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**IMPACT OF HUMAN RESOURCES
MANAGEMENT PRACTICES ON
EMPLOYEES' PERFORMANCE IN PALESTINE
AHLIYA UNIVERSITY**

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Master Thesis

Supervisor

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ABSTRACT

IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICES ON EMPLOYEES' PERFORMANCE IN PALESTINE AHLIYA UNIVERSITY

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Universities strive to employ the talented and well-trained teachers to fulfill all educational process requirements which will be reflected positively on the students' educational attainment. However, there is lack in studies that investigate the impact of HRM practices on employees' performance at universities' sector in Arab countries. The literature searches reveals that to date, very little research had been conducted on the impact of HRM practices at academic organizations in Palestine. The current research investigated mainly the impact of HRM practices on the employees' performance at Palestine Ahliya University in Palestine. To achieve the study goals, the researcher distributed survey questionnaire on 50 employees at Palestine Ahliya University. The researcher recovered 45 questionnaires to be analyzed using SPSS. Simple linear regression was implemented to investigate the impact of HRM practices on employees' performance. The study found that human resource management practices (recruitment, selection, training, motivation, and performance appraisal) impact have significant impact on employees' performance at Palestine Ahliya University. Also, the results showed that employees of Palestine Ahliya University had good level performance. The study recommends HR department to recruit and select new employees based on qualification and experience in the universities. In addition to that, applying the new trends of performance appraisal in universities in order to develop employees' performance and improving the learning institution. Finally, the study recommends universities to motivate employees and this makes them more effective

Keywords: HRMP, Employees' Performance, Academic Staff.

Özet

İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARININ FİLİSTİN AHLİYA ÜNİVERSİTESİ'NDE ÇALIŞANLARIN PERFORMANSINA ETKİSİ

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Sonuç itibarıyla, üniversiteler, öğrencilerin eğitim başarılarına olumlu yansıyacak tüm eğitim süreci gerekliliklerini yerine getirmek için yetenekli ve iyi yetişmiş öğretmenleri istihdam etmeye çalışmaktadır. Ancak, Arap ülkelerinde, üniversiteler sektöründe İKY (İnsan kaynakları yönetimi) uygulamalarının çalışanların performansına etkisini araştıran çalışmalar çok az sayıda bulunmaktadır. Literatür taraması, bugüne kadar Filistin'deki akademik kuruluşlarda İKY uygulamalarının etkisi üzerine çok az araştırma yapıldığını ortaya koymaktadır. Bu araştırma, temel olarak İKY uygulamalarının Filistin'deki Filistin Ahliya Üniversitesi'ndeki çalışanların performansı üzerindeki etkisini araştırdı. Çalışmanın hedeflerine ulaşmak için araştırmacı, Filistin Ahliya Üniversitesi'nde çalışan 50 kişiye anket verdi. Araştırmacı, SPSS kullanılarak analiz edilecek 45 anketi geri aldı. İKY uygulamalarının çalışanların performansı üzerindeki etkisini araştırmak için basit doğrusal regresyon uygulandı. Çalışma, İnsan Kaynakları Yönetimi uygulamaları (işe alım, seçim, eğitim, motivasyon, ve performans değerlendirme)'nin Filistin Ahliya Üniversitesi'ndeki çalışanların performansı üzerindeki etkisinin çok önemli olduğunu gösterdi. Ayrıca, sonuçlar Filistin Ahliya Üniversitesi'ndeki çalışanların performansının iyi düzeyde olduğunu göstermektedir. Çalışma, İK departmanının üniversitelerdeki nitelik ve deneyime dayalı olarak yeni çalışanları işe almasını ve seçmesini önermektedir. Bununla birlikte, çalışanların performansının geliştirmek ve eğitim kurumunu iyileştirmek için üniversitelerin performans değerlendirme yeni trendleri uygulamalarını önermektedir. Sonuçta, çalışma, üniversitelerin çalışanlarını motive etmelerini tavsiye etmektedir ve bu da çalışanların etkisini artırır.

Anahtar Kelimeler: HRMP, Çalışanların Performansı, Akademik Personel.

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LIST OF ABBREVIATIONS

HRM	Human Resource Management
HRMP	: Human Resource Management practices
EP	: Employees' Performance
TND	: Training and Development
SPSS	: Statistical Package for Social Sciences
BARS	: Behaviorally Anchored Rating Scale

LIST OF SYMBOLS

A : Cronbach's Alpha

B : Beta value

M : Mean, the sum of measurements divided by the number of measurements in the set

P : Significance

T : T value



1. INTRODUCTION AND STUDY BACKGROUND

1.1 INTRODUCTION

Every organization needs high qualified employees able to improve work and achieve the desired goals. Therefore, employees could be more effective if the organization invest in their skills (Zaharie & Osoian, 2013). On other side, universities' administrators consider employing well-trained academic staff to improve educational process and enhance students' educational attainment (Lew, 2009). Many different studies found that good human resources management (HRM) practices in university leads to high quality performance and creates competition between employees (Long et al, 2012).

HRM contributes to enhancing and developing organization performance, where negative impact of HRM causes negative influence on the overall performance of the organization. HRM provides tools and means to improve the employees' performance, effectiveness, and productivity. One of the most popular HRM practices is motivation which depends on the level of reward sought, and organization provides motivation at the aim of achieving productivity and competitive edge. Besides that, employees prefer compensation system which they believe a fair and commensurate with their skills and expectations. So, employees prefer financial motivation because they believe that it provides them with a suitable reward for their services and efforts (Yousaf et al., 2014). Furthermore, there are other HRM practices impact employees' performance such as: recruitment, selection, training, and appraisal (Laursen & Foss, 2012).

The HRM function has become one of the most important jobs responsible for achieving competitive positions within the context of growth, expansion, creativity and customer service. This needs compatibility between HRM practices adopted in the organization, whether in the areas of production, marketing, economic or financial. In a way in which compatibility and complementarity helps to achieve the organization's goals of survival and continuity, which will not happen without the presence of performance that achieves that (Gold & Bratton, 2017). HRM practices aim to expand the employee's perceptions and knowledge, which leads to improve employees' skills, provide opportunities for creativity. The efficiency of HRM practices plays the role of how the organization deals with human resources problems and develops appropriate

solutions to these problems. However, it is not possible to achieve good job performance for organizations without resorting to appropriate strategies to manage their human resources. In addition, the updates in the formulation of these practices require creating a future vision regarding them, which will positively affect the performance of employees (Al-Saadi, 2018)

On other side, academic staffs play a significant role in improving university's position in important areas such as: “research quality, academic reputation, and community service” by increasing research contribution to society and qualifying students to be able to serve the community. So, effective HRM practices motivate employee which is in turn expected to improve the overall university performance. Hence, universities should interest in HRM plans by recruiting high qualified and academic staff for higher education (Allui & Sahni, 2016). Education is considered an essential factor in the renaissance of developing countries. Thus, universities are expected to provide local and international markets with skillful-graduates. Therefore, universities should employ special and excellent academic staffs, and this requires robust and effective HRM practices. For instance, academic staff needs to be motivated by the senior management for the aim of enhancing learning process in the universities (Alfagira et al., 2017).

Previous studies investigated the relationship between HRM practices and employees' performance around the world such as: Festing (2012) which selected case studies in Germany and India; Kooij et al. (2013) which selected case study in United Kingdom; Villajos et al. (2019) which selected case study in Spain, Absar et al. (2010) which selected case study in Bangladesh, and Shaukat et al. (2015) which selected case study in Pakistan. However, there is lack in studies that investigated this relationship in Palestine (Jouda et al., 2016). Thus, this research is going to address the impact of HRM practices on employees' performance in Palestine Ahliya University. The HRM practices' level influences employees' performance which in turn contributes to the university's growth and development.

1.2 PROBLEM STATEMENT

Many researches focus on only one aspect of HRM. To our best knowledge, there is a gap in terms of a comprehensive perspective of the topic and job performance. Further, there is lack in studies that investigate the impact of HRM practices on employees' performance at universities'

sector in Arab countries. With the great technological development in recent years, which has become a basis in the university educational process in Arab countries, it has become important to applying effective HRM practices to keep pace with that rapid development (AL-Qudah, 2014). This necessitates finding employees capable of coping with this change, especially when those employees have skills, abilities, and knowledge that are consistent with the work nature. The current study aims to fill this gap by selecting case study from Palestinian universities. Because it was found that employees who receive low compensation, promotion and performance evaluation were more likely to withhold their efforts in their work roles (Hashim et al., 2017), it is important to note how employees' performance might be affected by different dimensions of HRM practices

1.3 RESEARCH OBJECTIVES

The current study aims mainly to investigate the impact of HRM practices on the employees' performance in Palestine Ahliya University in Palestine. To achieve this objective, the following specific objectives are stated:

- A. To investigate if motivation has a significant impact on employees' performance at Palestine Ahliya University.
- B. To investigate if recruitment has a significant impact on employees' performance platform at Palestine Ahliya University.
- C. To investigate if training has a significant impact on employees' performance at Palestine Ahliya University.
- D. To investigate if selection has a significant impact on employees' performance at Palestine Ahliya University.
- E. To investigate if performance appraisal has a significant impact on employees' performance at Palestine Ahliya University.

1.4 RESEARCH QUESTIONS

- A. The main question of this study is:

“Do HRM practices impact on employees' performance at Palestine Ahliya University?”

- i. Sub-questions:
 - A. Does motivation impact employees' performance at Palestine Ahliya University?
 - B. Does recruitment process impact employees' performance at Palestine Ahliya University?
 - C. Does training impact employees' performance at Palestine Ahliya University?
 - D. Does selection impact employees' performance at Palestine Ahliya University?
 - E. Does performance appraisal impact employees' performance at Palestine Ahliya University?

1.5 RESEARCH IMPORTANCE

The scientific importance of the current research comes from studying a topic of great importance represented in HRM practices and to highlight its impact on the employees' performance academic organization, especially the Palestinian universities. In the light of technological and scientific development, which has become one of the most important challenges facing organizations, requires a qualified human resource structure capable of responding to the requirements of that development. In addition, this study introduces road map for the future studies of which the main interest is studying the influence of HRM practices on employees' performance, in addition to HRM practices impact on overall performance of institutions. The study recommendations will be directed to HRM department in Palestine Ahliya University where these recommendations are expected to improve performance.

1.6 RESEARCH HYPOTHESES

In this research the following hypotheses are considered:

H0: There is a significant impact of HRM practices on employees' performance in Palestine Ahliya University.

H01: Recruitment system has a significant impact on employees' performance

H02: Training courses provided by HR department has a significant impact on employees' performance.

H03: Selection process has a significant impact on employees' performance.

H04: Motivation provided by HR department has a significant impact on employees' performance.

H05: Appraisal process has a significant impact on employees' performance.

1.7 RESEARCH LIMITATIONS

Based on the current study importance besides to the selected sample that will be used to investigate the impact of HRM practices on employees' performance in Palestine, the researcher expects to face some troubles and limitations. The followings are the main limitations:

- A. The current study is limited to the role of HRM practices on employees' performance.
- B. The spatial limit of the study: Palestine Ahliya University in Palestine.
- C. Time limit for the study: 2020-2021.
- D. The questionnaires are designed for the purpose of investigating the impact of HRM practices on the employees' performance in Palestine universities.
- E. The current case study is university where HRM would be different for academic and administrative staff. However, this study included 45 respondents from academic and administrative staff.
- F. Readers must be cautious to generalize the findings of the study because of the above-mentioned limitation of the nature of case study.

1.8 RESEARCH SCOPE

The investigation in this research is scoped to study the impact of HRM practices on employees' performance at Palestine Ahliya University.

1.9 RESEARCH METHOD

A descriptive quantitative research design is conducted to achieve the study objectives. The data was collected using questionnaire survey as a primary source for data. Then, the collected data are analyzed using Statistical Package for Social Sciences (SPSS), where frequencies and descriptive statistics are presented for each statements of the questionnaire. Also, simple linear regression test is utilized to test the study hypotheses.

1.10 RESEARCH CONTENTS

Chapter one is introduction which introduces problem statement, objectives, study questions, study importance, limitations, and hypothesis. Chapter two introduces literature review about human resource management practices, employees' performance, and impact of human resource management on employees' performance. Besides, reviewing some empirical studies related to the current research topic. Chapter three introduces the research methodology which includes: the study model, data collection procedure, population and sampling, research validity and reliability, and data analysis procedure. Chapter four introduces results of questionnaire analysis as well as test of the study hypothesis. Chapter five introduces results' discussion and answers the research questions, conclusion and recommendations in the light of results.

2. LITERATURE REVIEW

2.1 INTRODUCTION

Human Resources (HR) contribute to the success of organization in almost all areas of the business management. Due to the new trends of organizations' development and management, the term of HRM appeared to develop organizations' performance. Also, the term of personal management describes tasks of recruitment and compensations of employees, but it had been replaced by term human resources management which describes the how to involve people management operations in organizations (Heathfield, 2020). Therefore, HRM involves several operations such as: recruitment, training, motivation, and developing employees' performance. In the sector of learning organization such as universities, human resources management is needed to develop educational process. Also, HRM practices play a significant role in the commitment of employees in higher education (Aboramadan et al., 2020).

HRM covers many strategic processes, such as: corporate social responsibility, administration of knowledge, the development of the organization, resources of all kinds (human resource planning and the process of recruitment, selection, and talent management), management of learning and performance, development, manager bonuses, employee relations, health, safety, and services offered to employees (Armstrong, 2010).

On the other hand, employees are the basic pillars of any organization. Therefore, when organizations pay more attention to their employees, they will be more competitive in the workplace. Therefore, it is imperative for organizations to develop the skills of their employees which will positively reflect on the overall performance (Zaharie and Osoian, 2013). The employees' performance is an important issue for any organization due to some reasons: the employees' performance contributes to determining the cost of resources used in the organization, the appropriate management of the employees' performance works to improve the efficiency of the organization work, the employees' performance contributes to determining the quantity and quality of the work performed, and it contributes to make the right decisions especially in large institutions (Al_Qudah, 2014).

This chapter introduces background about study variables: HRM practices, and employees' performance. In addition, this chapter introduces review about the impacts of HRM practices on employees' performance. The last section introduces the most related studies to the current research.

2.2 HUMAN RESOURCES MANAGEMENT PRACTICES

HRM practices is defined as the policies and practices followed in implementing aspects related to human resources in the management setting, and it represents the relationship between human resources and the strategic objectives of the organization with the aim of improving its performance and developing its culture in order to increase its flexibility and creativity (Dessler and Gray, 2011). Also, HRM practices term is defined as any activity, process, rule, or a system that contributes to develop employees' behavior, attitudes, and performance (Anthonisamy, 2013). Tamimi (2017) defined HRM practices as group of successive and interrelated operations (human resource planning, recruitment, selection, training, performance appraisal, and compensations) applied by HRM administrative for the purpose of obtaining, maintaining, and planning human resources.

Through the above definitions of HRM practices, it can be concluded it is also concerned with the way an organization can implement a new human resources management system successfully and efficiently, and the importance of recognizing human resources as a vital part of developing and implementing organizational plans. To benefit from HRM practices in developing organizations, it is important to rely on and apply them in all organizations' activities (El-Ghalayini, 2013).

The term of HRM practices is still considered as creative ideas that have emerged in the field of business and management in recent years. From this standpoint, the human resources administrative started to transform from being a function concerned with specialized affairs for working individuals to an executive management which is philosophy (Cascio, 2015).

The strategic approach to HRM is based on conducting an analysis of external and internal opportunities and threats in the organization's environment. As successful organizations are constantly adjusting their current strategies and adopting new strategies in light of globalization

and constant change in order to maintain their competitive advantages. This change affects career strategies for each job or activity, including those related to human resources (Cascio, 2015).

In addition, there should be a clear strategy for HRM in the organization so that the long-term basic objectives of organization are defined in the areas of HRM, which are embodied in the areas of work and daily operational practices (Milanowski & Heneman, 2011). Accordingly, HRM practices represent a qualitative leap in the development of managerial thought and its activities. At the same time, HRM practices represent a necessary response to the state of differentiation and competition in light of the globalization of business and human resources. This needs a comprehensive strategy to attract employees with high qualified characteristics, knowledge skills, and technology skills, then developing these skills to ensure the human capital sustainability which is the most important component of organizations' capital at the present time (Abu-Jleida, 2018).

Wood et al. (2006) investigated the impact of strategic human resource management (SHRM) on employees' performance as call centers in United Kingdom. The study used sample of 145 call centers. The authors resulted that SHRM has direct impact on employees' and organization performance. Also, they found that there are few direct relationships between the elements of the SHRM chain.

Mehmood et al. (2017) determined five HRM practices (training, employee participation, performance appraisal, job definition, and compensation) and investigated their impact on organizational performance. The researchers distributed questionnaire on 49 participants at public and private universities in Pakistan. The researchers found that HRM practices have an effective influence on overall university performance.

The previous studies mentioned many several human resources management practices. The current study selects the most important practices as below:

A. Recruitment

Organizations consider recruitment process as the most critical human resources management practices as it is related to employ new individuals, and includes many processes such as: finding new candidate individuals, assessing, and give the candidate individual suitable position (Sulich, 2015). Moreover, Noe et al (2015) defined recruitment as an activity of determining

organization's human resource needs and obtaining the best applicants to ensure the organization's operations in a sustainable manner. This includes searching for qualified human resources in the labor market available to fill vacant jobs. Besides that, recruitment steps are summarized as below (Fáilte Ireland, 2013):

- i. Ensure the need to employ new staff to fill an unoccupied position.
- ii. Job analysis.
- iii. Job description.
- iv. Candidate's specifications and qualifications.
- v. Interviewing candidates.

Many studies showed that recruitment plays significant role in the overall organization performance. Recently, internet is used for advertising tool for recruiting used by many several organizations in the Middle East as indicated by (Masa'd, 2015). During recruitment, it is important to take into account to what extent the candidates can contribute to the accomplishing of university goals (Bloisi, 2007). Employers aim from recruitment to provide qualified candidates and selecting the best of them for the available job position competitive process (Rogelberg et al., 2006). Several previous studies showed that recruitment decisions impact significantly on different factors of the recruitment outcomes, like the diversity of applicants (Masa'd, (2015); Omolo et al. (2012); Setyawati (2019); Sutanto and Kurniawan (2015)).

Setyawati et al., (2019) studied the impact of recruitment and training on employee performance Indonesian organizations in East Jakarta. The researchers distributed a survey questionnaire on 80 respondents. The results showed that there is impact of both recruitment and training programs on employees' performance improvement. The study found that this impact reached to 35.7%. Hence, the study resulted that recruitment and job training affect partially and significantly on employee performance.

Sutanto and Kurniawan (2016) conducted empirical study to illustrate the impact of recruitment and employee retention on employees' performance at Batik Industry in Indonesia. The results showed that recruitment and employee retention impact significantly on employees' performance.

B. Training

Training is trying to improve and enhance the current employees' performance by developing their skills to be more effective in future. Organizations provide training courses to the employees at the aim of facilitating learning process regarding to their work issues. Organization administrative applies training to improve employees' skills related the work requirements. So, training is considered as a special type of educational processes to improve employees' performance in their organizations. Hence, it is possible concluded that training is a policy applied by organizations' administrative at the aim to develop their staff skills related to their work (El-Ghalayini, 2013).

Accordingly, the modern view of training includes three elements: self-learning of the individual, development of capabilities and capabilities, and the acquisition of professional skills. Training accompanies the individual's life from its early stages, and continues to accompany him throughout the career until leaving work. Training is considered today an effective way to make the employees' work more in harmony and adaptation with the ability to meet the needs and requirements of work. At the same time, training aims to achieving high levels of product quality which achieves consumers' satisfaction and meets their desires, and create strong competitive position of the organization in the labor market (Abu-Jleda, 2018). Alzraiee (2007) mentioned five stages for training:

- a) Stages 1: needs analysis, determining all the troubles in the employees' performance and determining skills that need improvement. The training program should improve and enhance these skills by taking into account the employees' education level, skills, experiences.
- b) Stage 2: instruction design, determining the training goals that should be achieved, and determining the suitable ways and methods to be used for this aim. It is important to design appropriate sequence of the training course contents in order to achieve quality and efficiency.
- c) Stage 3: validation, insuring that the provided training program will fulfill all the required objectives.
- d) Stage 4: implementation which aims to organize workshops regarding to the knowledge that should be provided to the employees.

- e) Stage 5: evaluation, this is the last stage which aims to assess the obtained knowledge from the training program. The evaluation process is done in the workplace by studying employees' productions and behavior.

Haines et al. (2010) selected industrial organization in Canada to explore the impact of HR practices on employees' performance. The study found that HR practices impact positively on employees' performance. In particular, the study found that training, motivation, and employees' suggestion program have the highest impact on employees' performance. Blain (2009) conducted empirical study about the impact of training on employees' performance at Information Technology (IT) sector in Europe countries. The study found that 44% of employees received training courses related to their jobs' requirements, and 33% of them showed that the training courses improved their IT skills. Generally, the study concluded that training courses impact significantly on the employees' performance.

Divya (2016) selected insurance sector in Kingdom Saudi Arabia to conduct empirical study of the training programs' impact on the employees' performance. The study found that the training program should be designed and planned effectively and guarantee high productivity and quality. Then, the study found that if the organization provides effective training courses, the employees' performance will be improved and enhanced.

C. Selection

Selection is defined as a group of technical processes followed to guarantee that the applicants is appropriate to the position (Gusdorf, 2008). It can be defined as the process of selecting the suitable applicant from a list of job seekers. It is important that the candidate skills and qualifications fulfill the position requirements and standards. Also, selection is defined as the process of attracting high qualified and creative workers to be in the right position (Swedan, 2014).

The importance of the selection process comes from its role in employment process, and human resource management must be prepared to select the most appropriate candidates (Zaharie & Osoian, 2013). Moreover, Shaukat et al. (2015) showed that the interviewers should take into account the ability of the candidate individual to the work requirements. So, the human resource administrative should study the candidate skills related to the work standards and requirements.

Then, the human resource administrative should test candidate in order to determine if their skills meet the work requirements.

Al-Qudah et al. (2014) found that selection impacts significantly on employees' performance.). Also, Anthonisamy (2013) conducted an empirical research to study the impact of HRM practices on employees' attitudes and performance in business organizations. The research resulted that selection impacts significantly employees' attitudes and performance, where training and career opportunity have no impact.

D. Motivation

Motivation is defined as the internal forces that direct person to specific goal or to do specific mission (Robins and Coulter, 2012). Also, Bateman and Snell (2013) defined motivation as "forces that energize, direct, and sustain a person's effort". Motivation nudges persons to start doing new tasks or to restart doing previous tasks. However, the high qualified persons will refuse to work hard if they are not motivated (Clark, 2003).

Rahman et al. (2012) showed that motivation is empower employees to perform tasks and missions, and achieve the desired goals. Besides, motivation makes employees more commitment to the organizations' goals. According to Kurose (2013), motivation is considered as psychological forces that make employee work effectively in the workplace. In other language, motivation is that force encourages employee to conduct all tasks and missions in perfect way.

Ahsan et al. (2009) stated that the importance of an effective motivation system helps organizations retain key employees, reduces work turnover rates, motivates them to develop their performance, helps organizations to be more competitive, contributes to enhancing the social climate between management and employees, and enhances the organization's competitive position with others.

This confirms what others have stated that the motivation must accommodate all the positive and moral aspects that can be provided by the management of organizations to its employees during their career. In other words, motivation refers to everything that encourages individuals to engage and work in the organization and then raise the level of giving during the completion of work, reaching a high degree of organizational satisfaction and loyalty, and then a sense of

stability and job security within the organization. Hence, the motivation strategy represents a practical concept that describes the financial or intangible value that an individual worker obtains in various forms and aspects during a work, or a specific behavioral performance that fulfills the requirements of what is assigned to him and exceeds that in the direction of what the organization's management aspires to (Kepha, 2015).

Fu & Deshpande (2014) conducted a study to illustrate the impact of motivation on employees' performance at manufacturing sector in China. Most of participants showed that they are motivated by salary increment. Hence, the study found that motivation by money is the most motivators to the employees in workplace. Also, Obi-Anike et al. (2014) found that motivation by 'money' is the most preferred motivator by the employees. Numbu & Bose (2019) examined the impact of motivation on employees' performance at South Ural State University in Russia. The study selected 150 respondents. After conducting the primary data, the study found that there impact of motivation on employee performance.

Wijesundera (2018) selected semi-government Commercial Bank in Dubai as a case study to conduct empirical study to explore the impact of motivation on employees' performance. The researcher selected 88 respondents and distributed questionnaires on them. The employees showed that they are motivated financially by salary increment, and non-financially by supporting good work environment for them. As a conclusion, the study found that motivation has significant impact on employees' performance with positive correlation.

Nurun & Dip (2017) conducted empirical study to illustrate how motivational tools impact the performance of employee for betterment at Karmasangsthan Bank Limited. The researchers selected 130 respondents from five branches of the bank. The results showed strong relationship between motivation and employees' performance with (78%). Also, the study found that motivation impact positively on employees' performance by developing bank work and giving employees a chance to make decisions. The study concluded that motivation impact positively employees' efficiency and it is applied by bank administrative to achieve the desired goals.

E. Performance appraisal

Performance appraisal can be defined as the evaluation process conducted by the superior to assess the employees' performance. Appraisal is applied to classify employees based on their

skills related to the job requirements and their productivity. Also, organization administrative uses performance appraisal to investigate if the employees' performance at the desired level (El-Ghalayini, 2013).

The process of developing and enhancing performance appraisal systems is usually implemented by human resource professionals. Many of these provide a basis for pay, promotion, and disciplinary action. Performance appraisal includes feedback process which motivates employees to work regarding to achieving organization goals (Bowra et al., 2012).

Managing organization performance aims to achieve more effective performance and getting organizational effectiveness through creating cooperative environment to the employees. It is possible obtaining organizational effectiveness by developing organizational process which includes strategy implementation and achieving high-quality customer service (Armstrong, 2010). Performance appraisal is implemented in order to improve personal skills, developing plans, and inform development initiatives. Also, performance appraisal is applied to evaluate employees' performance by developing their behavior and skills which contributes to developing overall work without focus on outcomes, (Aggarwal & Thakur, 2013).

Iqbal et al. (2013) conducted empirical study to illustrate the impact of appraisals on employees' performance at banks of Dera Ghazi Khan in Pakistan. The researchers selected 150 employees in the case study to get primary data. The correlation results discovered strong relationship between appraisal and employees' performance ($\text{sig}=.000$, $r=.607$).

Kampkötter (2014) investigated the impact of performance appraisal on job satisfaction. The researcher selected random sample included 12,000 individuals from the Socio-Economic Panel Study (SOEP) in Germany. The study found that appraisal impacts positively job satisfaction that is linked with monetary outcomes. In other language, relationship between performance appraisals and monetary outcomes, contributes 2.4% increase in income satisfaction rates, and this means that high significant impact. On the contrary, the study found that there is a negative impact of performance appraisal on job satisfaction without any monetary outcomes ($p<0.01$).

Gupta, V., & Kumar (2013) illustrated the impact of appraisal on employees' engagement in in the Indian business context. The study sample consisted 323 of professionals working in Indian subsidiaries of Multi-National Corporations (MNCs). The data analysis showed correlation

($B=0.38$, $P<0.01$) between appraisal and employees' engagement. Hence, the study resulted that performance appraisal impacts positively employees' engagement at business context.

Previous studies highlighted several methods and techniques of performance appraisal techniques, such as:

A. Ranking method

This method aims to sort employees based on their behaviors. The rank list starts from worst level to the best level, where each employee has rank score in profile. r (Dessler and Gary, 2011).

B. Graphic rating scales

This technique depends on scaling employees according to their performance. Hence, each employee is rated by the performance level (Dessler and Gary, 2011).

C. Critical incident method

The organization keeps performance record for each employee, where the records include the undesired and success works. The organization administrative discusses these records with employees at several periods in order to develop the overall performance (Aggarwal, & Thakur, 2013).

D. Narrative essays

This technique depends on evaluator explanation about the employees' strength sides, weakness sides, and then suggestions to improvement. After that, evaluator provides recommendations to improve employee performance depending on this evaluation (Dessler and Gary, 2011).

E. Management by objective

This method means to convert organizational objectives to personal objectives (Jafari et al., 2009) and includes three operations: "object formulation, execution process and performance feedback" (Islami et al, 2018).

F. Behaviorally anchored rating scale (BARS)

This technique depends on evaluating employee based on desirable and desirable work behavior. BARS method uses behavioral statements to discuss multiple levels of performance (Aggarwal & Thakur, 2013).

G. 360 degree

This technique is popular method for evaluation in firms. It depends on evaluation input from different levels within or external resources. Hence, it depends basically on feedback from managers, supervisor, colleagues, and suppliers (Aggarwal, A., & Thakur, 2013).

H. 720 degree

This technique focuses on the most critical factor that each organization interest, which is the customer or investor perception about overall work. In this approach a 360 Degree technique is conducted twice. The employee performance is evaluated using 360 degree, and then the manager meet employee another time and providing him/her feedback and tips to achieve the desired goals (Aggarwal, A., & Thakur, 2013).

2.3 EMPLOYEES' PERFORMANCE

Tinofirei (2011) defined employees' performance as the process of completion tasks effectively and efficiently as it is agreed by employee and employer in the organization. However, performance does not refer to outcomes, but it refers to employees' behaviors. The extent that employee contributes to his/her behavior determines the organization success and this gives the perceived performance. Moreover, there are several factors impact employee performance, such as, declarative knowledge, motivation, and procedural knowledge as shown by (Hashim et al., 2017). Performance is also considered as a measure of an employee ability to perform the work in the present, as well as perform other tasks relatively different in the future (Shafa, 2016). Shields (2015) showed that employee performance represents the output or quantity of production per worker, estimated in a specific unit of time, and it is a reflection the extent of worker ability or lack thereof in achieving the desired goals, regardless of the work nature

(Shields, 2015). Also, Sarmiento (2007) highlighted that job performance is measured by determining the employees' abilities and skills, and the extent that employees use their abilities and skills to achieve the desired goals.

The issue of performance is receiving increasing attention in all societies, as every organization works to improve the level of performance and raise its rates to the extent that it has become a benchmark for the progress of these organizations, because of its positive impact on the rates of economic, administrative, social development, and the resulting contributions in raising Individuals' standard of living and growth in the sources of national income. Employee performance is the interaction between behavior and achievement to produce valuable outputs that help the organization to remain within the competitive environment in the labor market (Jery & Souai, 2014).

Accordingly, the issue of employee performance occupies an advanced position in terms of importance to the organization's departments and officials at their various levels, as it represents tools or means through which organizations can achieve their goals, whether service or productive. In clearer terms, the organizations' performance is the outcome of interaction between efforts exerted by the employees and their competence level. One of the main entrances to interest in employees' performance and improve its levels in terms of quantity and quality is the existence of a clear and feasible strategy for HRM in the organizations, with the aim of improving their performance and increasing their work outputs (Abu-Jleda, 2018).

The main standard of HRM practices success and the results of their implementation is the extent of their contribution to achieving better effectiveness level of the organizational performance. The success of HRM practices mainly means high-level human organizational performance that leads to the achievement of the organization's goals (Naz et al., 2016).

To measure this success, three dimensions were identified for the best level of employee performance, as follows:

- i. Quality of work performed: Quality is related to all the organization activities as it expresses the level of work performance provided by employees of various titles or job positions, as it is an expression of the individual's commitment to certain performance levels that contribute to providing a service or commodity which is acceptable to the

management and satisfies at the same time the organization's customers by meeting their implicit or explicit expectations (Blyton et al., 2017).

- ii. Commitment: The concept of job commitment has been associated with the term human relations in the field of management, which appeared at the end of twentieth century. By emphasizing the importance of human resources as one of the main determinants of organizations work, and that these individuals have feelings towards the organization, including compatibility with its objectives, and thus the need to explore and define the nature of the relationship between the employees (Ramdhani, et al., 2017).
- iii. The amount of work performed: it refers to the amount of work that an employee can accomplish in normal conditions within a specific unit of time through the physical and mental energy that the employee expends while performing that work. Also, it expresses the performance speed or the quantitative dimension of the energy expended and thus the amount of work performed (Blyton, 2017).

The concept of performance in its general framework refers to that action that must be accomplished in terms of type and quantity, which is characterized by comprehensiveness and continuity. This concept has been linked to the two dimensions of effectiveness and efficiency at the same time, as effectiveness means doing the right things, while efficiency means doing the business in the right way. The complementary relationship between each of the performed work quality and the performed work quantity, and the similar effectiveness and efficiency are important for achieving and completing tasks assigned to the employee as they constitute the outcome of the results and outputs that can be achieved by the employee as a result of effort and energy in order to achieve the desired goals of production quality. This interdependence between the two elements is necessary, as the organization may be efficient, but ineffective, as in the case of the organization producing a commodity for which there is no demand, which means that it achieves its goals but at a loss region (Ibrahim, 2011)

On other side, employee performance refers to how much do his\her activities contribute to the results of organization work during specific period. It is vital to manage employee performance in order to guarantee achieving the desired goals of organization. Also, evaluating employees' performance plays significant role in the process of measuring productivity and achieving

organization plan. It is beneficial to organization to apply Pacing itself production-wise, but it is not possible to apply it if the organization management does not measure employees' potential, and ability to perform the required tasks. Hence, employee performance impacts organization productivity and success (Aggarwal, A., & Thakur, 2013).

William et al. (2007) conducted selected 6,731 managers from 38 countries in order to determine factors that affect employee performance. These leaders' performance had been evaluated by taking into empathic impact. So, the researchers investigated if empathy has significant impact on employees' performance. The study results showed that there is significant impact of empathy on employee performance, and this impact differs from culture to others. Also, the study found that empathic emotion impacts performance of managers who live in high power-distance countries.

Nicklin and Williams illustrated the relationship between self-regulation of goals and performance. The study selected sample included 279 undergraduate students from a university in the USA. Also, they selected multinational participants aged 18 years. The results showed that the participants' performance is affected by self-efficiency and regulation.

Moreover, Gana & Bababe (2011) examined the relationship between motivation and worker performance at Maiduguri Flour Mills Limited in Nigeria. The researchers distributed questionnaires to 60 employees to test their perception about motivation role in enhancing their performance. The results indicated that worker performance is influenced by motivation positively.

2.4 IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE

Previous studies addressed the impact of HRM practices on employees' performance. Also, many several studies found that HRM practices impact the process of development of employees' capabilities and motivation which support achieving organizational goals. In addition, Boudreu and Ramatad (2010) showed that employees provide feedback by perceptions about organization attitudes toward them which then create climate of organization and in turn impact employees' performance. Also, Şendoğdu et al. (2013) showed that HRM practices

impact significantly organizational performance by achieving high commitment from employees to their organizations.

Impact of HRM practices on employee performance can be summarized as follows:

A. Productivity

Productivity refers to measuring employees' efficiency in realizing organizational performance objectives (Şendoğdu et al., 2013). Human resource practices especially training and development impact on job structure, organization performance, and rewards which contribute to developing employees' productivity (Saleem & Khurshid, 2014).

Also, the study introduced by Wang et al., (2010) in China revealed the existence of a significant impact of human resource practices in organizations and employee work productivity. Productivity among team work had highest rank (0.872), followed by job rotation practice (0.842). Then, Ahmad and Shahzad, (2011) studied the impact of HRM practices on employees' performance in universities. They selected Azad Jammu and Kashmir University as a case study and selected 113 teachers as participants . Then, the researchers analyzed the impact of HRM practices (compensation, appraisal, and promotion) on the employee's performance by using survey questionnaire distributed on the respondents. The results showed that the selected HRM practices affect positively teachers' performance and improved productivity.

B. Growth

Vlachos (2009) defines organization growth as a process of organization development from one level to higher level based on performance improvement and goals' achievement. Also, organization growth can be measured by increase in profitability, humane capital development, or increase in organizational assets. On other side, Macey and Schneider (2014) found that most organizations depend on profitability to evaluate their growth. The researchers showed that to address if there is impact of HRM practices on organization growth, it is needed to evaluate the overall performance of the organization. Hence, to measure organization performance, it is necessary to evaluate employee individual and collective (Neuman & Cunningham, 2008).

Boonen (2018) examined the relationship between implementing HR practices and its impact on employee performance and investigating the extent do HRM practices impact employees' performance. The study selected 464 employees randomly from several Dutch organizations in

Nederland as a case study. The study found that using HR practices impacts positively on employees' productivity and commitment.

Reynolds (2014) mentioned that organizational growth is usually measured by profitability, but it was found that HR practices affect growth in different aspects. Human resource changes over the time which affects employees' performance that in turns affect organization growth. Also, the study of Akbar (2013) showed that organizational support for human resource on competitive compensation enhances organizational growth in sales. This result was reached by the fact that employees who are motivated are more competitive with effective performance.

In addition, Vlachos (2009) studied the extent of HRM practices contribution in organization growth. The researcher resulted that HRM practices (such: recruitment, selection, training, and employees' rewarding) impact significantly organizational performance and growth. Besides, applying HRM practices contributes to providing robust and right decisions and providing flexible climate workplace, and enhancing overall performance and organizational growth.

C. Attitude and Behavior

Akbar (2013) indicated that HRM practices impact employee attitude and behavior which influence both employee and organizational performance. Managers in organizations have the ability to influence the behavior and attitude of employees in a positive way that enhances their ability to good work performance (Vlachos, 2009). However, Reynolds (2014) found attitudes and behavior of managers in any organization impact negatively employees' performance. Hence, this impacts negatively the overall organization performance.

The study of Haines et al. (2010) investigated the impact of selected thirteen HR practices on voluntary turnover and employees' performance at Industrial organizations in Canada. The researchers selected 4160 workshops to conduct their study. The study found that some of HR practices contribute to reducing employees' desire to leave workshop, where training may make their leaving easier which means negative impact on employees' attitude.

Mahadevan & Mohamed (2014) selected telecom companies' sector to investigate the impact of HRM practices on employees' performance in Malaysia. The researcher selected sample included 102 employees from telecom companies. Then, a regression analysis was conducted using SPSS in order to find impact HRM practices on employee performance. The study found

that HRM practices especially training and compensation plans impact significantly employees' performance in telecom sector.

D. Commitment

Wang et al., (2010) defined commitment as the extent of employee to the employer over long period of time according to specific reasons. On other hand, Reynolds (2014) showed that employee commitment comes from the nature of treatment between the employee and managers in any organization. Also, the study Tabouli et al. (2016) found a significant positive relationship between the HRM and the employees' performance at Jumhouria Bank in Libya. Besides that, the study found a positive impact of HRM on the organizational commitment.

Huo et al. (2020) investigated the relationship between commitments to human resource management on green creativity, as well as investigating the role of "mechanism of green human resource management" between them. For this aim, the researchers selected seven coal manufacturing enterprises and heavy polluting enterprises in China and distributed a questionnaire survey on them. The researchers found that there is an indirect impact of commitment to human resource management on the enterprise of green creativity. However, Akbar (2013) highlighted that that employee performance is not affected by employee commitment along periods of time.

2.5 RELATED STUDIES

The previous studies are categorized by related studies to developed countries and developing countries:

Developing countries

Absar et al. (2010) chose manufactures sector in Bangladesh to investigate if HRM practices impact job satisfaction. To achieve the study aim, the researchers selected 60 responses from 20 manufactures and used a questionnaire as the study tool. The study results showed that HRM practices have significant impact on job satisfaction. However, the study found that training and development (TND) has the highest influence on Job Satisfaction and productivity.

Then, the research of Ahmad and Shahzad (2011) selected three HRM practices and studied their impact on the teachers' performance in university Azad Jammu and Kashmir. The researchers

selected 113 respondents, and they selected some of HRM practices (which are: compensation, performance evaluation, and promotion practices) and then analyzed their impact on the employee's performance by using survey questionnaire distributed on the respondents. The results showed HR practices affect positively teachers' performance.

Al-Qudah et al. (2014) studied the relationship between HRM practices and employees' performance and the selected case study (Malaysian Skills Institute (MSI)) for this aim. A questionnaire had been distributed on 40 employees work in MSI, where the questionnaire included questions about effect of three HRM practices (recruitment and selection, compensation) on employees' performance. The results showed that the selected HRM practices affected significantly the employee performance in MSI.

The study of Shaukat et al. (2015) aimed to investigate to what extent HRM practices enhance employees' performance. Seven HRM practices have been determined in a questionnaire: "selection, training, career planning, compensation, performance appraisal, job definition, and employee participation". The questionnaire had been distributed on 70 employees from different small firms in Pakistan. The results showed that these practices influence significantly on employee performance economically and statistically.

Hassan (2016) studied HRM practices' influence on the employees' performance in Textile industry of Pakistan. The researcher illustrated a questionnaire with 34 items and distributed it on 68 employees in Textile industry of Pakistan. The results determined five practices affect employees' performance positively at different levels. The selected HRM practices are: "compensation, career planning, performance appraisal, training, and employee involvement". Also, the study indicated that it is possible increasing employee's performance by providing opportunities to the employees in order to enable those making effective decisions.

Jouda et al. (2016) investigated the impact of HRM practices on employees' performance in Islamic University of Gaza (IUG). Four HRM practices had been selected to study their effect on employees' performance: "recruitment and selection, training and development, compensation and incentives, performance appraisal". The researchers used a primary research method by distributing questionnaire on 115 employees in IUG. Then, the questionnaire had been analyzed and the results showed that HRMPs affected positively on employee's performance in IUG.

Hashim et al. (2017) selected three HRM practices, which are: (“compensation, promotion and performance evaluation”). Then, the study investigated the impact of selected HRM practices on teachers’ performance in Peshawar, Pakistan. For this aim the researchers selected of 123 academicians to obtain n their perceptions about impact of the HRM practices on their performance. The results showed that effective HRM practices in university will enhance teacher performance. Also, the results showed that teachers can be motivated by promotion according to their performance which achieves organizational success in the future.

Yee (2018) investigated the relationship between the factors of job satisfaction and job performance among faculty members in Malaysian private universities. This study relied on the descriptive survey approach to monitor the relationship between the factors of job satisfaction and job performance. The questionnaire was used as a study tool to measure the views of members of the randomly selected sample of faculty members and to analyze the results using Pearson correlation coefficient and multiple regressions. The study found that job satisfaction has a great relationship with the job performance of faculty members, and the results of this study found that among the six factors of job satisfaction (work conditions, job security, rewards, relationship with colleagues, appreciation, progress) rewards were not related to performance Career, while appreciation is the main job satisfaction factor affecting job performance among faculty members.

i. Developed countries

The study of Gooderham et al. (2006) aimed to analyze the relationship between HRM practices and firms’ performance in Europe Union countries. The researcher selected 3281 firms located in Europe Union to achieve the study objective. The study analyzed 80 HRM practices and then categorized them into “calculative” and “collaborative”. The results showed that that the overall effect of human resource management on performance was relatively in methods.

Moreover, Marwat et al. (2006) examined the HRM practices’ influence on employees’ performance at telecom organizations in India. The researchers selected seven HRM practices: “selection, training, career planning, compensation, performance appraisal, and job definition and employee participation”. The researcher distributed questionnaire to sample consisted 50 respondents from several telecom organizations in India. After conducting analysis, the results

showed that all HRM practices have significant influence on employees' performance in different degrees.

Katou (2008) aimed to measure the effect of applying human resource management strategies on the organizational performance of organizations operating in the industrial sector in Greece. The study population included 178 public establishments in this sector, and a questionnaire was designed as a data collection tool that was distributed to those establishments. The study found that there is a strong relationship between human resource management strategies in the areas (resources and development, job design, participation, incentives, compensation) and those organizations, and its reflection on business strategies in the areas of (cost, quality, innovation).

Festing (2012) focused on investigating the relationship between pay, HRM practices, and performance practices. The study was conducted in automobile manufactures in Germany and India. The respondents included 64 managers in several automobile manufactures. The results indicated that overall performance of automobile manufactures could be enhanced if HRM practices are implemented. Also, the study found that HRM practices affect significantly on pay and performance. Finally, the study concluded that HR practices could be best when adapted to cultural and national differences.

Then, Kooij et al. (2013) investigated if HRM practices (recruit, develop and motivate employees) relationship between employee well-being and performance will be changed with age. The study selected 800 employees from three organizations in UK. The study found the three HRM practices applied by HR directors affect positively organizational commitment, job satisfaction, and organizational fairness, whereas development HR practices affect negatively job performance.

After that, Dastmalchian and Steinke (2017) investigated the relationship between HR practices and employees' performance at healthcare organizations in Canada. The study examined the role of HR climate to moderate the relationship between HR practices and HR outcomes. Then, the study examined the relationships between HR practices, and their impact on employees' performance. The results showed that HR practices create robust work climate in healthcare organizations, and resulted that there is significant impact of HR practices on employees' performance.

Then, Villajos et al. (2019) aimed to investigate the relationship between HR practices and creative performance at financial organizations in Spain. The study selected sample included 1647 respondents from 42 organizations. The results showed that HR practices plays significant role in attempting i-deals and this was achieved by creative employees' performance in the study sample. Also, the study resulted that employing HR practices lead to achieve high quality overall performance in Spanish financial organizations.

The current research distinguishes from previous studies in the following sides:

- i. The previous researches studied the impact of several HRM practice on employees' performance in business organizations and companies, where view studies interest in universities as case studies especially in Arabic countries. The current study selected five effective practices impact academic employees at other case study (Palestine Ahliya University) which is Private Sector University in West Bank.
- ii. The current study differs from previous studies in the time frame and possibility.

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

As mentioned in chapter one the main research question is “do HRM practices impact on employees' performance at Palestine Ahliya University?”. The sub-questions are:

- A. Does motivation impact employees' performance at Palestine Ahliya University?
- B. Does recruitment impact employees' performance at Palestine Ahliya University?
- C. Does training impact employees' performance at Palestine Ahliya University?
- D. Does selection impact employees' performance at Palestine Ahliya University?
- E. Does performance appraisal impact employees' performance at Palestine Ahliya University?

This chapter discusses the research methods used to investigate the research questions. Particularly; research design, the population, and the sampling procedure used in this study. Ethical considerations and the process of obtaining ethical approval are mentioned in detail. Also, data collection methods and data analysis are shown.

3.2 STUDY DESIGN

A quantitative descriptive design was used to determine the impact of HRMPs on employees' performance. The quantitative research is a formal systematic process that uses numerical data to quantify or measure the phenomena of interest. This makes it the most appropriate approach for this research, since this research is conducted to fulfill master degree requirements; it has a limited time frame and resources. Also, this approach is relatively quick, easy, and cheap to perform (Sedgwick, 2014).

3.3 STUDY MODEL

The study model includes independent variables which are HRM practices and dependent variable which is employees' performance as shown in figure 3.1. The independent variables impact dependent variable and this impact will be illustrated by using survey questionnaire distributed on a random sample of employees in Palestine Ahliya University.

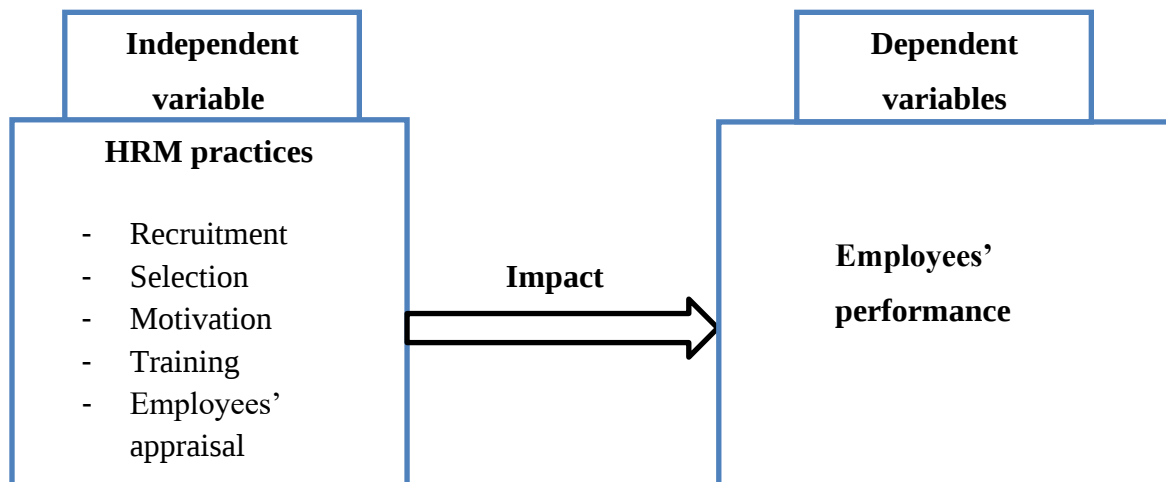


Figure 3. 1: study model

3.4 DATA COLLECTION PROCEDURES

Data was collected through two sources. The primary source is the instrument of the study, which is represented by a questionnaire, and the secondary source is represented by the journals,

books, and published articles that support the study topic. The surveys were distributed between November 10 and 24, 2020. The answered questionnaires were directly delivered to the researcher. The researcher has translated the scale items from English to Arabic which is the mother language of the respondents.

3.4.1 PRIMARY SOURCE (QUESTIONNAIRE)

In this research, the primary source is represented mainly by questionnaire, which is designed according to the research objectives and hypotheses. The questionnaire is developed in the context of the research aims and variables. It is designed after thoroughly reviewing the content of a number of previous studies and articles. Also, the design is based on the problem statement, and questions of the research with the aim of measuring the impact of independent variables on dependent variable.

The researcher used five-point Likert scales to measure the variables in this research as follows: (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, (5) strongly agree. The questionnaire consisted of three parts and 33 questions. It contained a cover page to inform the reader about the research aims and scope. The first part identified employees' demographic data, such as: gender, age, qualification, job title, and the period that employee spent in the university. The second part of questionnaire contained statements which measured HRM practices (recruitment, selection, training, motivation, and appraisal), where each practice was measured by four questions. The third part contained seven statements measured employees' performance.

More clearly, each variable as different aspects of HRM practices and performance were adopted from previous studies as follows:

- a) Training aspect by AlShaikhly (2017), Marwat et al. (2006), and Al_Qudah (2014).
- b) Recruitment variable by Omolo et al. (2012) and AlShaikhly (2017) studies.
- c) Selection variable by Omolo et al. (2012) study.
- d) Motivation variable by AlShaikhly (2017) study.
- e) Appraisal variable by AlShaikhly (2017) study.

f) Employees' performance variable by Odendo (2018) and Al_Qudah (2014).

3.4.2 Secondary sources

The researcher referred to literature about the study subject. The literature included: books, articles, and related researches published in journals that covers the current research concepts and aspects. These sources are used in the literature review chapter, as well as specifying the measurements of the questionnaire.

3.5 POPULATION AND SAMPLING

The population in this study represented all employees in Palestine Ahliya University. The researcher tried to recruit as much as possible of employees through online survey website by sending the questionnaire link for all employees through coordinate with human resource department in the university. The total number of respondents was 45 employees.

3.6 DATA ANALYSIS PROCEDURE

The questionnaire will be analyzed using SPSS. The statistical tests that will be used are: frequency, descriptive analysis, and regression analysis. Frequency test shows the number of repeating events occurring per unit of time. Descriptive analysis includes conducting mean and standard deviation tests which indicate the extent of respondent agreement on questionnaire statements. Also, linear regression tests will be used to test the study hypotheses and find the impact of HRM practices on employees' performance.

3.7 RESEARCH VALIDITY

This term refers to the extent of the measurement method quality and efficiency. The research instrument with high validity means that it produces results corresponds to the real changes (Sekaran, 2013). To ensure the current study instrument validity, the researcher asked consults from some of instructors and experts in the field of research by distributing final copy of questionnaire on them, then, the experts provided back their notes and comments to improve the questionnaire validity. Also, the translated version of the tool was back-translated to ensure content and grammatical validity and checked by experts.

3.8 RESEARCH RELIABILITY

This term refers to whether or not the researcher gets back same answers if the research instrument is redistributed more than one time. So, the researchers use cronbach's alpha test to ensure their studies' reliability (Sekaran, 2013). The accredited value should exceed 0.60 to be considered acceptable in terms of reliability. The reliability test of current study resulted (0.89) for Cronbach's alpha coefficient which indicates a high consistency for the entire questionnaire.

3.9 ETHICAL CONSIDERATIONS

Before beginning the data collection, ethical approval was received from Altinbas University and approval to distribute questionnaire was received from Palestine Ahliya University (case study). The participants received verbal and written information related to the characteristics and objectives of the study, and they were notified of their right to refuse the participation, or if they want to withdraw at any time during the study, also to refuse to answer any question they didn't want to answer it.

In this study, data collection and storage will be conducted according to data protection such as: participants will be not asked to give their identity or any personal information; data will be stored in securely and carefully along research duration. This process will increase the authenticity of the collected data. Moreover, the questionnaire was distributed online by sending web-link to a random sample of employees in Palestine Ahliya University, and the answers are reviewed by the researcher only in order to ensure respondents' privacy. This eliminates the chance of responses being altered, or being misused by another party. Besides, participants were given a chance to ask questions at any time they want; in addition, participants were asked to read and sign a consent form before completing the instrument. Privacy and confidentiality were managed as outlined in the consent form.

4. FINDINGS OF THE STUDY

4.1 INTRODUCTION

The current descriptive study investigated the impact of HRM practices on employees' performance in Palestine Ahliya University. This chapter shows the results of statistical analysis of employees' responses with regards to research objectives and it has six sections. The following tests were utilized using SPSS:

- A. Frequency analysis, which aims to show the participants' demographics and characteristics.
- B. Descriptive analysis, which provides values of the mean and standard deviation tests for all the variables and their statements.
- C. Simple regression test, to see the impact of HRM practices on employees' performance.

4.2 RELIABILITY TEST

Table (4.1) indicates values of the Cronbach's Alpha for each variable used to test study hypotheses. According to (Sekaran, 2013), the accredited value should exceed 0.60 to be considered acceptable in terms of reliability. The results showed that all the scale items have values of Cronbach's Alpha greater than 0.6, which reflected high internal consistency for the questionnaire. Therefore, no item of the used scales was deleted.

Table 4.1: Reliability results for study variables

Variable	Number of items	Cronbach's Alpha
Recruitment	4	0.86
Training	4	0.75
Selection	4	0.71
Motivation	4	0.75
Appraisal	5	0.76
Employee performance	7	0.61

4.3 SAMPLE DEMOGRAPHIC

Table (4.2) shows the demographic features of the participants in Palestine Ahliya University. As shown in the table, the study sample included 45 participants; 16 (35.6%) of them were female and 29 were males (64.4%). 37.8% of participants were aged less than 25 years, 37.8% of them aged between 26 and 40 years, 17.8% of them aged between 40 years and 56 years, and 6.7% of them aged more than 56 years old. In addition, the distribution of participants' qualifications is as follows: 40% of them has bachelor's degree, 33.3% of them are masters, 11% are diploma, and 15.6% of them have PhD degree. Moreover, 11% of participants spent less than one year in their positions, 42.2% of them spent between one year and five years, 28.9% of them spent between 6 years and 10 years, and 16.6% of them spent between 11 and 15 years, while 2.2% of them spent more than 16 years in the university. Finally, 33.3% of participants are teachers, 2.2% are supervisors, 20% are most managers, and 44% of them have other jobs.

Table 4.2: Demographic characteristics of the participants (n= 45)

Categorical Variable	Frequency	Percentage (%)
Gender		
Male	29	64.4
Female	16	35.6
Age		
Less than 25 years old	17	37.8
More than 25 and less than 40 years old	17	37.8
More than 40 and less than 56 years old	8	17.8
More than 56 years old	3	6.7
Qualification		
BSC	18	40.0
Master	15	33.3
Diploma	5	11.1

PhD	7	15.6
The period that employee spent at the university		
Less than 1 year	5	11.1
1-5	19	42.2
6-10	13	28.9
11-15	7	15.6
More than 16	1	2.2
Job position		
Teacher	15	33.3
Supervisor	1	2.2
Department manager	9	20.0
Other	20	44.4

4.4 HRM PRACTICES ANALYSIS

This section shows the results of descriptive statistics regarding HRM practices. Table (4.3) shows statements, mean and standard deviation for each statement. The average mean of the statements reached 3.52 and standard deviation reached to 1.01. It is shown that the highest agreement percentage (Mean = 4.18, SD = .85) was for statement (18) which indicates that (the university handles the employees' complaints). However, the respondents showed less agreement (Mean= 3.24, SD=1.28) for statement (3) "recruitment is conducted in a fair way and competitive basis".

Table 4.3: Mean and standard deviations regarding HRM practices variable

Statement	Mean	SD
Recruitment		
1. The university attracts high quality employees.	3.60	1.26

2. The university retains high quality employees.	3.49	.99
3. Recruitment is conducted in a fair way and competitive basis.	3.24	1.28
4. Employees are appointed according to pre-set criteria.	3.31	.99
Training		
5. The university provides training courses for employees in order to enhance their performance.	3.33	1.12
6. You have been provided training courses related to your job and position.	3.69	.84
7. The university is concerned about the quality of Training	3.62	.88
8. The university uses new approaches for training programs	3.76	.95
Selection		
9. HR department in the university selects new employees based on qualifications and experience.	3.27	1.26
10. The selection system has a positive effect on employee performance.	3.51	.94
11. Selection procedure is done objectively by matching job description and person specification against what is offered.	3.38	1.05
12. In the university, academic and administrative staff is normally interviewed before joining service.	3.76	1.00
Motivation		
13. The university motivates its employees through financial and moral support.	3.37	1.16
14. The university provides employees with the type of benefits they need.	3.31	.99

15. The university uses fair incentive system.	3.38	1.05
16. The university's motivation is one of the reasons to retain my job.	3.49	.99
Appraisal		
17. The university evaluation system is fair and honest.	3.62	.886
18. The university handles the employees' complaints.	4.18	.747
19. The university has a professional appraisal system.	3.64	.883
20. The university is keen to enhance employees' performance in each semester.	3.73	.889
21. HR department interests in obtaining feedback about employees' performance.	3.44	1.013
Average mean and standard deviation	3.52	1.01

Figure 4.1 shows radar graph of the statements' mean and standard deviation values. As shown in the graph each question is provided by the mean and std. values.

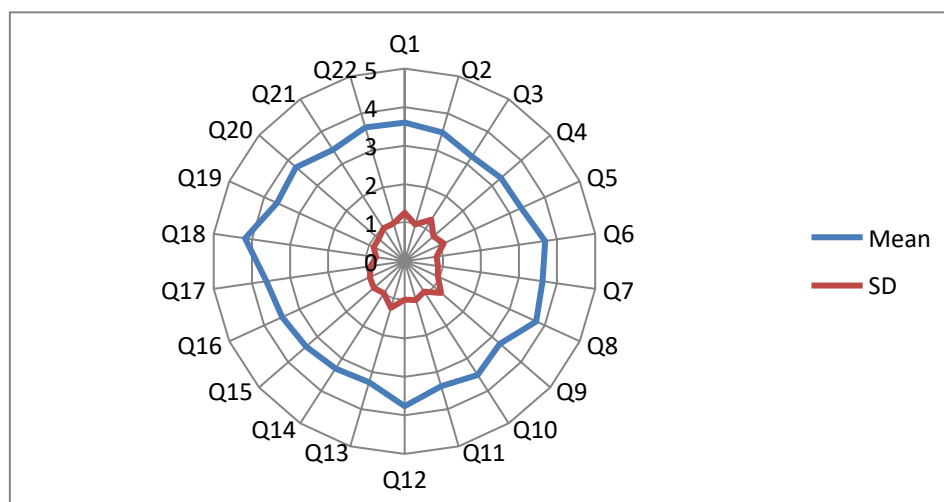


Figure 4.1: Radar graph of mean and standard deviation values of HRM practices

4.5 EMPLOYEES' PERFORMANCE

This section shows the results of descriptive statistics regarding employees' performance. Table (4.4) shows the general mean of all statements related to employees' performance which reached to (3.86), and shows good agreement. On other side, the standard deviation average value reached to (0.92), and this value is considered normal as well as it indicates convergence on the responses of the sample. However, it is noted that statement 22 has the highest mean value (4.22) which shows that employees feel that their performance is always improving. On other hand, statement 27 has the lowest mean (3.29), which denotes that employees have been trained in training courses related to their specialty and job position.

Table 4.4: values of mean and standard deviation tests regarding employees' performance variable

Statement	Mean	SD
22. I feel that my performance is always improving	4.22	0.70
23. I get ahead fairly in the university based on the merits of their work.	4.04	0.88
24. I use all of my skills and abilities on the job.	3.91	0.93
25. I am committed to my job.	3.78	0.85
26. I feel that HR department is keen to improve employees' performance in the university at the aim of educational process.	3.82	0.94
27. I have been trained in training courses related to my specialty and job position.	3.29	1.04
28. The university provided me an opportunity to participate in conferences and seminars related to employee performance development during my employment period.	3.96	1.13
Average mean and standard deviation	3.86	0.92

Figure 4.2 shows radar graph of mean and standard deviation values of the statements related to HRM practices

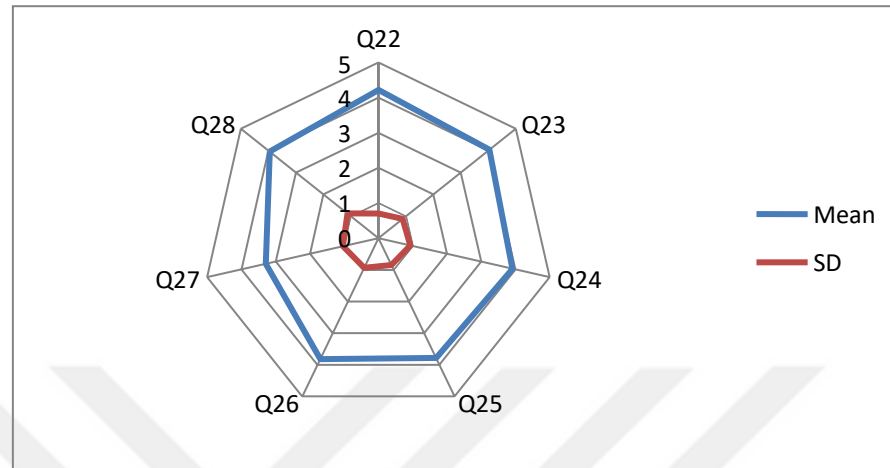


Figure 4.2: Radar graph of mean and standard deviation values of employees' performance

4.6 HYPOTHESES TESTING

a) Main hypothesis

The main hypothesis of the current study is: “**there is a significant impact of HRM practices on employees’ performance in Palestine Ahliya University**”.

To test main hypothesis, the researcher used simple regression test. The results of independent variables (HRM practices) impact on dependent variable (employees’ performance) is shown in table (4.5). The R value (0.661) denotes the correlation between HRM practices and employee's performance. The value of R square expresses the value of the coefficient of determination calculated for the used regression model, i.e. it expresses the amount of variation or difference in the values of the dependent variable that is related to (or due to) the independent variable. The R square indicates that HRM practices impact employees’ performance by (43.7%).

Table 4.5: Correlation and variance between HRM practices and employee's performance

Model	R-Value	R Square-Value	Adjusted R Square-Value	Std. Error of the Estimate
1	.661 ^a	.437	.424	.387948751

Also, table (4.6) presents the values of sigma and beta which indicate the impact of HRM practices on employees' performance. It is noted that sigma value (.000) which is less than (0.05) and this means that this hypothesis is accepted. Moreover, it is noted that beta value (66.1%) and hence it is resulted that there is a positive impact of HRM practices on employees' performance ($P < 0.05$; $B = 63.2\%$). Based on the previous results, it can be concluded that HRM practices have positive impact on employees' performance at Palestine Ahliya University, and hence, the main hypothesis is accepted.

Table 4.6: Coefficients for HRM practices and employee's performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Standard-deviation-Error	Beta		
1	(Constant)	1.583	.399		3.969	.000
	practices	.632	.110	.661	5.774	.000

a) Sub-hypotheses

To test the following sub-hypotheses, the researcher used simple regression test. The result of the test leads to accept or reject the hypotheses.

H01: recruitment system has significant impact on employees' performance.

The results of independent variable (recruitment) impact on the dependent variable (employees' performance) are shown in table (4.7). The R value (0.653) denotes the correlation between HRM practices and employee's performance. The R square indicates that recruitment impacts employees' performance by (42.7%).

Table 4.7: Simple regression results (correlation between recruitment and employee's performance)

Model	R-Value	R Square-Value	Adjusted R Square	Standard Deviation. Error of the Estimate
1	.653 ^a	.427	.413	.391431724

a. Predictors: (Constant), Recruitment

Also, table (4.8) shows the values of sigma and beta which indicate the impact of recruitment on employees' performance. It is noted that sigma value (.000) which indicates that recruitment has a significant impact on employees' performance. Moreover, beta value (65.3%) shows that there is a positive impact of recruitment on employees' performance. It is concluded that recruitment impacts positively the employees' performance at Palestine Ahliya University and this hypothesis is accepted.

Table 4.8: Coefficients for recruitment and employee's performance

Model		Unstandardized-Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.670	.218		12.230	.000
	Recruitment	.349	.062	.653	5.656	.000

H02: training courses provided by HR department have significant impact on employees' performance.

The results of independent variable (Training) impacts on dependent variable (employees' performance) are shown in table (4.9). The correlation between training and employees' performance is denoted by the R value (0.628^a). Also, the R square indicates that training impacts employees' performance by (39.5%) and the other factors impact by percentage (60.5%).

Table 4.9: Simple regression results (correlation between training and employee's performance)

Model	R-Value	R Square-Value	Adjusted R Square	Standard Deviation Error of the Estimate
1	.628 ^a	.395	.381	.402149362

a. Predictors: (Constant), Training

Table (4.10) shows the values of sigma and beta which indicate the impact of training on employees' performance. It is noted that sigma value (.000) which is less than (0.05). This value denotes accepting this hypothesis. By the beta value which reached (62.8%), it is resulted that training impacts significantly on employees' performance. It is concluded that the training courses provided to the employees at Palestine Ahliya University impacts positively their performance.

Table 4.10: Coefficients for training and employee's performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.276	.305		7.462	.000
	Training	.440	.083	.628	5.296	.000

H03: selection process has significant impact on employees' performance.

The results of independent variable (Selection) impact on the dependent variable (employees' performance) are shown in table (4.11). The R value (0.526^a) denotes the correlation between selection and employee's performance. The R square (27.7%) indicates change or variance in employees' performance by selection and the other factors impact by percentage (72.3%).

Table 4. 11 1: Simple regression results (correlation between selection and employee's performance)

Model	R-Value	R Square-Value	Adjusted R Square	Standard deviation. Error of the Estimate
1	.526 ^a	.277	.260	.439496999

a. Predictors: (Constant), Selection

Table (4.12) shows the values of sigma and beta which indicate the impact of selection on employees' performance. It is noted that sigma value (.000) which is less than (0.05) and beta value (52.6%) denoted a significant impact of selection on employees' performance. it is resulted that selecting new employees based on qualification and experience at Palestine Ahliya University impacts positively the employees' performance.

Table 4.12: Coefficients for selection and employee's performance

Model		UnstandardizedCoefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.668	.301		8.870	.000
	Selection	.343	.084	.526	4.060	.000

H04: motivation provided by HR department has significant impact on employees' performance

The results of independent variable (motivation) impact on the dependent variable (employees' performance) are shown in table (4.13). The R value (0.503^a) denotes the correlation between motivation and employee's performance. The R square indicates that selection impacts employees' performance by (25.3%).

Table 4.13: Simple regression results (correlation between motivation and employee's performance)

Model	R-Value	R Square-Value	Adjusted R Square	Standard Deviation Error of the Estimate
1	.503 ^a	.253	.236	.44678

a. Predictors: (Constant), Motivation

Table (4.14) shows the values of sigma and beta which indicate the impact of motivation on employees' performance. It is noted that sigma value (.000) which is less than (0.05) and this means that this hypothesis is accepted. Moreover, it is noted that beta value (50.3%) shows that there is a positive impact of motivation on employees' performance. It is concluded that applying motivation either financial or moral at Palestine Ahliya University impact positively on the employees' performance.

Table 4.14: Coefficients for motivation and employees' performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.807	.284		9.880	.000
	Motivation	.313	.082	.503	3.816	.005

H05: appraisal process has significant impact on employees' performance.

As shown in table (4.15), the independent variable (appraisal) impacts the dependent variable (employees' performance). However, the R value (0.614^a) expresses the correlation between appraisal and employees' performance. Also, it is noted that the R square reached 37.7% which means that amount change or variance in the employee's performance can be expressed by appraisal. It is noted that appraisal impact is less than other practices and it is can be explained that many employees are not comfortable for appraisal.

Table 4.15: Simple regression results (correlation between appraisal and employee's performance)

Model	R-Value	R Square-Value	Adjusted R Square	Standard Deviation Error of the Estimate
1	.614 ^a	.377	.362	.40808

a. Predictors: (Constant), Appraisal

Table (4.16) shows the values of sigma and beta which indicate the impact of appraisals on employees' performance. It is noted that sigma value (.000) which is less than (0.05) and this means that this hypothesis is accepted. Moreover, it is noted that beta value (61.4%) shows that there is a positive impact of appraisals on employees' performance. It is concluded that adopting appraisals' methods at Palestine Ahliya University impact positively on employees' performance.

Table 4.16: Coefficients for appraisal and employee's performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.019	.366		5.511	.000
	Appraisal	.494	.097	.614	5.098	.000

5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter illustrates discussion of the obtained results. Discussion is conducted according to the current study hypotheses and questions. Then, the results are compared to the related previous studies' results. Also, this chapter presents conclusion and recommendation in the light of the study results.

5.2 RESULTS DISCUSSION

The current study investigated the impact of HRM practices on employees' performance at Palestine Ahliya University. The results showed a significant positive impact of HRM practices (recruitment, training, selection, motivation, and performance appraisal) on employees' performance.

The current result showed correlation R (0.661) compared to the results of (Jouda et al. 2016) which revealed R (.680). Also, the current results match many previous empirical studies that have been conducted in the field of HRM practices' impact on employee performance at developed countries such as (Marwat et al., 2006; Festing, 2012; Kooij et al., 2013; and Villajos et al., 2019). On other side, the current study results agreed to empirical studies related to developing countries (Shaukat et al, 2015; Hassan 2016; Jouda et al. 2016 and; Hashim et al. 2017).

Universities aim to employ talent and skillful employees especially striving qualified and expert teachers in order to develop educational process by their commitment through carrying out research and training (Hashim et al. 2017; Jouda et al. 2016). Also, many several empirical studies approved that effective implementation of HRM practices impact positively employees' performance (Ahmad & Shahzad, 2011; Al-Qudah et al., 2014; Hashim et al. 2017).

As a result, universities realize the importance of motivation in improving employees' performance. Therefore, success universities interest in motivating their employees from the top of management of HRMPs (Jouda et al. 2016). So, it is necessary that universities must improve and develop their HRM practices by recruiting the talent academic and non-academic staff which in turns enhances university overall performance and employees' performance.

i. Sub-questions:

A. Does recruitment impact employees' performance platform at Palestine Ahliya University?

The current study revealed that recruitment impacts significantly employees' performance at Palestine Ahliya University. This result argues to the results of (Armstrong, 2010; Al-Qudah et al., 2014; Jouda et al., 2016).

B. Does motivation impact employees' performance at Palestine Ahliya University?

The current study indicated that motivation has significant impact on employees' performance at Palestine Ahliya University. This result matches to (Rahman et al., 2012; Hashim et al., 2017) results which showed that there is a significant relationship between motivation and employees' performance development.

C. Does training impact employees' performance at Palestine Ahliya University?

The current study revealed that training impacts significantly employees' performance at Palestine Ahliya University. This result matches to (Jouda et al., 2016) which showed that training improves employee's performance in universities. Also, this result matches to the results of (Haines et al. 2010; Mahadevan & Mohamed, 2014; Absar et al., 2010; Shaukat et al, 2015; Hassan, 2016; Jouda et al., 2016) which showed that training affect positively employees' performance in the workplace.

D. Does selection impact employees' performance at Palestine Ahliya University?

The current study revealed that there is a significant impact of selection on employees' performance at Palestine Ahliya University. This result argues to the results of (Al-Qudah et al., 2014; Shaukat et al, 2015; Jouda et al., 2016; Marwat et al., 2006; Vlachos, 2009).

E. Does performance appraisal impact employees' performance at Palestine Ahliya University?

The current study revealed that performance appraisal impacts significantly employees' performance at Palestine Ahliya University. This result argues to the results of (Hassan 2016; Shaukat et al, 2015; Jouda et al., 2016).

5.3 CONCLUSION

The aim of this study is to investigate the impact of HRM practices (recruitment, training, motivation, selection, and performance appraisal) on the employees' performance at Palestine Ahliya University. The study results showed that the HRM practices impact employees' performance. However, employees are considered as one of strategic pillars of any organization especially universities. Hence, universities should employ talent and motivated employees in order to improve the overall performance, and this simply needs more interesting from university management in employees' performance. Robust and succeed HRM practices empowers university employees and improves their performance positively. Employees play significant role in enhancing the university positioning in many different areas such as: academic reputation, research quality, and improving academic program improvement. Then, it is concluded that effective HRM practices motivate and stimulate university employee's performance which contributes to improving university overall performance. In order to develop employees' performance in universities, they should give more attention to this issue from the top management of HRMPs. Therefore, it is beneficial generalize the current study results to universities in Palestine. In addition, to develop universities' performance they should implement HRM practices include (recruitment, selection, training, motivation, and selection). This in turns improves educational process which reflects positively on the university mutation.

Moreover, after analysing the respondents' answers, it was resulted that HRM practices affect employees' performance in several aspects:

- a) Firstly, Applying HRM practices in the university contribute to developing university growth and this argues to the study of Vlachos (2009) and the study of Akbar (2013) which stated that HRM practices impact on organization growth. Also, the study findings argued to the study of Boonen (2018) which stated that HRM practices impact the employees' performance that motivated them to contribute to organization growth.
- b) Secondly, it was found that respondents recommend the university as workplace. This reflects commitment from employees and attitude from university management. This result argues to the results of Haines et al. (2010) study which showed that HRM practices create attitudes. On the contrary, the results do not argue to the study of

Reynolds (2014) which found that attitudes and behavior of managers in any organization impact negatively employees' performance.

- c) Thirdly, it was found that HRM practices impacts employees' performance by creating commitment from employees to their university. This result argue to the study of Gould-Williams (2003) results, and argue the Wright et al. (2003) which showed that HRM practices affect positively the employees' performance by creating robust commitment from them to their organization.

5.4 RECOMMENDATIONS

In the light of results, the study recommends conducting more empirical studies to measure the impact of HRM practices on the employees' performance at universities in Arab countries especially in Palestine. The study recommends HRM administrative in universities to apply new trends of employees' appraisal such as 360 degree and 720 degree. The study recommends universities to adopt an integrated and equal motivation system that includes material and moral motivation, in order to encourage academic staff to develop educational process. Besides that, the study recommends HR department in universities to provide training courses to the employees, and provide chances to academic to share in scientific conferences. It is beneficial supporting short and effective training courses to the academic staff at Palestine Ahliya University to improve their performance. The study recommends academic staff to be keener on receiving training courses related to their skills and job requirements. It is recommended to the universities' top management to be more transparent with their recruitment process to the current and potential employees. Taking into account the modern technological developments and techniques that the world is witnessing and their uses when determining training strategies and employing them to develop employees to accomplish their work efficiently. Finally, it is recommended conducting future studies on other larger sample of organization and on different sectors in Palestine.

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APPENDIX A



QUESTIONNAIRE

(IMPACT OF HUMAN RESOURCES PRACTICES ON EMPLOYEES' PERFORMANCE AT PALESTINE AHLIYA UNIVERSITY)

This questionnaire aims to recognize “the impact of human resources management practices on employees’ performance at Palestine Ahliya University”. To be informed that the data you would support will help us to reach a greater understanding of this issue. Also, note that the answer will be based on the current situation and is not a situation in which you are looking to be.

We very much hope in scientific cooperation and the answer to paragraphs of the questionnaire carefully, accurately and objectively, given their deep impact in the enrichment of this study, and to ensure the safety analysis and sincerity conclusion. Note that all the data will be used for research purposes only, and will be treated confidentially. If you want a copy of the results we will be pleased sent to you via e-mail until the end of the search, and we thank you for your cooperation and patience.

Receive sincerely

First: Personal Information

1. Gender

☐ Male

☐ Female

2. Age

☐ Less than 25 years old

☐ More than 25 and less than 40 years

old

☐ More than 40 and less than 56 years old

☐ More than 56 years old

3. Qualification

☐ High School

☐ Bachelor

☐ Master

☐ Other

4. Job Title

☐ Teacher

☐ Supervisor

☐ Manager of department

☐ Employee

☐ Other

5. How long have you worked in the university?

a. Less than 1 year

b. 1 to 5 years

c. 6 to 10 years

d. 11 to 15 years

e. 16 years and more

Second: Questionnaire Statements

No.	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Human Resource Management Practices						
A. Recruitment						
1.	The university attracts high quality employees.					
2.	The university retains high quality employees					
3.	Recruitment is conducted in a fair way and competitive basis.					
4.	Employees are appointed according to pre-set criteria.					
B. Selection						
5.	HR department in the university selects new employees based on qualifications and experience.					
6.	The selection system has a positive effect on employee performance.					
7.	Selection procedure is done objectively by matching job description and person specification against what is offered.					
8.	In the university, academic and administrative staff is normally interviewed before joining service.					
C. Training						
9.	The university provides training courses to the employees.					
10.	You have been provided training courses related to your job and					

	position.					
11.	The university concernn in about the quality of training programs.					
12.	The university uses new approaches for training programs					
D. Motivation						
13.	The university motivates its employees through financial and moral support.					
14.	The university provides employees with the type of benefits they need.					
15.	The university uses fair incentive system.					
16.	The university's motivation is one of the reasons to retain my job.					
E. Appraisal						
17.	The university evaluation system is fair and honest.					
18.	The university handles the employees' complaints					
19.	The university has a professional appraisal system.					
20.	The university is keen to enhance employees' performance in each semester.					
21.	HR department interests in obtaining feedback about employees' performance.					
Employee Performance						
22.	I feel that my performance is always improving					
23.	I get ahead fairly in the university					

	based on the merits of their work.					
24.	I use all of my skills and abilities on the job.					
25.	I am committed to my job.					
26.	I feel that HR department is keen to improve employees' performance in the university at the aim of educational process.					
27.	I have been trained in training courses related to my specialty and job position.					
28.	The university provided me an opportunity to participate in conferences and seminars related to employee performance development during my employment period.					

