

The Impact of Human Resource Management Practices on Organizational Performance: A Conceptual Paper

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ABSTRACT: This conceptual paper aims to study the impact of human resource management practices on organizational performance by reviewing the most important previous studies relevant to the topic of the study. Through a review of previous studies, it was found that there is a major and effective role by human resource management practices in institutions, as they contribute to improving organizational performance. Public and private institutions should take care of the issue of human resources management and apply it effectively, which in turn helps to improve the performance of institutions as a whole, and this is what all institutions seek. It is worth noting here that there is a clear difference between the application of human resources management between advanced and developing countries where we note that there is weak in the application of the concept of human resources management effectively in developing countries and therefore we need a lot of studies on this subject to enhance the concept of human resources management.

KEY WORDS: human resource management, organizational performance, institutions, concept paper.

I. INTRODUCTION

The human resources management as an organizational unit exercises a role in the formulation and application of human resources management policies in public and private institutions, as this unit is aware of the interests and trends of the resources operating in the institutions, and has an insight and knowledge of the changes that occur in the external environment and its effects on human resource management policies. In view of the importance of human resources and their management in educational institutions in general and higher education institutions in particular, and the scientific, administrative and functional responsibilities that lie with them, the matter necessitates the urgent need for an administration that undertakes their education, training and qualification, and sets scientific policies related to the good distribution of those present from them, and planning to obtain On the human resources of these educational institutions, and then employing them, training them, evaluating their performance, and treating them as a reliable primary resource in bringing about the desired change, and working to optimize the exploitation of human resources and reconsidering their distribution (Al-Araimi, 2017). Therefore, the Human Resources Department is closely related to the employees' behaviors, attendance and absence, and more importantly, the impact on their productivity, performance and psychological attitudes, which in turn reflects on the organization's performance and its relationship to the external environment, so some departments are trying to change the rules, procedures and behaviors to make it more flexible which enhances the commitment of its employees towards their organizations, And the link between its purposes and their personal purposes (Al-Zaqeba, 2018 ; Alaaraj, 2018a, b).

Successful management is the administration that innovates in finding solutions to the problems resulting from the new transformations and changes surrounding the organization, and studying the variables and factors that contribute to advancing, improving and developing its performance, the most important of which is human performance, as business organizations always strive to achieve efficiency and effectiveness in order to achieve the purposes by following Modern management methods whose most important trends are building a flexible organizational culture that responds to rapid changes and affects workers' behaviors and their affiliation in a way that serves the aims and aspirations of the organization, because organizational culture has a major impact in shaping workers' behaviors and customs and their trends are reflected in their performance levels and rates (Alaaraj et al., 2018; Shatri, 2016).

University administration, like various departments, has received great attention in contemporary societies due to the role it plays in order to achieve the purposes of the university and the success of its mission, which is linked

to the availability of successful leadership qualities and is able to use its capabilities towards working to build positive relations between workers and improve their performance and motivate them to continuous giving. Leadership skills also help to establish effective leadership behavior by strengthening and advancing the human resource - which is the most important resource that the university does not have of the advantages and capabilities that contribute to its continued success - to exert more effort and good behavior in difficult situations, which reflects the importance of leadership skills In helping and guiding employees and coordinating their efforts to perform their duties efficiently and with the aim of developing performance (Alaarj et al., 2017a, b; Musa and Mohamed, 2017).

Study methodology

The research relies on the descriptive analytical approach to the subject of the study, and this approach is applied in many research and studies, especially those that deal with social phenomena related to daily practices, where a number of research and studies published in periodicals and specialized scientific journals, as well as published on the Internet, were reviewed. , And it was subjected to analysis and discussion to serve the objectives of the research, and then to suggest some recommendations that may contribute to providing a useful reference for the institutions.

II. THEORETICAL FRAMEWORK

Human Resource Management Practice

Human resources is one of the main pillars of institutions, which contribute strongly to achieving the aims of the institution, without the human component that the institution cannot carry any work and its vision and mission cannot be achieved, human resources management is one of the most important management functions, because it is responsible for the human component, which It is the most valuable resource for the enterprise and the most influential in productivity. The Human Resources Department tries to enhance the organizational capacity and enable the institution to attract the required competencies and qualify it to meet the challenges. Human resources are considered the most important in any organizational sector, as they increased the aspirations and desires of the human element to obtain a better life, as it assumed responsibility for developing human resources, so that it requires the continuous pursuit of the working aims of individuals in the organization, which achieves a balance between the benefits of individuals and the benefits of management in the organization (Alaarj et al., 2016a, b; Al-Hawary and Alajmi, 2017).

What is human resources management?

Human Resources Management is defined as: It is a set of functions, activities and programs related to the management of human resources affairs in the organization, and aims to achieve the purposes of individuals, organization and society, and these functions include activities, activities and programs in developing a human resources strategy, job analysis in the organization, and human resource planning in it And providing him with the required human resources in quantity and quality, and evaluating the performance of the workers in the organization, training and development, and determining their salaries, wages and additional benefits, and motivating and energizing them and addressing their problems to coordinate their purposes, needs and the requirements of the organization in which they work, all of this within A specific organizational and societal context (Alaarj et al., 2016; Dora and Sabbagh, 2010).

It can also be defined as: planning, organizing, developing, leading, motivating, encouraging and other administrative activities that lead to raising and developing the organizational performance of workers and reaching them to the maximum productivity and achieving the goals of the institution and looking at the problems of workers and working to solve them (Alaarj et al., 2015; Al-Karkhi, 2014).

The Human Resources Department aims to improve the performance of the human resource and its analysis, and to improve the performance of the organization by selecting competent individuals who are able to achieve the purposes of the institution, influence and motivate employees and increase their job commitment, their involvement in work and raise the level of employee loyalty to the institution, and work to develop the human resource in the organization throughout training sessions to meet all the technical changes and developments of the modern era, and to create a work environment commensurate with the workers, and to reward them for their accomplishments, and to secure the human resource through the provision of social and health insurance, and the implementation of this purpose. The Foundation and its policies are based on the multiplicity of human resources tasks in the institution that are not based on the individual interest, in addition to achieving justice and equal

opportunities for all employees of the institution from various aspects, and working to communicate the views and proposals of employees in the institution to the higher management (Mazuz, 2016).

Al-Qahtani (2015) referred to the functions and tasks of human resources management, and the first of these jobs is the analysis and description of jobs, in order to determine the duties and responsibilities of workers to develop skills and expertise pertaining to each job separately and its relationship to other jobs, and define the conditions for filling the job.

The second function is human resource planning, through planning the human resource needs in the organization during a certain time period with the number and the appropriate quality and at the right time, while the third job, the job of polarization and selection, is concerned with searching for righteous individuals to fill vacancies in the job and get them enticed and attracted and choose the best of them after. This is for work or it is to win over and attract a sufficient group of individuals who form the basis from which it is possible to choose or select the most suitable individuals to fill vacant positions. The fourth job relates to training and human resource development, which is an ongoing and integrated process where Success in any stage of its success depends on the correct performance, and for the purpose of performing the tasks and duties assigned to individuals working in the institutions at the required level and according to the purposes taken by the institution, it is necessary to prepare all the basic requirements to increase and the effectiveness of the individuals working to accomplish their tasks, requirements and work successfully, while the fifth job is a job evaluating the performance of workers, which is the process of issuing a judgment on the activities that are practiced by the worker at a specific time in the institution, and this is an ideal judgment for its dependence on clear performance measures and standards extracted in a way that allows the supervisor to form a comprehensive, objective and unfulfilled opinion on the performance of workers, and with regard to the sixth job, incentives and wages, which are based on setting and designing a system of wages, incentives and rewards in order to achieve job and material security and security for workers and contribute to raising their organizational performance and job commitment, as well as the seventh job related to transportation and promotion, and it works to attract or expel expertise and competencies of workers, so the organization must provide promotions to employees to maintain its performance efficiently and to the required level and finally the job of designing and implementing human maintenance programs, which aims to develop and improve the work environment, by creating physical, social or health conditions Psychological or to improve the quality of life for workers, and the provision of security requirements and protection for workers.

There are three theories that explain human resource management, which are strategic theories. This theory depends on the relationship between external factors and determinants that affect human resource management practices. This theory aims to investigate the extent of the impact of these factors and external influences on human resource management practices in the organization, and descriptive theories which is based on the description and clarification of human resources management practices in the institution in a precise, comprehensive and integrated manner, and normative theories that show that when applying human resource management practices in an integrated manner and with greater transparency, and through the union of these practices together, this will raise the level of performance of employees, which will reflect positively on organizational performance (Ababneh et al., 2015).

The Human Resources Department is exposed to many difficulties, which are related to the problems of deteriorating productivity, and the leakage of efficient workers outside the institution, in addition to these difficulties in designing the wages and incentives system, procedures for attracting and recruiting new employees, as well as difficulties in aligning the requirements of the human resources management strategy and the workers' tendencies In the organization, in addition to problems in assessing the performance of employees fairly, difficulties in developing an effective evaluation of workers, as well as work, insurance, security and safety problems, and problems of conflict resolution for work and settlement (Al-Karkhi, 2014).

Despite these difficulties, however, there are many factors that contributed to the development of human resource management practices in institutions, and these factors include economic activity and the role of government, where the government has many economic and social roles to provide the requirements and needs of society, and this called for an increased need for human resources In various aspects and sectors, therefore, interest in the human resource has increased, and the focus has increased on raising the productivity of workers, attention to reducing work problems, and providing incentives to them, by describing these practices as one of the methods used to achieve and raise organizational performance, and increase the loyalty of workers and Their organizational commitment. The development of social sciences is a factor in the evolution of the practice of human resources management, as social sciences contributed to the development of human resource management practices, and these sciences: economic and political sciences, public administration, business administration, psychology, and anthropology, and the impact of human resources on these sciences through theories the principles of these sciences, and with regard to the factor of the School of Scientific Management, the movement of scientific

management has deepened the idea of separating politics and management, and it has become necessary to focus on technical methods to perform administrative tasks.

In addition, it helped at the practical level in expanding the principles of merit and effectiveness, and the development of management into a professional field, and the movement of scientific management is a basis for the techniques and methods applied in human resource management practices. In addition, the movement of scientific management contributed to increasing production, raising the level of wages, and lowering the unit cost of production. It also contributed to the conflicting relationship between workers and management, which caused the emergence of differences between them, in order for the workers to feel the exploitation of management by them, to achieve the purposes of the institution at their expense. This led to increased interest in the relationships that link workers with management and the principles of organizational behavior emerged, and modern management has followed methods and strategies to enhance organizational performance and commitment, in addition to the factor of expansion of studies and research in human resources management, where human resources management practices were affected by the results of studies and research that addressed topics of management practices human resources, and the expansion of studies in this matter led to the establishment of centers and institutes specialized in human resources management affiliated with universities, which led to the expansion of the scope of scientific knowledge in decision-making in the field of human resources, this has led to an increased focus on the problems and values pertaining to human resources, and this contributed to the increased interest in ways that improve the performance of human resources (Rashid 0.2018)

III. LITERATURE REVIEW

Previous research and studies are considered the reference intellectual framework of the study, whereby the researcher, after reading it, examining it and discussing it, can benefit from it in developing the study and formulating its hypotheses, determining the variables of the study and its tools and trying to avoid the weaknesses that occurred in it, and coming out with the addition of a scientific or research gap not studied in previous studies In an attempt to cover the aspects and variables of the study more accurately and objectively.

This part includes a review of the most important previous studies that dealt with the variables of the study that aimed to identify the impact of human resource management practices on organizational performance and was obtained through written literature, and review Arab and foreign databases, where Arab and foreign studies were presented according to their chronology.

Al-Hawari and Al-Ajmi Study (2017): The study aimed to explore the impact of human resources management practices on the regulatory commitment to port security affairs in the State of Kuwait. All administrative employees working in port security affairs in Kuwait were included in the study sample. A questionnaire-based survey was used to collect data. The results showed that there is an average level of adoption of HRM practices, and that there is a significant impact of HRM practices (Human Resources planning, recruitment and selection, rewards and edges, and performance evaluation) on organizational commitment (Al-Hawary & Alajmi, 2017).

Fu and Desphand Study (2014): This study used (SEM) Modeling structural equations to examine the direct and indirect relationships between the care climate, job satisfaction, organizational commitment, and job performance of 476 employees working for a Chinese insurance company. SEM results showed that the care climate had a direct impact Great for job satisfaction, organizational leadership, and job performance. Climate care has also had a significant indirect impact on organizational commitment through the mediation role in job satisfaction, and on job performance through the mediating role of job satisfaction and organizational commitment. In addition, job satisfaction had a major direct impact on organizational commitment, through which it also had a significant indirect impact on job performance. Finally, organizational commitment has had a major direct impact on job performance (Fu & Deshpande, 2014; Al-Zaqeba & AL-Rashdan 2020).

Study (Muhammad and Abu Sen, 2013). The study aimed to analyze the reality of the human resources strategy and its impact on the organization's performance, and the study used the descriptive analytical approach to describe the variables of the study and analyze its relationship using SPSS programming, and the study sample consisted of (150) workers in the Sudanese Company for Communications Ltd. (Sudatel). The results concluded that there is a statistically significant correlation between the company's organizational building strength and human resource management strategies, and that constantly changing the work environment affects the company's ability to adopt a strategic view of human resource management.

Kehoe and Wright's Study (2013): The study aimed to identify the relationships between employee perceptions about the use of high performance human resource practices in their job collections and employee absenteeism, the structure of staying in the organization, organizational citizenship behavior, and dedicating focus to the potential mediating role of emotional organizational commitment in these relations. Data in this study were

collected from employee surveys in a large multi-service food organization. The results indicated that employee perceptions about the use of high-performance human resource practices at the working group level are positively linked to all dependent variables, and that the emotional organizational commitment partly mediated the relationship between perceptions of human resource practice and organizational citizenship behavior and fully mediated the relationship between perceptions of human resource practice the intention is to stay with the organization (Wright, 2013 & Kehoe).

Alves’s et al (2013) study: The study aimed to identify the relationship between perceived human resource management practices, participation, and employee behavior: a moderate mediation model. A moderate mediation model that links perceived human resource management practices with organizational citizenship behavior and sales intentions has been developed and tested.

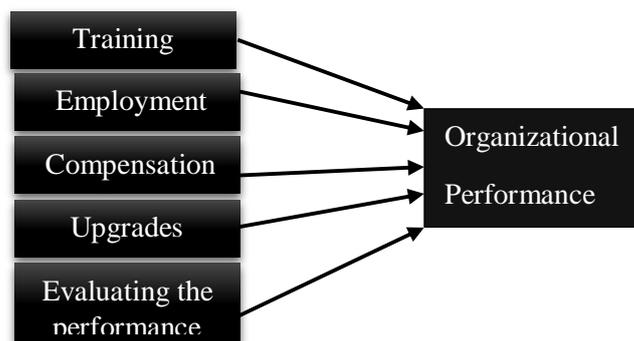
Depending on the theory of social exchange, the results showed that the impact of the perceived human resource management practices on each of the outcome variables is mediated by employee engagement levels, while the relationship between employee engagement and both outcome variables is managed through perceived organizational support and organ exchange (Alves, et al., 2013).

According to the above, the Vivares’s et al. (2016) study found that there are two important results for increasing and improving performance. The first is that when companies include features about individuals in the decision-making process in the operating system (motivations, personal purposes, abilities), performance can be observed. Best in the program; second, when employees reach a higher level of satisfaction and job performance, performance improves in competition priorities.

Previous studies as the results of the Broning and Ogonomie’s (2016) study showed that human capital development and occupational health and safety have a direct relationship with non-financial performance (NONFIN), employee performance management and non-financial performance (NONFIN) on the company's financial performance. It showed that HRM practices as a group represent 16% of variance in NONFIN and 12% of variance in financial performance (Ogunyomi, 2016 & Bruning).

This study supports, in part, a model of positive relationships between some HRM practices and the company's organizational performance. Sheen and Benson's study showed that socially responsible human resources management (SRHRM) is an indirect indication of individual tasks and behaviors of additional assistance through mediation in defining organizational culture at the individual level, and it has been found that job satisfaction works as an intermediate in the relationship between human resource management and organizational performance (Shen & Benson, 2016) This is indicated by the Stein et al. (2014) study. This prompted the researcher to conclude and reach a relationship between human resource management practices in organizational performance.

Theoretical framework



IV. CONCLUSION

Previous studies aimed at identifying the existence of an impact of human resources management on organizational performance, and previous studies were used through reviewing them and how to employ educational literature in previous studies. And choosing the appropriate scientific method for this study. And building the study tool based on the tools used in previous studies. And how to choose the study sample. And the appropriate statistical methods that can be used in this study.

Through the previous analysis of previous studies, and based on the fact that the cognitive benefit of any scientific research is elevated when it simulates two fundamental points, the first charts the features of keeping pace with the research of the contemporary cognitive visions and weaves in its folds contributions that reflect on the value of existing accumulated knowledge, while the second embodies the state of convergence between the intellectual content of the research Practical and practical reality. By relying on this content, this study can delve into the literature of scientific research to produce realistic results, in an attempt to study more in depth and an analysis of the relationship of human resource management practices to organizational performance, which was characterized by the integration between the concepts of human resource management practices as independent variables, and studying its impact on organizational performance, which represents Dependent variable.

The results of previous studies indicated that there is a positive relationship and impact between human resource management practices and organizational performance in institutions. Therefore, the top management in the institutions must pay more attention to the subject of human resources management and apply it correctly in order to obtain a better performance.

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