The Impact Of Human Resource Management Strategies On Employee Performance: An Analytical Study At Al-Nusour University

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Abstract

This study aimed to evaluate the association and impact of human resource management (HRM) strategies (attraction and recruitment, training and development, and performance evaluation) on employee performance at Eagles University. This study applied a set of statistical methods to a sample of 60 employees. Descriptive analyses (weighted means, standard deviations, and coefficient of variation) were first conducted to examine participants' satisfaction with each of the three strategies and employee performance. The internal consistency of the questionnaire was then measured using Cronbach's alpha coefficient ($\alpha = 0.926$), indicating high reliability. Pearson's correlation coefficient was then used to demonstrate a strong, positive, and statistically significant relationship between all HRM strategies and employee performance ($r = 0.785$, $p < 0.01$). Finally, a multiple linear regression analysis was conducted, which showed that attraction, recruitment, and training and development strategies together explained 51.7% of the variance in employee performance ($R^2 = 0.517$, $p < 0.05$), while the performance appraisal strategy was not significant. The results indicate the effectiveness of attraction and training strategies in enhancing employee performance, with the need to enhance the consistency and generalization of the application of training and performance appraisal strategies across all departments.

Keywords: *Human Resource Management; Employee Performance.*

1.   Introduction

Human resource management (HRM) is a fundamental pillar of any organization, focusing on managing its most important asset: its human resources. This field revolves around planning, developing, and motivating employees to effectively achieve organizational goals. Given the vital role employee performance plays in the success of any organization, HR management's importance lies in making the best use of individual skills and expertise. HR management's responsibilities include key areas such as recruitment, training, and continuous development, providing

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a stimulating and safe work environment, and designing incentive and reward systems that enhance individual and group performance. This research aims to examine the relationship between strategic HR management practices and employee performance. The research demonstrates that implementing effective HR management strategies significantly contributes to improving job performance, as policies that focus on continuous development, motivation, and fair rewards motivate employees to perform at their best. Therefore, successful HR management not only improves individual performance but also contributes to enhancing the organization's overall performance and increasing its competitiveness.

2. Literature Review And Hypothesis Development

2.1 Literature Review

Authentic Human resource management (HRM) at the organizational level is a strategic approach to managing an organization's most important asset: its employees, who contribute individually and collectively to achieving its goals. This achieves a competitive advantage by employing highly skilled and committed personnel in a dynamic, rapidly changing environment (Ahmed, 2009: 28). In the same vein, Noe et al. (2006: 47) argue that the strategic approach to HRM focuses on proactive action that provides the organization with a competitive advantage by investing in its valuable human resources. Through a HRM strategy, the organization can develop the mechanisms and behaviors of its employees and meet their needs. Implementing this strategy also enables the organization to flexibly address challenges and utilize its human resources effectively, in addition to maintaining or developing strategic directions to achieve a sustainable competitive advantage (Lin et al., 2012: 156). As for the Importance of HRM Strategy HR strategies play a vital role in every function. For example, a selection strategy relies on attracting the right talent according to job requirements. Human resource management strategies are key to the success of an organization's strategy. An organization's strategy cannot be effective without including a human resource strategy (Al-Kubaisi, 2012: 38).

Human resources are among the most important resources within an organization for achieving competitive advantage (Obeidat et al., 2014: 10). Traditional sources of success, such as products, technology, protected markets, and economies of scale, can provide an organization with competitive strength, but the sustainability of this strength depends more heavily on human resources (Caliskan, 2010: 102). As Al-Taie et al., 2006: 36, noted, there was a fear in the past that machines would reduce the need for workers. However, reality has proven otherwise, as individuals have become more important in modern organizations.

Human resource management strategies include recruitment and hiring strategies: Recruitment is a fundamental component of human resource management activities and often constitutes a significant part of the work of human resource managers or specialists within organizations. It is a rationally planned activity consisting of several sequentially interconnected stages within the human resource recruitment process, which itself falls within the human resource management strategy (Rees, French, 2010:170). Dessler (2011:84) defined it as a series of steps aimed at selecting the best candidate for a given position. De-Nisi, Griffin (2001:48) stated that it is a set of policies through which an organization identifies its human resource needs, attracts qualified individuals to fill positions, selects the best applicants, and then appoints them. This approach is not limited to attracting the best candidates to meet the organization's human resource needs through various advertising methods. Attracting qualified talent is, in fact, the essence of the recruitment strategy (Al-Saadi, 2006:181).

As for the training and development strategy, employee training and development is a crucial factor in distinguishing between more successful and less successful organizations. It is a fertile field that reveals innovations in human resource management. Therefore, organizations have become increasingly interested in training and development programs, as they offer educational benefits as part of the knowledge package needed to maintain a competitive position in the labor market (Al-Hamdani and Al-Jarjari, 2008: 122). Kerr (2005: 120) defines it as a systematic

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process aimed at enhancing the acquisition of skills and concepts that lead to improved alignment between employee characteristics and job requirements. Performance evaluation strategy: Performance evaluation strategy is an important process for human resources management, through which the policies and programs implemented within the organization are evaluated.

It is sometimes called a competency assessment system or competency reports (Al-Saadi, 2006: 182). This process involves identifying, evaluating, and developing an employee's work within the organization to achieve its goals (Islam, Rasad, 2006: 163). Boateng (2007: 12) indicated that performance evaluation is a procedure that sets work standards, evaluates actual performance against these standards, and provides feedback to motivate employees. This usually takes the form of a semi-annual or annual interview aimed at improving and developing skills (Zaman, 2011:141).

Tabiu and Nura (2013:248) indicated that performance is one of the concepts that has received significant attention from management research and studies in general, and human resources in particular. This is due to the importance of the concept at the individual and organizational levels, and the overlapping and diverse influences that affect performance. Employee performance has now become vital and of broad importance to business organizations and the economic progress of countries. Radwan (2016:45) stated that employee performance is a set of individual results and behaviors that contribute to achieving organizational goals, taking into account the performance of specific tasks using available resources, as well as paying attention to some other variables, such as success in maintaining good internal relationships and overlooking the misuse of resources and behaviors that pose a risk to the workplace. The importance of employee performance speaks volumes about employee performance, as it is the basis for measuring the success or failure of an organization's decisions, identifying its strengths and weaknesses, and evaluating its performance compared to the performance of competing or similar organizations in the same industry. We can determine the importance of employee performance by comparing organizations based on strategies, structures, goal achievement, and shortcomings, focusing on three axes: directing employees to achieve goals, highlighting them, and participating in setting and defining goals (Al-Azzawi and Abdullah, 2020: 164). Employee performance has become a matter of paramount importance in both developed and developing societies, as everyone works to improve employee performance and raise its levels, to the point where it has become a fundamental criterion and indicator of economic and administrative progress, given its impact on the rates of comprehensive economic and social development (Al-Amri, 2013: 157). Performance also receives significant attention at all levels, starting with the individual worker, regardless of their position within the organization, and gradually reaching the national level. This stems from the fact that individual performance impacts the overall performance of the department to which they belong, which in turn positively or negatively impacts the efficiency and effectiveness of the organization as a whole, and vice versa. Ultimately, this impact is reflected at the state level, as performance at the state level is merely an expression of the performance of the organizations within which it operates (Mohammed et al., 2016: 173).

As for the dimensions of employee performance, they are represented by the dimension of task performance: Task performance is defined as the performance that includes fulfilling the requirements that form part of the contract between the employer and the individual. Furthermore, task performance itself can be described as multidimensional, including the ability to meet expectations and demonstrate competence and expertise (Sonnentag et al., 2008: 228). Motowidlo (2013: 45) defined task performance as the behaviors that contribute, directly or indirectly, to the conversion of raw materials into goods, those behaviors that contribute to the distribution of the final product, or those behaviors that contribute to planning the implementation of activities that improve work performance. Therefore, it varies from one job to another according to the nature of each, and varies within the framework of the organization itself. It also contributes, directly or indirectly, to the operation of the technical system within the organization. Contextual performance: Within the framework of defining the concept of contextual performance, the study (Bilal, Hazrat, 2015: 83) indicated that contextual performance is the social behavior that employees engage in within organizations to accomplish the tasks assigned to them. (Mshellia et al. , 2016: 81) indicated that contextual performance behavior includes the following aspects: volunteering for additional activities, meeting official job

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requirements to complete the task, maintaining enthusiasm, cooperating with and assisting others, following organizational rules and procedures, and implementing and supporting the organization's goals.

Adaptive performance: Adaptive performance, as part of overall employee performance, refers to an individual's ability to change their behavior to meet the demands of a new work environment. This concept is particularly applicable to organizations facing complex and volatile work conditions, where the environment is increasingly turbulent. Acquiring adaptive performance requires employees' ability to cope with difficult situations, learn, and solve problems (Charbonnier, 2012: 285).

(Shoss et al., 2012: 911) believe that adaptive performance reflects employees' ability to adapt to changes in the work environment at the individual level, which can lead to positive outcomes such as improved performance and career success.

2.2 Hypotheses

Main Hypothesis 1: *There is a statistically significant correlation between human resource management strategies and employee performance.*

Main Hypothesis 2: *There is a statistically significant effect between human resource management strategies and employee performance.*

3. Methodology

3.1 The Research Problem

Many organizations face challenges in improving employee performance due to the multiple factors affecting work performance. Human resource management is considered one of the essential administrative functions that enhances efficiency and effectiveness in the workplace. However, there is a lack of studies examining the direct relationship between strategic human resource management practices and employee performance. Therefore, this study seeks to understand how these practices enhance employee productivity and performance, thereby achieving organizational goals.

The research problem revolves around the following questions:

• To what extent are employees aware of the dimensions of employee performance?
• Are employees sufficiently aware of the dimensions of human resource management strategies?
• Is there an influential relationship between strategic human resource management processes and employee performance, whether at the macro or sub-level?

3.2 The Importance of the Research

1. Enhancing administrative leaders' awareness of the concept and importance of human resource management strategies and employee performance, as they are the foundation for building business organization strategies.
2. Providing conclusions supported by numerical indicators for departments.
3. Highlighting the strengths and weaknesses of leaders in adopting human resource management strategies, drawing attention to their most important dimensions.
4. Clarifying how to achieve alignment between human resource management strategies and employee performance, which contributes to the development of strategies that rely on knowledge as a fundamental asset in organizations.

3.3 Research Objectives

In light of the study's problem and importance, the primary objective of the study is to clarify the extent to which human resource management strategies impact employee performance. Additionally, the study seeks to achieve the following objectives:

1. Determine the extent of employee awareness of employee performance dimensions.
2. Reveal the relationship between employee performance dimensions and human resource management strategies.
3. Provide recommendations related to employee performance processes and human resource management strategies.

3.4 The Hypothetical Scheme Of The Research.

The hypothetical diagram shows a correlation and influence relationship between the independent variable and the dependent variable. The following figure shows the hypothetical diagram (1):
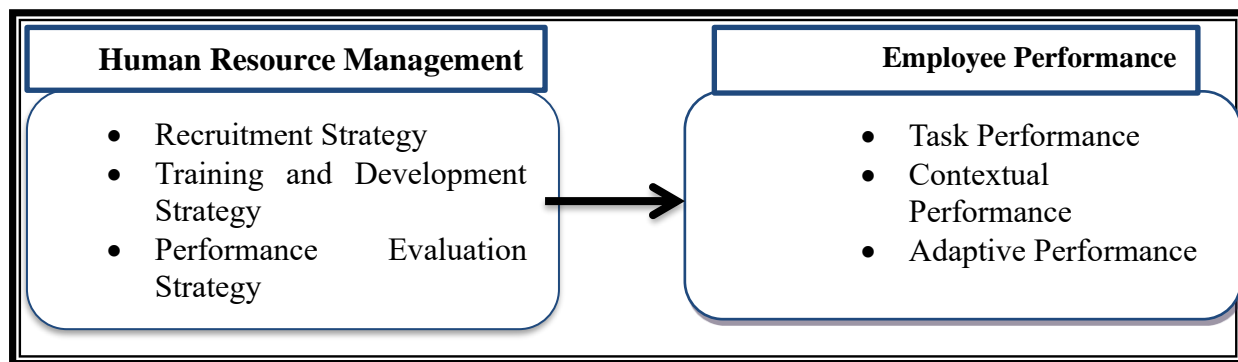

Figure 1: *Hypothetical outline of the study*

Source: *Prepared by the researcher.*

4. Descriptive Statistics

4.1 Descriptive Analysis of the Dimensions of Human Resource Management Strategies

Table (1) presents the calculated statistical values, including weighted means, standard deviations, and coefficients of variation, at both the micro and macro levels, as shown in the following table:

Table (1) *Descriptive Analysis of the Dimensions of Human Resource Management Strategies*

Dimensions	Paragraph	arithmetic mean	standard deviation	coefficient of variation
1	Attraction and polarization strategy	3.94	1.32	44.90%
2	Training and Development Strategy	3.08	1.47	47.73%
3	Performance Evaluation Strategy	3.73	1.34	48.99%
Human Resources Management		3.46	1.9	%54.9

Source: Prepared by the researchers based on SPSS outputs

First: Attraction and Recruitment Strategy

1. The weighted arithmetic mean is 3.94. This number indicates that employees' evaluation of the university's human resource attraction and recruitment practices was high and satisfactory. This means that most participants feel that the university has clear and effective steps in:

* Determining its human resource needs.
* Applying objective criteria in employee selection.
* Recruitment based on strategic orientations.

2. The standard deviation is 1.32, indicating moderate variation in individuals' opinions. This means that some evaluate this strategy to varying degrees, but this variation is acceptable.

3. The coefficient of variation is 44.90%, a relative indicator of the degree of dispersion of responses. Since it is less than 50%, this indicates that participants' opinions were somewhat similar. This means that the university is implementing an effective strategy for attracting talent and enjoys general employee satisfaction in this regard.

Second: Training and Development Strategy

1. The weighted mean (3.08) indicates an average rating, meaning that employees believe that training efforts are being made, but that these efforts need improvement and development. Some courses may be irregular or not accurately linked to the actual needs of employees.

2. The standard deviation (1.47) and the coefficient of variation (CV) of 47.73%. This relative dispersion indicates that there is significant variation in employee experience. Some employees may receive good training opportunities, while others are deprived of them or do not benefit sufficiently. This means that the university needs to review its training plans, make them more responsive to business needs, and distribute them fairly.

Third: Performance Evaluation Strategy

1. The weighted mean (33.7) reflects a positive and acceptable rating, meaning that employees believe there is a clear system for performance evaluation, and that it is often objective. 2. The standard deviation (1.34) and the coefficient of variation (48.99%) indicate a significant difference in implementation or understanding. Perhaps some departments implement the system effectively, while others do not. Transparency or clarity. This indicates that the evaluation system is good, but needs to improve consistency and fairness across all departments.

Fourth: Human Resources Management in General

1. The weighted arithmetic mean (3.46) reflects that the overall evaluation of human resources management practices is above average, meaning that employees view the university's efforts in this area generally positively, but with significant opportunities for improvement.

2. The high standard deviation (1.90) indicates a significant variance in individual opinions, meaning that the experience varies from employee to employee and perhaps by department or nature of

4.2 Descriptive Analysis of Employee Performance Dimensions

Table (2) presents the calculated statistical values, including weighted means, standard deviations, and coefficients of variation, at both the micro and macro levels, as shown in the following table:

Table (2) Descriptive analysis of employee performance dimensions

Dimensions	Paragraph	arithmetic mean	standard deviation	coefficient of variation
1	Perform the task	3.85	1.20	31.17%
2	Contextual performance	3.60	1.30	36.11%
3	Adaptive performance	3.40	1.15	33.82%
Employee performance		3.62	1.22	33.70 %

Source: Prepared by the researchers based on SPSS outputs

First: Task Performance

1. The weighted mean (3.85) indicates that employees' evaluation of their performance in carrying out the basic tasks of their jobs was high and good, reflecting a sense of commitment and seriousness in effectively carrying out what is required of them.

2. The standard deviation (1.20) indicates moderate variation in individuals' opinions about their competence in performing tasks, which is normal in a diverse work environment.

3. The coefficient of variation (31.17%) is relatively low, indicating convergence of views among employees and providing an indication of homogeneity in performance levels in basic tasks.

Second: Contextual Performance

1. The weighted mean (3.60) indicates a relatively good evaluation and means that employees participate positively in informal work behaviours, such as collaborating with colleagues and assuming voluntary responsibilities.

2. The standard deviation (1.30) and coefficient of variation (36.11%) demonstrate moderate variation in contextual behaviour among employees. This may be due to differences in organizational culture between departments, or the nature of different roles.

Third: Adaptive Performance

1. The weighted mean (3.40) reflects an acceptable to good assessment of employees' ability to adapt to changes and emerging conditions in the work environment.

2. The standard deviation (1.15) and coefficient of variation (33.82%) indicate that employees vary moderately in their response to change and adaptation to variables, and may indicate the need to enhance flexibility through on going training and support.

Fourth: Overall Employee Performance

1. The weighted mean (3.62) expresses a positive assessment of the performance of university employees across all dimensions, indicating an effective level of performance characterized by a predominantly professional nature.

2. The standard deviation (1.22) and coefficient of variation (33.70%) demonstrate a degree of relative stability in performance ratings across the sample, reflecting a stable and cohesive work environment in general aspects of performance.

4.3 Hypothesis Testing

Testing the main hypothesis

4.3.1 First: Testing the first main hypothesis related to the relationship between human resource management strategies and employee performance.

The hypothesis states the following: (There is a significant correlation between human resource management strategies and employee performance.)

This hypothesis will be verified by applying the simple Pearson correlation coefficient to determine the strength and direction of the relationship between these two variables within the research sample organization. Table (2) shows the matrix of simple Pearson correlation coefficients between the study variables and their dimensions. Before testing the hypothesis, Table (3) shows the sample size used in the analysis, which amounted to (60) individuals, in addition to the type of test used (tailed-2). The symbol (Sig) in the table refers to the significance test of the correlation coefficient, whereby the results are interpreted according to the following:

• If a (*) sign appears next to the correlation coefficient, this indicates that the relationship is significant at a significance level of (5%).
• If a (**) sign appears next to the correlation coefficient, this indicates that the relationship is significant at a significance level of (1%).

The strength of the relationship is determined according to Cohen's classification (1977, p. 79-81) as follows:

1. Low correlation: If the correlation coefficient ranges between (0.10 - 0.29).
2. Medium correlation: If the correlation coefficient ranges between (0.30 - 0.49).
3. Strong correlation: If the correlation coefficient ranges between (0.50 - 1.00).

Based on these rules, the results of the table will be analyzed to determine the strength and direction of the relationship between the variables and their various dimensions within the research sample organization.

The table above shows the correlation matrix that tested the first main hypothesis. There is a strong positive correlation because its value is greater than (0.50) and has a significant significance at the (1%) level between human resource management strategies and employee performance. The values of the correlation coefficient between human resource management strategies and employee performance reached (0.785) at the (1%) significance level, which is considered a strong relationship.

Table (3) *Testing the first main hypothesis (the correlation hypothesis)*

		Human Resources Management
Employee performance	**Pearson Correlation**	**0.785
	Sig. (2-tailed)	0.000
	N	60

Source: Prepared by the researchers based on SPSS outputs

4.3.1.1 Second: Testing the second main hypothesis related to the relationship between human resource management strategies and employee performance.

The hypothesis states the following: "There is a significant impact of human resource management strategies on employee performance."

This hypothesis was tested using multiple linear regression analysis and ANOVA.

Table (4) *shows the results of the multiple regression test between human resource management strategies and employee performance.*

Independent variables	Human Resources Management		
dependent variable	Multiple correlation coefficient R	Coefficient of determination R2	Correct coefficient of determination
Employee performance	0,719	0,517	0.491

Source: Prepared by the researchers based on SPSS outputs.

From the table above, we note that the correlation coefficient (R) value is 0.719, indicating a strong correlation between human resource management strategies and employee performance. The coefficient of determination (R2) value is 0.517, meaning that human resource management strategies explained 51.7% of the change in employee performance at Al-Nusour University.

Table (5) *shows the coefficients of the multiple regression equation.*

The model	regression coefficient	wrong standard	Morale
Constant	1,244	0,182	0,000
Attraction and polarization strategy	0,408	0,090	0,000
Training and Development Strategy	0,093	0,079	0,043
Performance Evaluation Strategy	0,130	0,063	0, 43

Source: Prepared by the researchers based on SPSS outputs

Based on the results of the table above and the corresponding statistical significance levels, it is clear that the attraction and recruitment strategy and the training and development strategy are the only variables that showed statistical significance. The other two variables were not statistically significant, meaning that they do not significantly contribute to explaining the change in employee performance within the adopted model. Accordingly, it can be said that the significance of the overall model is primarily due to the influence of the attraction and recruitment strategy and the training and development strategy, while the other variables do not statistically contribute to explaining the variance in employee job performance.

5. Conclusions

1. Cranach's alpha coefficient exceeded 0.90, indicating high internal consistency for each item in the questionnaire, making the tool valid and reliable for data collection and analysis.
2. The first strategy (attraction and attraction) showed the highest weighted mean (3.94), with moderate dispersion of opinions (44.9%), indicating widespread acceptance and tangible success in selecting talent.
3. The training and development and performance evaluation strategies had relatively lower weighted means (3.08 and 3.73, respectively), with wider dispersion of opinions (47.7% and 48.9%), indicating differences in the quality and consistency of implementation of these two strategies across departments.
4. The positive association and impact of human resource strategies on employee performance

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5. Multiple regression analysis showed that attraction and retention strategies and training and development strategies explain approximately 51.7% of the variation in employee performance ($R^2 = 0.517$), which is an indicator of the effectiveness of these two strategies in particular.

6. Recommendations

1. Standardize training needs across all departments to ensure a consistent training experience and reduce disparities in employee benefits.
2. Adopt a periodic review system for training curricula and programs and link them to functional and technological developments to ensure the content's relevance to actual business needs.
3. Design a unified procedural manual for the evaluation process to ensure consistent and fair implementation across all administrative units, and train evaluators on its use.
4. Leverage successful experiences in defining objective selection criteria and disseminating them to all employment units to ensure the recruitment of a homogeneous pool of qualified candidates.
5. Employ employee branding techniques to enhance the organization's attractiveness to outstanding candidates.
6. Conduct periodic surveys to monitor employee feedback and use the results to adjust policies as needed.

7. Conflict of Interest

The authors declare that they have no conflict of interest.

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