of this study was to analyze the degree of soft skills acquisition among Professors at Latin American universities in less digitally developed countries.	
Selecting the study sample, which consists of (219) teachers from the countries that have the lowest index in global innovation, which are: Panama, Peru, Argentina, El Salvador, Ecuador, Paraguay, Honduras, and Bolivia.	Statistical methods used
The study used the soft skills self-concept questionnaire and was based on the soft skills included in the Bochum Personality and Competencies Inventory.	The most important conclusions
University professors possess soft skills at a good level and are adequately prepared to increase the digital competence required to switch to e-learning due to the Corona pandemic, despite the low level of digital development in their countries.	The most important recommendations
Focus on enhancing the personal skills of professors at less digitally developed Latin American universities.	Similarities
Studying the same independent variable, soft skills, as well as their application in academic educational institutions, and both previous and current studies were applied in developing third world countries.	The differences
Different application environment.	The extent of benefit
3.Study (Al-Zuhairi and Al-Zubaidi, 2017):	
The effect of building cognitive skills in achieving superior performance: an applied study in the Ministry of Science and Technology	Study Title
Deficiencies and weaknesses in the integration of cognitive skills among leaders and workers in the organization. The study aimed to clarify the philosophy of the role of cognitive skills in achieving superior performance, as well as trying to find solutions to the prevailing problem in the Ministry of Science and Technology, which is the inability to achieve superior performance due to the presence of deficiencies in the cognitive skills of employees. Leaders in the ministry.	Problem and aim of the study
There were 104 managers working in the Ministry of Science and Technology, and the sample was stratified purposively.	Study population and sample
Arithmetic means, standard deviation, coefficient of variation, and Pearson's coefficient.	Statistical methods used
Leaders in the Ministry of Science and Technology pay fairly good attention to the dimensions of cognitive skills.	The most important conclusions
Increasing the attention of leaders in the Ministry of Science and Technology to the dimensions of cognitive skills, as well as placing a greater emphasis on the dimensions of superior performance.	The most important recommendations
Both studied the dependent variable of superior performance.	Similarities
The current study has two independent variables and a dependent variable, while the previous study has one independent variable and a dependent variable.	The differences
Determine the study problem and the steps to be followed. Choosing the appropriate measurement tool for this study.	The extent of benefit
4.Study (Shet et al., 2019):	
Competency based Superior Performance and Organizational Effectiveness	Study Title
Achieving superior performance based on organizational efficiency and effectiveness	Problem and aim of the study
Bridging the gap from the perspective of stakeholders - the employee, the manager, and the organization in creating a new approach to PMS, and aimed to explore the relationship between competency-based superior performance and organizational effectiveness. The research design	Study population and sample

included developing a measure of superior performance competencies and validating the organizational effectiveness measure.	
Collected from 292 respondents through a structured questionnaire, the relationships were empirically tested in the context of performance practices in organizations based in India.	Statistical methods used
Structural equation modeling (SEM) technique was used to analyze the data.	The most important conclusions
There is a positive relationship between superior performance based on efficiency and organizational effectiveness with productivity, adaptability and flexibility.	The most important recommendations
By creating a performance-based culture through efficiency and effectiveness.	Similarities
Studying the same dependent variable superior performance.	The differences
Different application environment.	The extent of benefit

Source: Prepared by the researcher based on previous studies, 2024

The second section: The theoretical framework

First: The concept of soft skills: -

Researchers and writers have mentioned many concepts for soft skills, and through deduction, they were formulated into definitions of soft skills, as they are deduced from the content and essence of the skills. The concept of soft skills can be clarified through the following table: -

Table 3: Definitions of soft skills

Source: Prepared by the researcher based on theoretical literature, 2024.

Definition	source
A set of knowledge and experiences that an individual provides during crises and resulting from intangible behavioral characteristics.	(Williams-Buenzli, 2015:8)
Skills that are non-technical and difficult to measure, in which an individual distinguishes himself from others	Dean, 2017: 37
It is closely linked to the personality and behavior of the individual and contributes to achieving success)Meeks, 2017: 13(
Professionalism in the workplace.	(Al-Jarayda and Al-Alawi, 2018: 260)
They are special characteristics and abilities that distinguish a worker from others who have similar professional backgrounds and experiences. Soft skills include personal traits, behaviors, and attitudes, rather than technical or cognitive competence.	(Al-Khafaji, 2020: 370)
A set of skills possessed by the manager, represented in finding solutions	(Rahmadani, & Mardalis, 2022: 274)
Creativity, as well as the ability to make decisions and manage time.	(Saepudin, et al., 2022: 98(
Intangible personal skills distinguish an individual from other individuals in terms of traits, characteristics, attitudes, behaviors, and experiences.	(Zekry, et al., 2023: 40)
The ability of an individual through which he can communicate and cooperate with other individuals (interpersonal and intrapersonal skills) so that he can function optimally.	(Leena Grip, 2023: 6)
The life skills needed to live either alone, in groups or in the community, the ability to handle interpersonal relationships, make appropriate decisions, communicate effectively, have a good impression and influence to gain professional development and have a greater impact on performance in the world of business and industry than hard skills.	(Marle, et al., 2023: 1)
Helpful skills that enhance communication and job performance and are essential skills for the recruitment process.	(Brennan, 2023:1)

Second: Dimensions of soft skills: -

A group of the perceptions and ideas of researchers and writers will be presented for the most important dimensions that have been addressed and circulated in relevant Arab and foreign literature, studies, and models, in a way that is consistent with the variables of the current research, as follows:

1. **Communication skill:** Communication skill is one of the main important pillars within any organization, so if workers possess this skill and are proficient in dealing with it, whether with management, customers, or their co-workers, this will lead to raising the level of performance. (Al-Agha, 2018:21), and communication skill is defined as: the process of transferring information, skills, and attitudes from one person to another, or from one person to a group, or from one group to another, or it is an intellectual, emotional, and behavioral exchange between individuals, and it is considered an interaction between two parties, the first communicating and the other. The recipient to achieve participation and experience between them. (Mohammed and Baghdadbai, 2020: 460), and adopting effective communication is a basic skill that the organization and soft leaders cannot abandon after that, and it is one of the most important means that clarify to leaders the directions of all administrative and productive work in the organization (Merlijn, 2013: 12).
2. **Team skill:** It is the extent to which individuals are able to achieve coordination and organization at work to complete the required work efficiently and effectively. (Quwaider, 2017: 21), as it is defined as: the collective work accomplished by team members who work mutually to achieve a common goal (Varela & Meadr, 2018: 2), and that organizational leaders have a major role in developing and developing the skills of teams. Teamwork by motivating and encouraging them to participate in joint and voluntary work. Leaders are also responsible for creating an appropriate organizational climate for team members to achieve quality and efficiency in work. (Sadq, 2019: 2), Work teams also refer to completing tasks with others in a cooperative manner and participating in solving problems facing the completion of tasks, as well as when making a decision or producing a product or service that an individual cannot accomplish alone. It contributes to reducing negative conflicts that arise. It occurs in the organization between employees within the work environment, where dealings occur between members of the same team on the basis of the knowledge and skill they possess in order to achieve common organizational goals (Reevy, et.al., 2013: 4-5).
3. **Critical thinking skill:** Allowing unconventional thinking is an acceptance of critical thinking that stimulates innovation and creativity that occurs on the margins of the organization, and is a strategic process linked to long-term organizational survival. Innovation produces new goods and services, which produce new sources of revenue that are critical and necessary for the sustainability of the organization. (Weitzman, 2014: 2). Critical thinking is defined as thinking that uses cognitive skills or types of strategies that increase the probability of reaching appropriate and effective results. That is, it is a style of purposeful thinking that uses reasoning and possible possibilities, makes appropriate decisions to solve specific problems, and achieves Certain tasks. (Halpern, 1998: 450). The critical thinking skill also includes the ability to think critically, creatively and innovatively, and the ability to apply knowledge and understanding to the problems facing individuals in completing and solving job tasks (Tang, 2019: 4).
4. **Time management skills:** - (Al Hila, et al., 2017) stated that time is the basic human resource, and it can be exploited better, and it cannot be compensated for a price, and because the concept of management and time are two complementary concepts, time management can manage our time appropriately. Through the elements of the administrative process (planning, organization, direction, and control), the ability to make optimal use of time and achieve the required goals with the least time, effort, and costs. (Al Hila, et al., 2017: 141), and the skill of time management is known as one of the important skills that an individual needs to be effective in it, and the success of his leadership depends on the extent of his proficiency in distributing and managing his time. (Aba Bakr et al., 2020: 528), and the time management skill is considered one of the prominent, vital, and necessary skills that everyone needs in general and workers in particular because of its real role in improving the reality of individuals and business success and confronting weaknesses in time management, especially by focusing on The concept that time is a production resource that must be developed, cared for, and invested (Quwaider, 2017: 54).

Third: The concept of superior performance of human resources

Superior performance refers to the organization's ability to perform its work superior to other organizations, which contributes to its stability and survival and achieving its position by working to keep pace with technological developments in order to achieve differentiation over its counterparts. (Ali et al., 2022: 106), superior performance is defined as performance that is statistically higher than average performance in relation to the industry, and it is performance that continues to survive and grow after competitors have made efforts to achieve it and that reproducing the basic competitive advantage is what leads to superior performance. (Griffell & Marques, 2002:10). It is also known as the ability to perform work in a distinctive and superior manner than other organizations by achieving the highest level of outputs and having a clear and comprehensive strategic plan that interacts with the activities of the organizational structure and is appropriate to the culture of employees and successful leadership that achieves the organization's goals of survival and sustainability. Its competitive advantage (Ali et al., 2022: 107), which is achieving peak performance in the short term, which ignites success in the future. (Smith & Seawright, 2011:381), organizations with superior performance owe their existence to clarity of basic goals represented in the vision and the commitment of all levels of leadership to continuous development and improvement (Laamanen, 2007: 20).

Fourth: Dimensions of superior human resources performance

1. **Leadership:** Leadership is one of the important topics that has occupied great interest by researchers in organizational literature due to the increasing need of organizations for distinguished leadership capable of interacting with developments, technical changes, and obstacles that organizations are constantly witnessing. Administrative leadership represents the essence of the administrative process and its beating heart, and it is the key to management and The importance of its position and role stems from the fact that it plays a fundamental role that includes all aspects of the administrative process. (Al-Masry and Amer, 2015: 19), leadership is the process of influencing the activities of the group in the organization and coordinating its efforts towards setting goals and achieving them. (Buchanan & Huczynski, 2019: 610). Leadership is also the leader's ability to influence others towards achieving goals. (Robbins, 2003: 314).
2. **Involving employees:** Work teams are typical ways to increase employees' power to influence decision-making and suggest changes or act on their own. Involving employees in decision-making and giving them the authority to act contributes to high levels of performance, increasing their enthusiasm, searching for the best ways, and more. Efficiency to achieve the organization's goals. (Snell & Bohlander, 2013: 703), where employee participation means activating the role of employees in a way that makes them feel important and making use of their potential. It is one of the most important activities that should be focused on because it contributes to increasing loyalty and belonging to the organization. Teamwork is an effective tool for diagnosing problems and finding The optimal solutions for them and then achieving the best results. In order to achieve this step, it requires continuous training of individuals to actively participate in improving processes on an ongoing basis (Lahbib, 2019: 153).
3. **Self-evaluation:** Self-evaluation contributes to knowing strengths and weaknesses and thus improving outcomes. (Ross, 2006: 1), where the principle of self-evaluation is based on the continuous search for improvements in the performance of the organizations' work, and its goal is to provide inputs to improve planning in a way that links the organization's capabilities and results with the organization's financial and strategic goals. (Shet et al, 2019: 5) According to the European Foundation for Quality Management, self-evaluation can be defined as a regular and comprehensive review of the organization's activities and results compared to the business excellence model. It also allows the organization to clearly distinguish its strengths and the areas in which improvements can be made, and it culminates in planned improvement work and then is carried out. Monitoring its continuity. (Hashim, 2023: 32).
4. **Operations effectiveness:** It is a series of interconnected activities that take inputs and add value to them to obtain the required and targeted outputs by preventing errors, understanding the capabilities of each activity during operations, identifying negative changes in operations and correcting them, preparing error reports, identifying their root causes, and obtaining feedback. Customers, through which process errors can be identified and improved through feedback and continuous evaluation of suppliers and eliminating unacceptable inputs to processes. The effectiveness of operations management focuses on decisions to produce and deliver the organization's products and services. (Schroeder & Goldstein, 2018: 6), and the effectiveness of operations is considered a vital activity. Which distinguishes the organization from other organizations through which the needs, expectations and ambitions of customers are met (Ali et al., 2022: 108).

The third topic: the practical culprit

First: describe and analyze the variable digital transformation requirements

This paragraph includes analyzing and describing the phrases of the soft skills scale, along with its dimensions and paragraphs, in a detailed and descriptive manner:

“The communication skill was measured using (4) measurement phrases as in Table (4), and this skill obtained an overall weighted arithmetic mean of (3.659) and a high response level according to the response strength interpretation matrix, and a standard deviation from the mean of (0.718).” With a relative interest level of (73.2%), which indicates that there is agreement that the direct supervisor at work shows the ability to pay attention to the needs and aspirations of employees, and that employees dialogue and discuss among themselves within the university, master the skills of listening to others, and use communication technology while working. As shown in Table (4).

Table (4) Descriptive statistics for the communication and communication skill items. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
2	72.6%	0.972	3.63	Employees discuss and dialogue among themselves within the university.	Y11
4	71.8%	0.971	3.59	Employees use communication technology while working.	Y12
1	76.4%	0.958	3.82	The direct supervisor at work demonstrates the ability to care about the needs and aspirations of employees.	Y14
3	72%	0.928	3.60	Employees master the skill of listening to others.	Y15
	73.2%	0.718	3.659	The overall index for the communication and communication skill items	Y1

Source: Results of statistical analysis using the statistical program SPSS v.28

“As for the skill of the work team, it was measured using (5) measurement phrases ranging from (Y21-Y25), as this skill obtained a total weighted arithmetic average of (3.717) and a high level of response according to the response strength interpretation matrix, and a standard deviation from the average of (0.743), with a relative interest level of (74.3%), which indicates that there is agreement that employees deal with each other with respect for opinions, and that the direct manager employs cooperative relationships to accomplish work, and in the same context employees are keen to improve the quality of productivity and services through work. They cooperate at the university to meet their needs skillfully and adopt the philosophy of working in a team spirit.” As shown in Table (5).

Table (5) Descriptive statistics for the skill of the work team. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
5	70%	1.07	3.50	Employees adopt a team work philosophy.	Y21
4	71.8%	0.929	3.59	Staff at the university cooperate skillfully to meet their needs.	Y22
2	77.6%	0.794	3.88	The direct manager employs cooperative relationships to accomplish administrative work.	Y23
3	74.4%	0.907	3.72	Employees are keen to improve the quality of production and services through teamwork.	Y24
1	77.8%	0.701	3.89	Employees treat each other with respect for opinions.	Y25
	74.3%	0.743	3.717	The total index of the work team skill items	Y2

Source: Results of statistical analysis using the statistical program SPSS v.28

As for the critical thinking skill, it was measured using (6) measurement phrases ranging from (Y31-Y35). This skill obtained an overall weighted arithmetic mean of (3.473), with a high response level according to the response strength interpretation matrix, and a

standard deviation from the mean of (3.473). 0.760), with a relative interest level of (69.5%), which indicates that there is agreement that the direct official presents important issues to the employees that are subject to discussion, and that the employees think openly with others and use new ideas to come up with appropriate results and present innovative ideas to enhance the university's role. While there is a moderate level of employees' ability to access the information to be collected easily." As shown in Table (6).

Table (6) Descriptive statistics for the critical thinking skill items. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
2	71%	0.855	3.55	Employees think openly with others.	Y31
4	69.2%	0.895	3.46	Employees provide innovative ideas to enhance the university's role.	Y32
3	69.6%	0.975	3.48	Employees use new ideas to produce appropriate results.	Y33
5	64.6%	1.01	3.23	Employees access the information to be collected easily.	Y34
1	73%	0.937	3.65	The direct supervisor raises important issues for discussion to employees.	Y35
	69.5%	0.760	3.473	The overall index for the critical thinking skill items	Y3

Source: Results of statistical analysis using the statistical program SPSS v.28

As for the time management skill, it was measured using (4) measurement phrases ranging from (Y41-Y44). This skill obtained an overall weighted arithmetic mean of (3.396), with a moderate response level according to the response strength interpretation matrix, and a standard deviation from the mean of (0.883).), with a relative interest level of (67.9%), which indicates that there is agreement and a high level of availability that the direct official develops an agenda for the work to be discussed, while there is a moderate level of availability regarding the employees' arrangement of the priorities that they seek to achieve according to the appropriate time, and that they possess the ability On proper planning of work within the university or striving to manage time within it efficiently." As shown in Table (7).

Table (7) Descriptive statistics for the time management skill items. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
4	64.6%	1.14	3.23	Employees within the university strive to manage time efficiently.	Y41
2	67.8%	0.968	3.39	Employees arrange the priorities they seek to achieve according to the appropriate time.	Y42
3	66.6%	0.991	3.33	Employees have the ability to properly plan work within the university.	Y43
1	72.6%	0.991	3.63	The line manager develops an agenda for the work to be discussed.	Y44
	67.9%	0.883	3.396	The total index for the time management skill items	Y4

Source: Results of statistical analysis using the statistical program SPSS v.28

Second: Description and analysis of the dependent variable, superior performance of human resources

This paragraph includes analyzing and describing the terms of the superior performance measure, with its dimensions and paragraphs, in a detailed and verbal manner:

"The leadership dimension was measured with (5) measurement phrases ranging from (Z11-Z15), as this dimension obtained a total weighted arithmetic mean of (3.628) and a high response level according to the response strength interpretation matrix, and a standard deviation from the mean of (0.803)." With a relative interest level of (72.6%), which indicates that there is agreement by the research sample at the Iraqi University regarding the administrative leadership's endeavor to be a good role model for achieving the organization's goals and its cooperation with other universities to carry out joint development projects and initiatives. The same applies to its participation in the process of Education and updating information, as well as personal participation in the development of human resources through sponsoring or participating in the training program, encouraging creative administrative personnel and motivating them to be creative." As shown in Table (8).

Table (8) Descriptive statistics for items on the driving dimension. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
1	76.4%	0.930	3.82	Administrative leaders seek to be a good role model to achieve the organization's goals.	Z11
2	74%	0.902	3.70	The university's administrative leaders cooperate with other universities to carry out joint development projects and initiatives.	Z12
4	72%	0.980	3.60	Administrative leaders at the university personally participate in human resources development as a lecturer, trainer, or sponsor of a training program.	Z13
5	68.2%	1.06	3.41	Administrative leaders at the university encourage creative administrators and motivate them to innovate without the employees.	Z14
3	72.2%	0.953	3.61	Administrative leaders at the university participate in the learning process and updating information.	Z15
	72.6%	0.803	3.628	The total index of paragraphs after driving	Z1

Source: Results of statistical analysis using the statistical program SPSS v.28

"After involving the employees, it was measured using (4) measurement phrases as in Table (9). This dimension obtained a total weighted arithmetic mean of (3.477) and a high response level according to the response strength interpretation matrix, and a standard deviation from the mean of (0.821).), with a relative level of interest amounting to (69.5%), which indicates that the Iraqi University shows a high level of interest in the university administration's application of curricula and methods to determine the extent of employee participation towards achieving its goals and providing appropriate conditions to encourage employees to raise their levels of academic achievement, as well as the matter regarding its endeavor to link "The employees' goals are met with their general goals through their participation, in addition to applying an innovative and creative methodology that allows employees' participation."

Table (9) Descriptive statistics for items after involving employees. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
2	70.2%	0.965	3.51	The university administration provides appropriate conditions to encourage employees to raise their levels of academic	Z21

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
				achievement.	
1	70.8%	0.850	3.54	The university administration applies approaches and methods to determine the extent of employee participation towards achieving its goals.	Z23
4	68%	0.980	3.40	The university administration applies an innovative and creative methodology that allows employee participation.	Z24
3	69.2%	0.943	3.46	The university administration seeks to link the employees' goals to its general goals through their participation.	Z25
	69.5%	0.821	3.477	The total index for items after involving workers	Z2

Source: Results of statistical analysis using the statistical program SPSS v.28

“As for the self-assessment dimension, it was measured with (5) measurement phrases ranging from (Z31 - Z35), as this dimension obtained a total weighted arithmetic mean of (3.646) and a high level of response according to the response strength interpretation matrix, and a standard deviation from the mean amounting to (0.685), with a relative interest level of (72.9%), which indicates that there is agreement on helping self-evaluation raise the level of performance, as the employee is clear regarding the performance behaviors at the next level expected of him, and self-evaluation distinguishes those with superior performance and provides the opportunity to perform. Outstanding, in addition to the fact that self-evaluation is part of the policy and processes of the university’s performance management system, while there is moderate interest in employees at the university self-evaluation using leadership competencies.” As shown in Table (10).

Table (10) Descriptive statistics for items after self-evaluation. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
5	66.8%	1.0	3.34	University employees self-evaluate using leadership competencies.	Z31
3	73%	0.937	3.65	Self-evaluation practiced at the university provides the opportunity for superior performance.	Z32
4	72%	0.791	3.60	Self-evaluation is part of the policy and process of the university’s performance management system.	Z33
1	76.8%	0.791	3.84	Self-evaluation helps raise the level of performance, as the employee is clear regarding the next level performance behaviors expected of him.	Z34
2	76%	0.833	3.80	Self-evaluation identifies superior performers as the goals set for them are higher than before.	Z35
	72.9%	0.685	3.646	The total index of items after self-evaluation	Z3

Source: Results of statistical analysis using the statistical program SPSS v.28

As for the effectiveness of operations dimension, it was measured using (4) measurement phrases as in Table (11). This dimension obtained a total weighted arithmetic mean of (3.592), with a high response level according to the response strength interpretation matrix, and a standard deviation from the mean of (0.675).), with a relative interest level of (71.8%), which indicates that there is agreement by the study sample regarding the

university administration comparing the results of its final performance with the leading competing universities as a reference comparison for it, and it bases its evaluation of its colleges and the extent of their contribution to achieving its mission on carefully documented information and is concerned with responsibility. It is distinctively social towards citizens, while its level of interest is moderate regarding its vision that survival is achieved by achieving quality and reducing costs and not by looking at flexibility and delivery.”

Table (11) Descriptive statistics for items after the effectiveness of operations. n=204

Order of phrases	Severity of answer %	standard deviation	Arithmetic average	Paragraphs	code
1	76.2%	0.829	3.81	Our university administration compares its final performance results with the leading competing universities as a reference comparison.	Z41
3	72.6%	0.841	3.63	The university administration is keenly concerned with social responsibility towards citizens.	Z42
2	73.8%	0.892	3.69	The university administration bases its evaluation of its colleges and the extent of their contribution to achieving its mission on carefully documented information.	Z43
4	64.8%	1.01	3.24	The university administration believes that survival is achieved by achieving quality and reducing costs, not by flexibility and delivery.	Z45
	71.8%	0.675	3.592	The overall index of operations effectiveness items	Z4

Source: Results of statistical analysis using the statistical program SPSS v.28

Third: Testing the correlations between the research variables

1. Testing the relationship between soft skills and superior human resources performance

“Table (12) indicates that there is a very strong significant correlation at a significance level of Sig. (2-tailed) (0.001) > P with a confidence level of more than 99% between soft skills and superior human resources performance, where the value of the Pearson correlation coefficient was (0.835). and this result indicates that there is a very strong, direct correlation between soft skills and the superior performance of human resources at the overall level. This result indicates that the greater the availability and interest in soft skills, this is directly and very strongly linked to the superior performance of human resources from the point of view of the study sample. Therefore, the second main hypothesis is accepted, which states: “There is a statistically significant correlation between soft skills and superior performance of human resources.”

Based on the above, the first main hypothesis can be accepted.

Table (12) values of correlation coefficients to examine the existence of the relationship between soft skills and superior human resources performance. n=204

The strength and direction of the relationship	Sig. (2-tailed)	Person	Variables		Hypothesis	
			Approved	The Independent		
Repulsively strong	(0.001)< P	0.725**	Superior performance of human resources	Communication and communication skill	2-1	Hypothesis
Repulsively strong	(0.001)< P	0.758**		Team skill	2-2	
Repulsively strong	(0.001)< P	0.788**		Critical thinking skill	2-3	
Repulsively strong	(0.001)< P	0.756**		Time management skill	2-4	

Very strong repulsive	(0.001) < P	0.835**	Superior performance of human resources	Soft skills	The second president
Five hypotheses are significant out of five hypotheses		the number	Accepted hypotheses		

Source: Results of statistical analysis using the statistical program SPSS v.28

2. Testing the effect of soft skills on the superior performance of human resources.

“The table shows that the explanatory value of soft skills according to the coefficient of determination (R²) has achieved a high level of (69.7%), and this documents the size and level of change that occurs in the dependent variable, the superior performance of human resources, of which (69.7%) is due to the change in soft skills. While the remainder of the explanation rate (36.3%) is due to the influence of other factors not included in the study model, it is also clear that the level of influence of the second independent variable, soft skills, on the superior performance of human resources was at a strong level, and this is evident from the amount The effect reached (0.793), which is a significant value because the level of the (C.R.) indicator has achieved a very high level of significance through its value of (21.611), which is greater than the tabular value of (1.96) at the significance level of (0.000), as shown in the table (13) Thus, the soft skills variable affects the variable of superior performance of human resources by (0.793) at the level of the faculties of the Iraqi university, the research sample, meaning that a positive change of one unit of soft skills in the field at the level of the field of study will lead to a change in the level of superior performance of human resources. By (0.793).

Based on the above, it is clear that there is a significant effect of the soft skills variable on the superior performance of human resources at the level of the colleges of the Iraqi university in the research sample. “So the second main hypothesis is accepted, that is, there is a significant, statistically significant effect of soft skills on the superior performance of human resources.

Table (13): Parameters for testing the impact of soft skills on superior performance of human resources

Tracks		Regression Weights	S.E	C.R	P-value	
Superior performance of human resources Z	<---	Soft skills Y	0.793	0.037	21.611	***
Superior performance of human resources Z	<---	Communication and communication skill Y1	0.236	0.055	4.268	***
Superior performance of human resources Z	<---	Team skill Y2	0.164	0.057	3.056	0.003
Superior performance of human resources Z	<---	Critical thinking skill Y3	0.136	0.058	2.362	0.018
Superior performance of human resources Z	<---	Time management skill Y4	0.143	0.058	2.307	0.012

Source: Results of statistical analysis using the statistical program SPSS v.28

Section Four: Conclusions and recommendations

Table (14): Conclusions and recommendations

The entity responsible for implementing the recommendation	Recommendation mechanism	recommendation	Conclusion	Se.
Senior management, department directors, human resources management, and rehabilitation and employment units in the colleges of the Iraqi University.	By supporting and encouraging teamwork through communication, communication, and dealing with respect.	University colleges must increase attention to cooperative relationships by completing work, working in a team spirit, and paying attention to the needs and aspirations of employees.	The faculties of the Iraqi University are interested in soft skills in general, and this interest came as a result of the interest of the university administrations in the skills of work teams, communication skills, communication, dealing with respect, and strengthening cooperative relationships by completing work, working in a team spirit, and paying attention to the needs and aspirations of workers.	1
Senior management, department directors, human resources management, and rehabilitation and employment units in the colleges of the Iraqi University.	By focusing on intellectual and creative skills and raising important and debatable issues to come up with new and innovative ideas and appropriate results that enhance the university's role in achieving its goals.	Work should be done to encourage and develop the skill of critical thinking and time management, while giving the necessary importance to it like other dimensions of soft skills.	The dimensions of critical thinking and time management did not receive the necessary importance like the other dimensions of soft skills, despite the university's keenness to raise important issues that can be discussed in order to come up with new ideas, with an interest in setting an agenda for the work to be discussed and arranging them according to priorities and at the appropriate time, but it did not receive the necessary importance at the required level.	2
Senior management and directors of departments, divisions and units in the colleges of the Iraqi University.	By involving them in drawing up policies and making decisions related to their work and facilitating their career development, which raises the level of achieving superior performance for the human resources sample of the study.	Working to increase the effectiveness of operations and involving employees in decision-making and problem solving. Their consultation and participation constitute the greatest incentive for them to express new ideas.	The colleges of the Iraqi University realize the extent of interest in the superior performance of human resources in general. This interest came as a result of its interest in encouraging self-evaluation as it helps raise the level of performance and goals, and the cooperation of administrative leaders with administrative leaders in other universities to carry out joint development projects and initiatives. However, the effectiveness of operations	3

			and the involvement of employees was not at the required level in terms of comparing its performance to competing universities and paying attention to quality and reducing costs.	
Senior management, department directors, human resources management, and rehabilitation and employment units in the colleges of the Iraqi University.	A set of incentive programs are being developed to raise their morale and attract and employ human resources who possess the soft skills to advance the university.	The university administrations under study should adopt the enhancement of their soft skills and encourage their employees to present ideas and capabilities that are compatible with the external environment. They should also pay attention to the requirements of digital transformation.	The investigated university works to raise the level of performance and encourage the self-evaluation process by having distinguished administrative leaders who work to evaluate and evaluate its performance, while paying attention to the participation of employees in achieving its goals.	4
Senior management, department directors, and human resources management in the faculties of the Iraqi University.	By investing in soft skills by employing and encouraging communication skills, team skills, critical thinking, and time management through its internal operations and supporting its programs that will raise its superior performance to enable it to manage its human resources to achieve its goals.	The necessity of working to achieve superior performance of human resources at the university under study and focusing on enhancing and developing soft skills.	The results of the study showed that there is a very strong moral correlation between soft skills and superior human resources performance. This results from the university administrations' interest in human resources, attracting competencies, enhancing the skills of work teams, and their balanced management of time in order to achieve superior human resources performance.	5
Senior management and continuing education center at the Iraqi University.	This is done by developing their human resources skills through mental development through training and continuing education, which contributes positively and directly to achieving superior human resources performance.	Iraqi university faculties must increase attention to developing soft skills, especially communication skills, teamwork, critical thinking, and time management.	The strong and positive effect of the soft skills variable on the superior performance of human resources is evident by the interest of university administrations in developing their human resources skills. And its increasing needs to increase communication and communication skills, work in a team spirit, and interest in critical and constructive thinking and time management in a way that is compatible with the nature of the university's work.	6

Source: Prepared by the researcher based on the practical aspect, 2024.

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Conflicts of Interest

The author declares no conflict of interest

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