



**THE EFFECT OF HUMAN RESOURCES
MANAGEMENT PRACTICES ON EMPLOYEE
PERFORMANCE: A CASE STUDY**

**2024
PhD THESIS
BUSINESS**

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Prepared as

PhD Thesis

KARABUK

January 2024

TABLE CONTENTS

TABLE CONTENTS	1
THESIS APPROVAL PAGE	4
DECLARATION	5
FOREWORD	6
ABSTRACT	7
ÖZ	8
ARCHIVE RECORD INFORMATION	9
ARŞİV KAYIT BİLGİLERİ	10
ABBREVIATIONS	11
SUBJECT OF THE RESEARCH	12
IMPORTANCE OF THE RESEARCH	12
METHOD OF THE RESEARCH	12
STATISTICAL ANALYSIS	13
HYPOTHESIS OF THE RESEARCH	13
POPULATION AND SAMPLE STUDY	13
SCOPE AND LIMITATIONS / DIFFICULTIES	14
POSSIBLE BENEFITS OF PREVIOUS STUDIES	15
THE RESEARCH PROBLEM	15
SAMPLE SELECTION	16
RESEARCH QUESTIONS	16
CONCEPTUAL MODEL OF RESEARCH	16
RESEARCH VARIABLES	17
1. LITERATURE REVIEW	18
1.1. Introduction	18
1.1.1. Definition of HRM	18

1.1.2.	From the Personal Management to HRM	24
1.1.3.	The Importance of HRM	24
1.1.4.	The Role of HRM for Business Management	25
1.1.5.	Theory of HRM	27
1.1.6.	Hard and Soft HRM.....	28
1.1.7.	Strategic HRM.....	29
1.1.8.	HRM Strategic Goals	32
1.1.9.	HRM Function in Terms of Managerial and Operational Perspectives.....	34
1.1.10.	The Importance of HRM in the Healthcare Sector.....	36
1.2.	Human Resources Management Practices	37
1.2.1.	Planning	37
1.2.2.	Recruitment	38
1.2.3.	Procedures and Factors Affecting the Recruitment Process.....	40
1.2.4.	Training and Development.....	42
1.2.5.	Employee Participation	44
1.2.6.	Performance Appraisal.....	46
1.2.7.	Job Definition	49
1.2.8.	Compensation	51
1.2.9.	Career Planning	54
1.2.10.	Previous Studies Between HRM Practices and Employee Performance.....	54
1.3.	Employee Performance	60
1.3.1.	Introduction	60
1.3.2.	Definition of Employee Performance	60
1.3.3.	The Importance of Employee Performance.....	61
1.3.4.	Factors Affecting Employee Performance	62
1.3.4.1.	Individuel Factor.....	62
1.3.4.2.	Organisationnel Factor.....	63
1.3.4.3.	Environnemental Factor.....	63
1.3.5.	Employee Performance Indicators	63
1.3.6.	Previous Studies Between HRM and Employee Performance.....	63

2. RESEARCH METHODOLOGY, AND ANALYSIS FINDINGS	66
2.1. Introduction	66
2.2. Research Methodology	66
2.2.1. Research Implementation Process.....	67
2.2.2. Data Collection Methods	67
2.2.3. Validity and Reliability of the Research	68
2.2.4. The Main Reasons for Choosing.....	69
2.2.5. Test the Research Model and Hypotheses	69
2.2.6. Description of the Population Study Sample	69
2.3. Analysis And Findings.....	69
2.3.1. Distribution of Sample Members According to Personal Information Variable	70
2.3.2. Table Frequency Table, Weighted Mean, Standard Deviation and Percentage of Agreement from The HRM Domain	75
2.3.3. Frequency Table, Weighted Mean, Standard Deviation and Percentage of Agreement from The Employee Performance.....	81
2.3.4. Test for Variance or Difference in Response According to Individual Characteristics	83
2.3.5. Analysis of the Relationships Between the Study Variables	92
2.3.6. The Relationship Between the Standards for The Impact of HRM Practices on EP at the Macro Level in the Surveyed Hospitals.....	92
2.3.7. The Relationship Between the Criteria for the Impact of HRM Practices on EP in the Surveyed Hospitals	93
2.3.8. The Impact Analysis Between Study Variables.....	96
2.3.9. The Impact Analysis of Individual HRMP on EP Dimensions in the Surveyed Hospitals.....	96
2.3.10. Analysis of The Effect of Standards of HRM Practices in General on The Dimensions of EP	99
CONCLUSION AND DISCUSION	102
REFERENCES.....	107
LIST OF FIGURES	119
LIST OF TABLES	121
ATTACHMENTS	122
CURRICULUM VITAE.....	127

THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Nazar Mohammed Sofi SOFI titled “THE EFFECT OF HUMAN RESOURCES MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE: A CASE STUDY” is fully adequate in scope and in quality as a thesis for the degree of Ph.D.

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DECLARATION

This dissertation is my work, ensuring all information is obtained and clarified by academic principles and ethical guidelines set by the institution. I certify that all statements results, and materials not original in this work have been quoted and cited verbatim. I acknowledge the moral and legal implications of any conclusion that does not align with the provided statement without any specific obligation.

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Signature :

FOREWORD

Firstly, I would like to thank God Massive, who enabled me to complete this research. I sincerely thank and appreciate the efforts of the people who, in many ways, have provided me with many pieces of advice and ideas for the success of this research. I would like to thank my supervisor, Assist. Prof. Dr. Neşe YILDIZ, for her unwavering help, patience, motivation, vast knowledge, advice, guidance, and careful supervision, has greatly assisted me in completing this work in this research and throughout the Ph.D. program.

I could not imagine a better advisor and mentor for my PhD studies. I also thank each of Prof. Dr. Fatma Zahra SAVI and. Assoc. Prof. Dr. Hakan VARGÜN, Assoc. Prof. Dr. Sabahattin ÇETİN, Assist. Prof. Dr. Alper Tunga ŞEN, for their insightful comments and encouragement, but also for the hard question, which incited me to widen my research from various perspectives.

Secondly, I would like to give special appreciation to my colleagues who are experts who took part in my interviews and gave me many good ideas. Special recognition goes to all staff members of the Faculty of Business Studies at Karabuk University in Türkiye.

Finally, my heartfelt appreciation goes to my beloved father, Mohammed Sofi. Allah blesses him, my mother, Khtun Husen, my lovely wife, Zozan, and my special friends Abdulrahman and Ahmet İlimdar.

ABSTRACT

This study aims to determine how HRM practices affect employee performance. The research was conducted in Erbil, Iraq, using a sample of employees from government and private hospitals. The researcher distributed 243 questionnaires, of which 236 were used for statistical analysis. Then, the SPSS statistical program was used, using several analyses. The studies utilized the Bresson statistical coefficient and regression analysis to measure the impact of human resource management practices (independent variable) on employee performance (dependent variable).

The results show that the hospitals used human resource management techniques at a high level. Employee participation, career planning, performance reviews, training and development, job definition, and pay have all positively impacted worker performance. Furthermore, the hypothesis testing results showed that HRM practices have a statistically significant impact. According to the analysis, there is a vital connection between them, with a correlation coefficient of 0.848**, and the regression coefficient was utilized to assess the impact of the main variables. The study suggested taking advantage of the positive correlation and association between the study's variables. According to the R² value, these variables account for 71.80% of the variation in the result.

Keywords: Human Resource Management, Training Development, Employee Participation, Performance Appraisal, Career Planning, Compensation, Job Definition, and Employee Performance.

ÖZ

Bu çalışma İKY uygulamalarının çalışan performansını nasıl etkilediğini belirlemeyi amaçlamaktadır. Çalışma, Irak'ın Erbil şehrinde kamu ve özel hastanelerde çalışanlardan oluşan bir örneklem alınarak gerçekleştirilmiştir. Araştırmacı 243 soru formu dağıtmış, bu formlardan 236'sı istatistiksel analiz için kullanılmıştır. Daha sonra SPSS istatistik programı kullanılarak bir takım analizler yapılmış, çalışmalarda insan kaynakları yönetimi uygulamalarının (bağımsız değişken) çalışan performansı (bağımlı değişken) üzerindeki etkisini ölçmek için Bresson istatistik katsayısı ve regresyon analizinden yararlanılmıştır.

Sonuçlar hastanelerin insan kaynakları yönetimi tekniklerini yüksek düzeyde kullandıklarını göstermektedir. Çalışan katılımı, kariyer planlaması, performans değerlendirmeleri, eğitim ve geliştirme, iş tanımı ve ücretin tümünün çalışan performansı üzerinde olumlu etkisi olduğu gösterilmiştir. Ayrıca hipotez testi sonuçları İKY uygulamalarının istatistiksel olarak anlamlı bir etkiye sahip olduğunu göstermiştir. Analize göre aralarında 0,848** korelasyon katsayısı ile çok önemli bir bağlantı bulunmaktadır. Değişkenlerin etkisini değerlendirmek için regresyon katsayısından yararlanılmıştır. Çalışma, çalışmanın değişkenleri arasında var olan pozitif korelasyon ve pozitif ilişkinin avantajlarından faydalanmayı önermektedir. R2 değerine göre bu değişkenler, sonuçtaki değişimin %71,80'ini açıklamaktadır.

Anahtar Kelimeler İnsan Kaynakları Yönetimi Uygulaması, Eğitim Geliştirme, Çalışan Katılımı, Performans Değerlendirmesi, Kariyer Planlaması, Tazminat ve İş Tanımı, Çalışan performansı.

ARCHIVE RECORD INFORMATION

Title of the Thesis	The Effect of Human Resources Management Practices on Employee Performance: A Case study
Author of the Thesis	Nazar Mohammed Sofi SOFI
Advisor of the Thesis	Asisst. Prof. Dr. Neşe YILDIZ
Status of the Thesis	Ph.D.
Date of the Thesis	16/01/2024
Field of the Thesis	Business Administration
Place of the Thesis	UNIKA/IGP
Total Page Number	127
Keywords	Human Resource Management, Training Development, Employee Participation, Performance Appraisal, Career Planning, Compensation, Job Definition, Employee Performance

ARŞİV KAYIT BİLGİLERİ

Tezin Adı	İnsan Kaynakları Yönetimi Uygulamalarının Çalışanların Performansı Üzerindeki Etkisi: Bir Vaka Çalışması
Tezin Yazarı	Nazar Mohammed Sofi SOFI
Tezin Danışmanı	Dr. Öğr. Üyesi Neşe YILDIZ
Tezin Derecesi	Doktora
Tezin Tarihi	16/01/2024
Tezin Alanı	İşletme
Tezin Yeri	KBÜ/LEE
Tezin Sayfa Sayısı	127
Anahtar Kelimeler	İnsan Kaynakları Yönetimi (IKY) Uygulaması, Eğitim Geliştirme, Çalışan Katılımı, Performans Değerlendirmesi, Kariyer Planlaması, Tazminat, İş Tanımı, Çalışan performansı.

ABBREVIATIONS

- HR** : Human Resources
- HRM** : Human Resources Management
- OD** : Organizational Development
- SHRM** : Strategic Human Resource Management
- LO** : Learning Organization
- A/M** : Above Mentioned
- SPSS** : Statistical Package for social sciences
- AC** : Alpha Cronbach
- P/C** : Alpha Cronbach
- HRMP** : Human Resource Management Practices
- TDM** : Training and Development Management
- JD** : Job definition
- EP** : Employee performance

SUBJECT OF THE RESEARCH

The study aims to evaluate HR management practices in Erbil's public hospitals to understand healthcare industry challenges and their impact on worker performance.

Based on the study:

First, the study aims to evaluate the impact of HRM procedures on employee performance.

Second, the study investigates the correlation between human resource management procedures and employee performance.

Three: The study underscores the significance of comprehending the influence of pay, performance reviews, and training methods on employee performance.

IMPORTANCE OF THE RESEARCH

- The study is important to explore HRM's role in human resource development through a successful hospital survival study.
- The goal is to enhance employee performance and benefit officials by promoting staff practice at the hospital level.
- The study explores the fundamental theoretical background and methodology of human resources management practices and their impact on hospital staff performance.

METHOD OF THE RESEARCH

The research community used a questionnaire to gather data, referencing literature and previous studies to ensure accurate and comprehensive data collection (Jory, 2013).

The questionnaire was reviewed by specialists and revised to ensure it was more precise and concise to meet the study's objectives.

STATISTICAL ANALYSIS

The questionnaire data was analyzed using SPSS version 20 software, with reliability measured through Cronbach alpha statistical tests. Descriptive analysis is used to gather detailed information, while the chi-square sample structure is used to assess the impact of independent factors on the dependent variable.

HYPOTHESIS OF THE RESEARCH

The research hypothesis, based on the defined objectives, is as follows:

H1. There is a significant effect of human resources management practices on employee performance.

H2. There is a significant relationship between of human resources management practices on employee performance.

H1-a. Training development will have a positive influence on employee performance.

H1-b. Performance appraisal will have negative influence on employee performance.

H1-c. Employee participation will have negative influence on employee performance.

H1-d. Job definition will have a positive influence on employee performance.

H1-e. Career planning will have a positive influence on employee performance.

H1-f. Compensation will have a positive influence on employee performance.

POPULATION AND SAMPLE STUDY

The research sample consisted of 236 individuals, both administration and non-administration employees, representing both the administrative and non-administrative aspects of the study. The research population consisted of various public and private hospitals in Erbil, as per the provided guidelines. The administration and non-administration of public and private hospitals validated the research's survey data.

- Rzgary Hospital
- Jmhury Hospital
- Ladaekbun Hospital
- Raparen Hospital
- Nanakally Hospital
- Hawler International Hospital
- Zeen Hospital

The survey assumes the data was perceived, but it has limitations and should be examined in accordance with the results obtained.

- Many members of the research sample refused to accept the questionnaire form.
- Some individuals deliberately delayed the return of a form, claiming it was lost, and later did not return it.
- A few sample members, claiming to be employees, refused to meet the researcher due to their excuses.
- Many forms were received in damaged condition, with some sample individuals written and drawn on them.

SCOPE AND LIMITATIONS / DIFFICULTIES

Despite some limitations, the study examines the impact of HRM practices on employee performance in public hospitals and the government of Erbil, Iraq. This includes time, money, tools, materials, and procedures used. In terms of time invested, the study required considerable time to finish all research procedures, from the concept to the literature review and research technique to discussing the findings and turning in the study.

The human limits study consists of a research sample of employees in hospitals. This study is similar to previous studies in many respects, as it examines all management and HR practices related to employee performance in various. This study differs from previous studies in the field of applications and research communities in that it examines

the impact of human resources management on employee performance in public and private hospitals in the city of Erbil and the need to ensure that employees of public and private hospitals have the opportunity to participate in decision-making. The researcher has chosen the time frame from the beginning of 2022 to the end of 2023.

The study sample consists of Erbil City Hospital personnel. Convenience sampling was used to choose the sample because the respondents were available and willing to participate in our survey. As a result, the sample may or may not accurately reflect the entire population. Hospitals provided their responses for collection. A total of 243 questionnaires were given out to the staff members of these ten hospitals; 236 were fully completed, indicating an 87% response rate. These were utilized as the sample and to assess the findings.

POSSIBLE BENEFITS OF PREVIOUS STUDIES

Previous studies can provide valuable insights into the appropriate course of study, the current research topic, and its purpose.

The process involves selecting the appropriate sample size, research tools, and design for the study topic. The study utilized a questionnaire and ensured the use of all data methods that were suitable for the study's nature.

THE RESEARCH PROBLEM

- Government hospitals in Erbil city are not effectively utilizing human resource management practices, despite their crucial role in ensuring hospital success.
- The perception of the relationship between human resources management and improving worker job performance is unclear.
- The misuse of human resources management in public hospitals for the purpose of necessary methods is a significant issue.
- Public hospitals in Erbil Cities are implementing human resources practices, which are crucial for their success.

- The utilization of connections in human resource management to enhance worker productivity is not well understood.

SAMPLE SELECTION

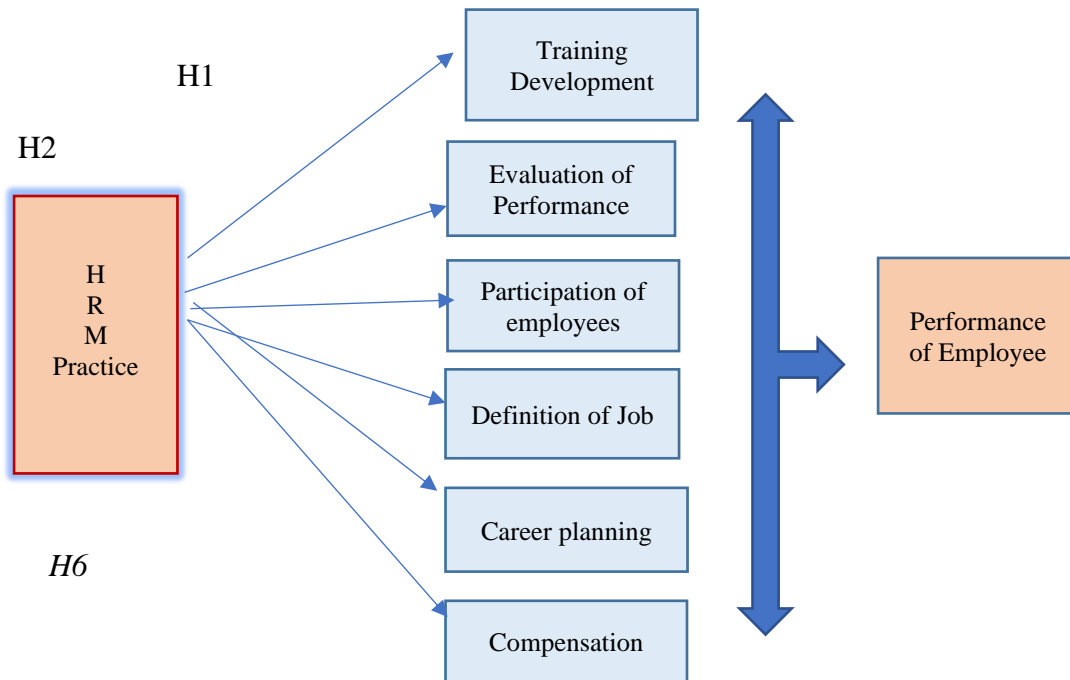
Since the respondents were willing to participate in our survey and were available, convenience sampling was utilized to choose the sample. As a result, the sample may or may not accurately reflect the entire population. Hospitals provided their responses for collection; a total of 248 questionnaires were given out to the staff members of these 7 hospitals; 236 were fully completed, indicating an 87% response rate. These 236 completed questionnaires served as the sample and were used to assess the findings.

RESEARCH QUESTIONS

- Does human resource management practice affect employee performance?
- Does human resource management practice have a relationship with employee performance?
- What is the effect of standards of human resource management practices in general on employee performance?

CONCEPTUAL MODEL OF RESEARCH

The study aimed to establish a connection between employee performance as the dependent variable and HRM as the independent variable. The research model demonstrates how HRM strategies, such as career planning, compensation, employee participation, performance review, and training development, affect employee performance.



Source: prepared by the researcher

Figure 1: Conceptual model of research

RESEARCH VARIABLES

The independent variable is HRM practices like employee participation, compensation, career planning, training development, performance appraisal, and job definition, while the dependent variable is employee performance.

1. LITERATURE REVIEW

1.1. Introduction

The study assesses the correlation between human resource management practices and employee efficiency. HR management practices, including career planning, performance reviews, training development, employee engagement, and compensation, significantly impact employee performance.

Implementing human resources management practices can enhance task distribution and optimize personnel skills, enabling hospitals to develop an efficient workforce. This study investigates the impact of HR practices on employee performance in public and private hospitals, focusing on the importance of influential people management systems for talent attraction and retention.

Hospitals require effective HRM procedures to maintain competent personnel, as efficient management is crucial for maintaining a competent workforce.

Companies that effectively manage HR gain a long-term advantage by overcoming the time-consuming and tedious process of acquiring and implementing human resources. (Wright, 2003).

The study is divided into two chapters, with the first presenting the theoretical framework of the HRM process, its concept, strategic HR management, and previous studies on employee performance.

The second chapter delves into the methodology, data collection methods, study tool validity, variables, and statistical processes utilized to evaluate the influence of human resource management practices on employee performance.

1.1.1. Definition of HRM

Human resource management is one of the attractive fields in business administration. There are various definitions of human resource management in the literature.

According to Negi (2013), there are numerous definitions of HRM. HRM is the process of uniting individuals and groups to achieve mutual objectives. This has become clear as one of the primary duties of any business. Planning, recruiting, placement, training, development, performance evaluation, administration of pay, incentives, employee benefits, social security, and industrial relations are all concentrated on human resources, employee complaints, collective bargaining, bookkeeping, personnel records, and many more areas that are either directly or indirectly involved with human resource management (Absar, 2012).

The administration of an organization's personnel, or human resources, is known as human resource management, or HRM, and is responsible for selecting, hiring, training, evaluating, and rewarding employees; overseeing the company's culture and leadership; and ensuring that labor and employment laws are followed (Rich, 1996).

According to Nguyen (2020), an organization that uses the HRMP system, which includes the development, training, selection, appointment, and compensation systems, can accomplish goals and strategies in an efficient and adaptably and implement policies within the company. The HRMP is in line with internal policies and procedures that are put in place to guarantee that the company's human resources support its objectives by creating people development programs that enhance employee skills and aptitude and drive one of the most crucial elements in boosting worker happiness and attaining work engagement, which leads to increased productivity, the deployment of HRMPs (Quresh, Akbar, Khan, and Hijaz, 2010).

In the opinion of Adile (2015), the components and purposes of hiring procedures, performance reviews, pay scales, hiring procedures, job security, job descriptions, career opportunities, and training development practices can be summarized to equip agents with specific skills and practices necessary to winning and maintaining an advantage in a susceptible situation. Human resources can be a source of practical utility, affecting essential goals such as quality utility and customer loyalty. In addition, when HR management practices are used to improve company-specific skills and build organizational knowledge, a competitive advantage can be maintained (Lazim, 2015).

According to Mark (2011), an association's HR management procedures can be a significant source of cost control and work separation advantages. The benefits derived

from human resource management practices may be more reasonable than those derived from other methods. People management practices are called the process of luring in, nurturing, and keeping skilled and engaged workers to fulfill an organization's objectives and strategy. Human resource management techniques improve abilities and inspire workers to take advantage of chances as a source of organizational greatness.

According to Memon (2020), the term human resource management practices refers to internal, consistent policies created and carried out in a way that makes it possible for the organization's human resources to support the accomplishment of its objectives. Human resource management techniques are generally used by businesses to inspire, motivate, compensate, and keep workers on staff.

According to Kitchot (2020), there are four leading practices in human resource management:

- Selective recruitment entails various actions specifically designed to match candidates with job needs to identify the most competent individuals and provide them with enough money to stay on board. Depending on the kind and capacity, appropriate accommodations can be made.
- Since communication fosters teamwork, job satisfaction, and engagement, it is one of the most straightforward strategies to increase employee engagement.
- The process of assessing an employee's performance relative to benchmarks established by the company in order to meet objectives is called an assessment.
- The award is a way for a company to honor its workers for inspiring them to uphold its principles and objectives.

The evidence for this is that the management literature has multiplied over the last 20 years, especially regarding how HRM practices affect employee performance, job satisfaction, and organizational engagement (Petrescu, 2008; McGunnigle, 2000).

Human resources management entails finding and hiring the best candidates for open positions, giving them the appropriate training, setting up a suitable framework for performance reviews, and setting up a system for just compensation. These four standards are still crucial components in creating HRM that works. Drawing in, inspiring, and keeping workers is known as human resource management techniques (Edgar, 2005; Huselid, 1995).

Human resource management procedures are created and carried out in a way that makes human capital crucial to accomplishing organizational objectives. The appropriate use of HRM techniques positively impacts employer and employee engagement. People management strategies like performance reviews and training and development increase employee performance by inspiring staff to put in more effort (Purcell, 2003).

Human resource management is in charge of hiring, choosing, preparing, assessing, and rewarding staff members, keeping an eye on organizational culture and leadership, and ensuring labor and employment regulations are followed (Ulrich 1996).

HRM practice refers to many related but different tasks, roles, and procedures that center around an all-encompassing perspective of the company's human resources. HRM practices are the independent variable in most research (Becker, 2006).

From the point of view of Bhatti (2007), worker productivity is positively impacted by worker engagement, and rewards directly impact employee performance. By enhancing employees' knowledge, skills, abilities, and positive conduct, training and development help the company succeed by raising the bar for performance.

Additionally, Singh (2012) discovered a favorable correlation between worker productivity and vocational training. Employees' satisfaction and engagement at work increased as they grew older. An even more noteworthy effect is that employee performance enhances and increases the effectiveness of organizational structure.

Therefore, Yeganeh (2008) identified critical characteristics of six HR practices, which examined employee job satisfaction: selective hiring, compensation policies, rewards, recognition, training and development, and information sharing. These elements have a strong potential to improve the organization long-term.

According to Desler (2007), the study analyzes and examines the relationship between three HR practices: employee training and development, reward, recognition, and job satisfaction. He has proposed a set of human resource management practices, known as best practices, that it believes can improve organizational performance. These are selective hiring, comprehensive training, job security, dissemination of information, teamwork, reduction of status differences, compensation performance, and pay for performance.

Hence, there is a correlation between the use of appropriate human resource management practices and employees' positive attitudes towards their job satisfaction and engagement (Guest, 2002). It also showed that organizational HRM is the foundation for sustained competitive advantage and success, provided that HRM policies and practices are coordinated and derived from overarching organizational strategies and goals (Altarawneh, 2009). Thus, many academics have suggested that HR management practices are essential to an organization's success since they increase organizational involvement. HRM practices are crucial in the healthcare sector since patients are exposed to the work of knowledgeable and inherently productive personnel (Elarabi, 2014).

From the point of view of Pham (2019), the application of the health sector reform and the enhancement of the productivity of the medical workforce are two areas in which the practice of human resources management is dynamic and significant, as stated by productivity is a product of both organizational and human activities and largely depends on the quality of human resource management found that green HR management practices, dedicated training, and awards are essential tools to promote employee engagement with the environment directly, employee engagement is positively impacted by HRM strategies, including work environment, training, and development; employee engagement is not impacted by recognition or rewards.

According to Watson (2010), HRM practices are tightly controlled and have become more efficient in today's world. Concerns about employee development, recruitment, motivation, job satisfaction, and goal achievement were raised to review human resource management practices. In the operations of healthcare organizations, human resources management-related tasks are crucial. Regardless of the industry, HR can be used in each operational activity of a business.

In the opinion of Niles (2013), as was just indicated, HRM plays a variety of roles in healthcare management, including concerns about treatment ethics and legality, healthcare vocations, unions, workplace analysis and design, hiring and selection, benefits, and the health and safety of employees and patients' workers; employee motivation and training; and dismissal. HRM's contribution to effective strategic planning includes budgeting and forecasting tasks and strategic planning. Before being implemented, HRM methods must be creative and tailored to the firm's specifics. Hiring,

assessing, compensating, and keeping employees are all part of human resources management procedures, along with offering social and health benefits. All firms need to implement people management practices to increase their agility, engagement, and efficiency.

According to Frasch (2009), the process of hiring, training, and rewarding employees, as well as creating policies and retention plans, is known as human resource management. Over the past 20 years, HRM has experienced significant transformation, increasing its significance in today's enterprises.

From the point of view of Quresh (2010), while there is no agreed-upon definition of HRM, much discussion has centered on what it means. People management and HRM are used interchangeably in some definitions. Traditionally, human resource management has concentrated on several tasks essential to developing and supplying labor to fulfill the company's short- and long-term demands. Recruitment, selection, rewards, development, training, compensation, and other related activities are all considered distinct individual functions under personnel management. HRM aims to combine all personnel functions into a single, coherent plan. While HRM analyzes the entire organization, personnel management is the basic responsibility of managers over their subordinates. Human resource management is associated with all managerial functions that organize the recruitment, selection, development, utilization, rewarding, and maximizing of the potential of an organization's human resources.

Human resource management is the set of regulations and rules required to perform a management function's people or human resource portion. Hiring, job description, training, performance review, compensation, career planning, and providing opportunities for employee participation in decision-making from an alternative perspective are some of these processes and practices. According to the definition, human resource management is helping people develop their skills and attitudes to achieve self-actualization and personal growth, both of which help people contribute to the goals of their organizations. Acquiring, developing, motivating, and maintaining human resources is known as human resource management (Jerry, 2007).

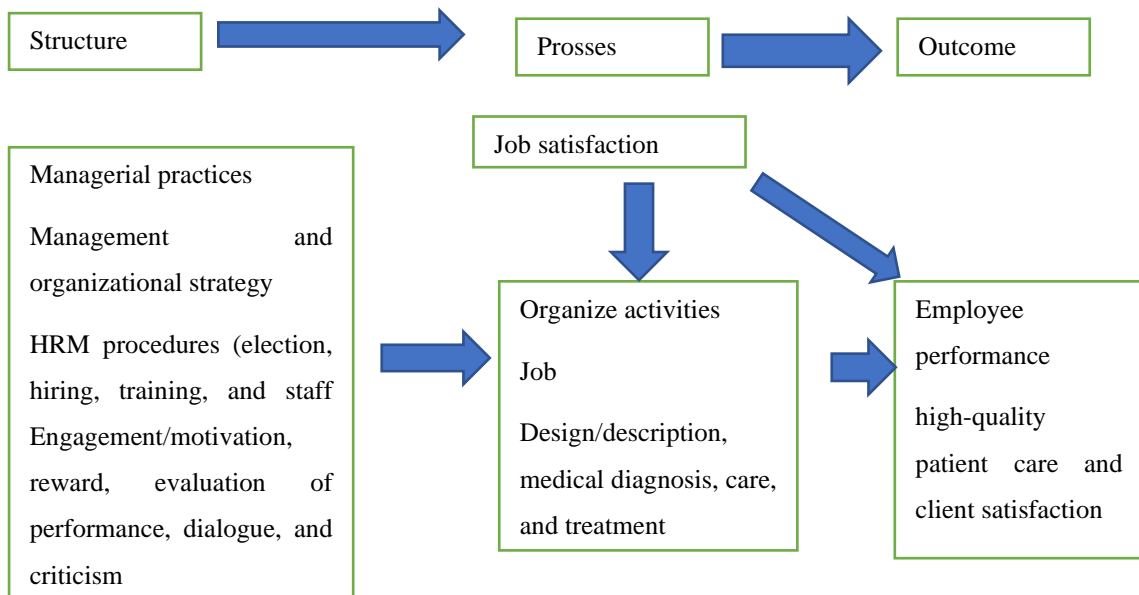
1.1.2. From the Personal Management to HRM

According to Robbins (2012), human resource practices are generally divided into three areas, which are broken down into individual activities.

The first relates to finding and choosing qualified employees. Planning for staff, hiring, and selection are all included.

The second is to equip the worker with up-to-date skills and knowledge. includes training and development services.

Lastly, the competent worker retention act includes sections on career development, pay and benefits, and performance management. Within the company, the human resources manager typically handles these private problems.



Source: (Robbins, 2012)

Figure 2: Conceptual model to investigate how HR and management procedures affect worker performance.

1.1.3. The Importance of HRM

From the point of view of Quresh (2010), human resource management procedures are becoming more widely acknowledged as important elements that influence an organization's financial performance. They serve as one tool that employers can utilize to influence the attitudes and actions of their staff members.

This is due to the fact that HRM procedures foster an environment in which workers are deeply committed to the company and put forth great effort to achieve its objectives. As a result, businesses use HRM procedures as vital strategic instruments to encourage positive employee behavior and make the most of workers' knowledge, skills, and capacities, which should boost output and performance (Sun, 2007).

According to Teresia (2015), human resource management practices are becoming more and more important in today's modern organization to gain a competitive advantage, regardless of the size of the company. Human resources are an essential field of study. The production process can be made more efficient and productive with attentive HRM. Effective HR management gives the company a competitive edge when it comes to employee performance. In light of this, HRM procedures are thought to require training, performance reviews, employee rewards, and recruiting and selection.

Human resources are the most valuable resource that business enterprises have and use to get a competitive edge when compared to other assets. HRM is extremely difficult to manage, and as a result, robust and efficient human resource management procedures are essential for any firm (Hafsa, 2015).

The way that various leadership philosophies impact an organization's effectiveness varies. HR managers' capacity to accomplish their objectives is impacted by their HR management styles. When management uses overall quality management as the principal method of carrying out organizational strategies, better performance equates to success (Aziz, 2019).

Desirable leadership philosophies typically encourage worker performance. The effectiveness of a business is positively connected with HR strategies that develop employees' skills, competencies, and motivation. It is therefore appropriate to examine how staff members view their bosses. The main goal of the study is to determine whether or not workers feel empowered to create and act quickly (Anwar, 2020).

1.1.4. The Role of HRM for Business Management

According to Dessler (2007), the hiring process is an organization's starting point in the HRM process. HRP, job analysis, recruitment and selection, orientation, pay and rewards, performance appraisal, training and development, and labor relations are some

of the policies and practices that are included in HRM. HRM practices include training and development, labor relations, safety, health and wellness, equal employment opportunity compliance, and job analysis. HRP recruitment and selection; motivation, orientation, performance evaluation, and compensation, HRM contributes the following to the effectiveness of organizations: assisting the organization in achieving its objective, effectively utilizing the workforce's skills and abilities, supplying the organization with motivated and well-trained workers, maximizing worker job satisfaction, informing all staff members about HRM policies, and supporting the upkeep of moral standards and socially conscious conduct. This highlights the significance of human resource management activities for a healthcare organization's operations.

Human resources can be applied to any portion of an organization's operations, regardless of the industry. As was previously noted, HRM is involved in many aspects of healthcare administration. These roles include treating patients and staff legally and ethically, ensuring their health and safety, careers in the field, working with labor unions, job analysis and design, hiring and selecting staff, providing benefits to them, training and inspiring staff, and terminating staff. Due to HRM's importance to effective strategic planning, labor budgeting, and forecasting are included in strategic planning (Niles, 2013).

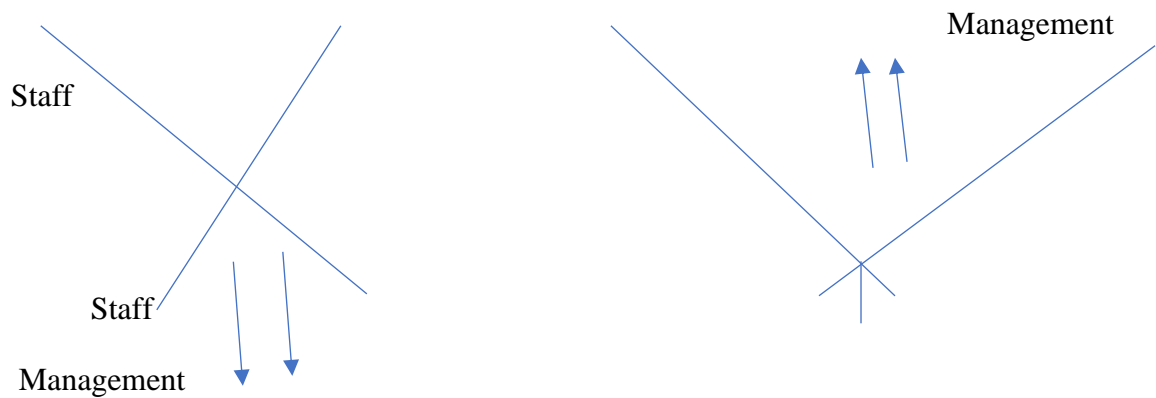
In the opinion of Arabah (2012), an empirical study on a sample of hospitals was done to assess the effectiveness of using human resources in public hospitals. The study emphasizes how critical it was to gauge resource staff performance in hospitals using the earlier indicators, especially in public hospitals, which urgently need to evaluate the performance of the human element and take precise actions. The study evaluating the effectiveness of human resource utilization in health care in public hospitals: an empirical study of a sample of hospitals was carried out. The study emphasizes the importance of the metrics above for assessing the efficacy of resource personnel in hospitals, particularly in public hospitals, which critically require assessing the human element's performance. Accurate measurement will enable hospital administration to enhance the utilization of these resources for their intended purposes. According to the study's recommendation, hospital management can better utilize these resources. The study suggested the following recommendations: carry out an empirical study on a sample of hospitals to assess staffing effectiveness in public hospitals. The study

emphasizes the importance of the metrics above for assessing the performance of resource personnel in hospitals, particularly public hospitals, which critically require assessing the human element's performance. Accurate measurement will enable hospital management to work toward improving how these resources are used. The study's recommendations included the following: ongoing research into the efficient use of human resources for healthcare and other health care (i.e., unrelated to careers, security personnel, or other health workers) illustrates how the hospital's human resources are distributed for the benefit of all employees, with a familiar and specialized distribution so that physicians and other healthcare professionals can get in touch with them if these resources are wasted or fail to function as intended.

According to Dessler (2007), the hiring process is an organization's starting point in the HRM process. HRP, job analysis, recruitment and selection, orientation, pay and rewards, performance appraisal, training and development, and labor relations are some of the policies and practices that are included in HRM. HRM practices include training and development, labor relations, safety, health, and wellness; equal employment opportunity compliance; and job analysis. HRP recruitment and selection; motivation; orientation; performance evaluation and compensation, HRM contributes the following to the effectiveness of organizations: assisting the organization in achieving its objective, effectively utilizing the workforce's skills and abilities, supplying the organization with motivated and well-trained workers, maximizing worker job satisfaction, informing all staff members about HRM policies, and supporting the upkeep of moral standards and socially conscious conduct. This highlights the significance of human resource management activities for a healthcare organization's operations.

1.1.5. Theory of HRM

A theory states that there are two ways to look at how employees see human resource management: from a pessimistic perspective, known as theory X, and from a more optimistic one, known as theory Y (Kopelman, 2013).



Source: (Kopelman, 2013)

Figure 3: Theory x and theory y

Theory X is about control, authoritarianism, depression, and culture. Theory Y is about emancipation, empowerment, and accountability. According to the first theory, X, a certain approach to human resource management involves penalizing and coercing employees to meet predetermined performance goals this theory describes workers who detest accountability and are against change on the other hand. Theory Y describes a different approach to human resource management that emphasizes workers who are easygoing, capable of achieving their objectives, and who can perform better without needing to be reprimanded. Because their efforts are recognized, employees perform well and are highly committed to the business. Establishing learning platforms for employees that offer a structure for enhancing professional abilities motivates each worker to improve their output and level of expertise. Workers should have access to the tools they need to accomplish. establishing a public incentive system that is transparent and well-defined allows each employee to understand when their performance and professional attributes improve lastly. This study supports the notion that we may directly affect employee motivation and performance based on the HRM practices and policies that the company addresses (Kopelman, 2013).

1.1.6. Hard and Soft HRM

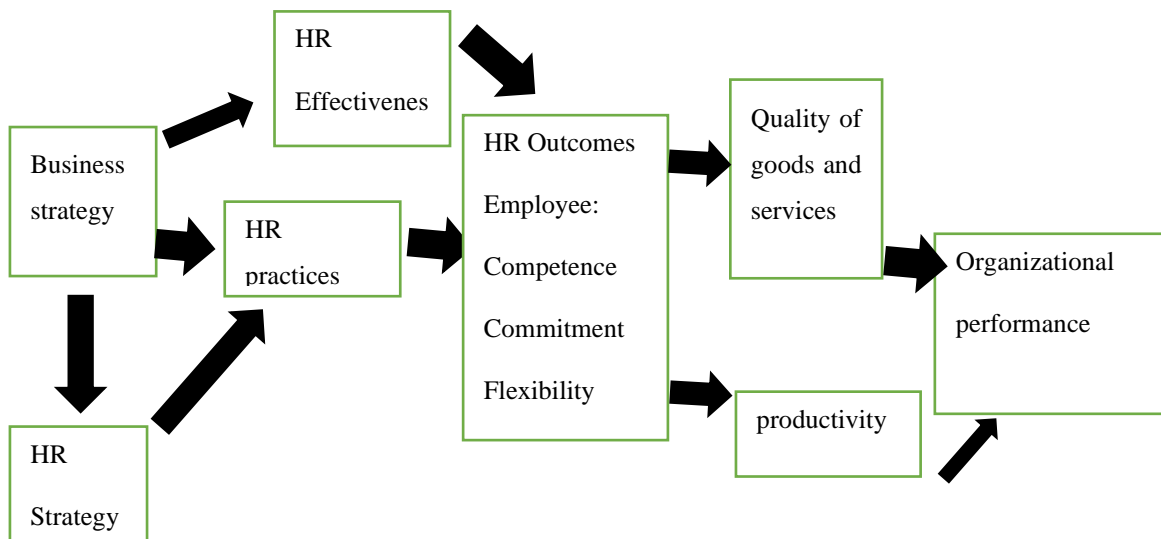
According to Armstrong (2014), a lot of companies have ostentatiously embraced the HRM soft model, but in practice, it seems like a harsh approach. Hard

HRM, like any other economic factor, rationally emphasizes the quantitative, accounting, and business sides of human resource management. Employees are treated as persons rather than as additional assets in the soft version.

In the opinion of Mariyam (2015), employees represent valuable resources and bring value to the firm. Training and development must be carefully managed for employees to grow in quality, commitment, and flexibility. The publications, however, demonstrated that workers were handled similarly to other organizational resources to forward the company's objectives.

1.1.7. Strategic HRM

From the point of view of Armstrong (2006), strategic human resource management is devoted to exploring HR's role in supporting business strategy, providing one opportunity for demonstrating its value to the firm. The birth of the field of strategic human resource management can be dated back to extensively exploring the link between business strategy and human resources.



Source: (Armstrong, 2006)

Figure 4: The relationship between HRM and performance

According to Mello (2002), a manual for strategic human resource management, simulated the connection between performance and HRM, as seen in Figures 1–4. Any business's primary strategic objective is to maximize wealth for its shareholders or achieve superior financial performance. Notwithstanding the presence of diverse stakeholders within the firm, the identification and development of procedures, methods, initiatives, and policies for the management of human resources that support the accomplishment of corporate goals is made easier by strategic concerns in HRM. By implementing a clearly defined plan to achieve corporate objectives, it is a productive method of managing and organizing human resources. Aligning HRM with strategic concerns leads to the following results:

- Increased performance
- Customer satisfaction
- Employee satisfaction
- Enhanced shareholder value

One of the main management responsibilities is human resource practice, which is making decisions and carrying out any actions that have an impact on the connection between workers and the company. HRM is also described as the administration of all workplace and employee-related operations within a company (Mariyam, 2015).

HRM, which is defined as the management of employees and their requirements inside the organization, essentially replaced personnel management. According to contemporary definitions, human resources encompass a range of activities, including planning, hiring, selecting, managing performance and rewards, overseeing employee welfare, providing training, and cultivating and managing employee relationships with the goal of achieving organizational goals through individual contributions (Armstrong, 2014).

These match the framework of Mello (2002). Numerous studies that have been published have established a connection between performance and human resource management strategies. Many studies have been conducted on different sectors in different countries, and most of these studies show influential management practices in human resources on employee performance.

According to Delery (1996), employee performance is correlated with the direct organization's performance. It was considered practices of HRM in a most successful organization were a critical factor directly affecting the employee's performance. There are seven practices for human resource management that connect performance organizationally comprehensively, like the compensation system, employee participation in decision-making, performance evaluation, training programs, career planning, polarization, and motivation. Also, Pfeffer (1994) explained that employment in an organization should provide employees with the qualifications and skills they need to succeed in a globalized environment.

The concept of performance refers to the set of results and objectives an organization aims to achieve in terms of how employees form a connection concept that takes into account the activities and objectives that they achieve in organizations through tasks and assigned responsibilities by the employees of these organizations (Atiyah, 2003).

From the point of view of Dora (2003), job performance is the net result of the individual's initial effort, ability, and role awareness, meaning that performance is the product of the interrelationship between performance and awareness of the assigned role or tasks.

According to Khatibi and others (2012), the work performed by the worker relates to the extent of his understanding, specialization, and the extent to which he follows the instructions that reach him from the administration through his direct supervisor. Accordingly, the method of practicing human resource management directly affects the performance of its employees.

According to Guest (2011), HRM practices negatively or positively reflect on the performance and activities of the organization and its employees, which leads to a decline or decrease in the high level of performance of its employees. The practice of human resource management, such as training, performance appraisal, career planning systems, employee participation, and compensation systems, reflects on employee performance. Implementation depends on the success or failure of human resources management practices resources on the skills of managers in the first place.

1.1.8. HRM Strategic Goals

According to Armstrong (2003), to acquire and maintain a competitive edge, HRM must accomplish the following strategic goals: investing in people by introducing and promoting learning methods that boost capability and match skills to organizational needs:

- To make sure the company determines what knowledge is needed to achieve its objectives, please its clients, and take action to build and acquire its intellectual capital.
- To specify the actions necessary for the success of an organization.
- To inspire individuals to put their all into the work they perform on behalf of the company.
- To win people over to the organization's goals and principles.

In the opinion of Su (2015), SHRM aims to improve productivity through employee management. The process of developing HR strategies that are vertically integrated with the business plan is known as strategic human resource management. Holistic approaches are used in this process. These methods outline the aims and objectives for general organizational problems, such as organizational effectiveness and more fundamental people management concerns, like employee relationships, learning and development, rewards, and resources. One relatively recent development in human resource management is strategic HRM.

According to Allen (2016), the field of SHRM focuses on how HRM systems contribute to company efficiency, with a particular emphasis on HRM coordination to boost competitive advantage. Businesses are starting to realize that effective HR procedures can improve performance in several areas, including productivity, dependability, and the organization's financial results.

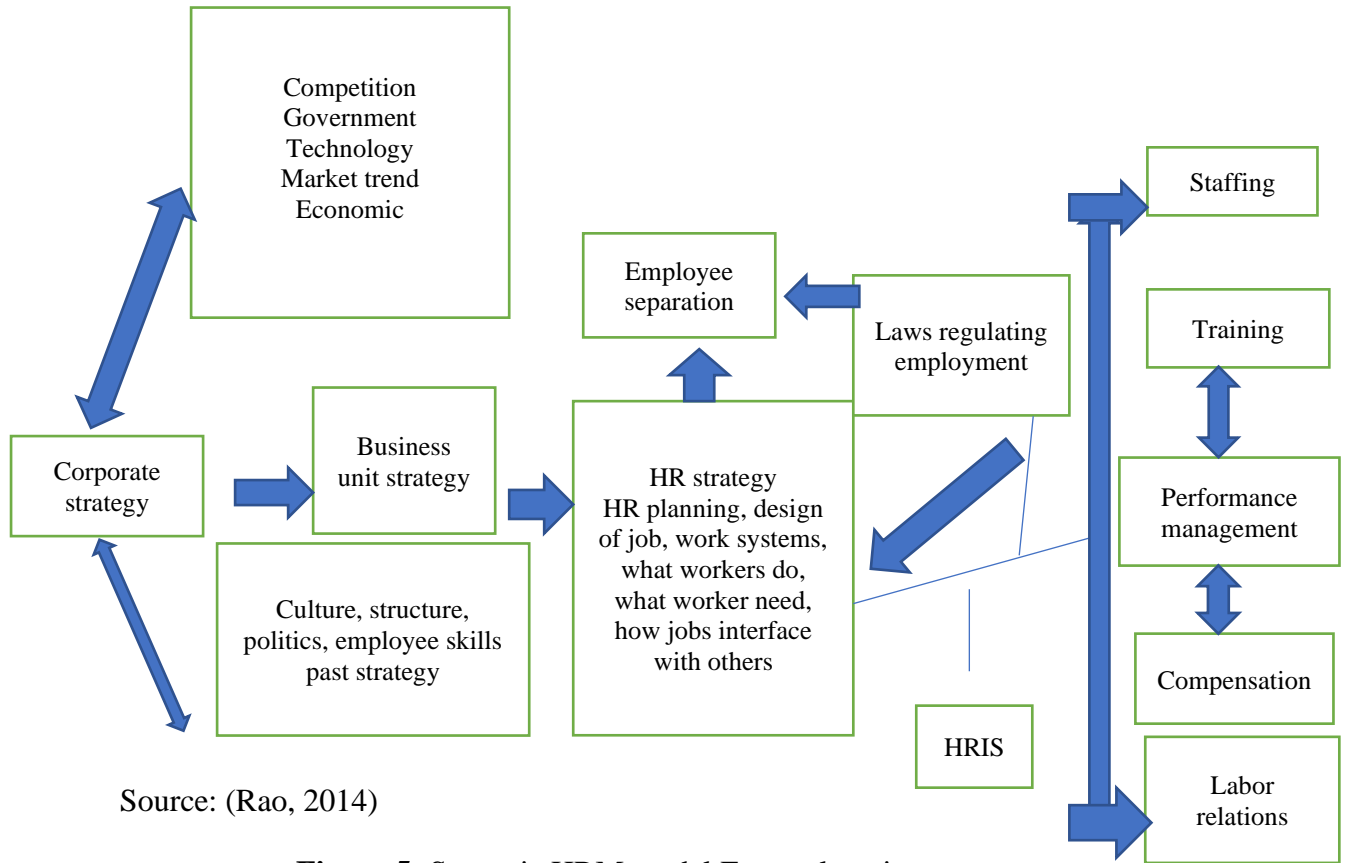


Figure 5: Strategic HRM model External environment

According to Armstrong (2016), strategic human resource management is centered on the knowledge that human resources can be managed by human resource practices and policies that supply the right amount of people with the right attitudes, skills, and motivation for the business. This can help organizations become more successful. Establishing connections or cooperation between the organization's overarching strategic objectives and the planning and implementation of its human resource strategy is known as strategic human resource management.

From the point of view of Noe (2017), one cannot undervalue HR's strategic significance. Its role as the intermediary between employees and the business is vital, especially in light of today's fiercely competitive work climate. The four-step HR plan, which determines HR capability, forecasts possible needs, identifies gaps, and aligns the plan with the organization's strategy, is critical to any organization's success. Human resource planning has become a significant component of business strategy. A company's capacity to respond and adjust to the market is a significant factor in its ability to compete effectively, and this is where an official HR program is being recognized.

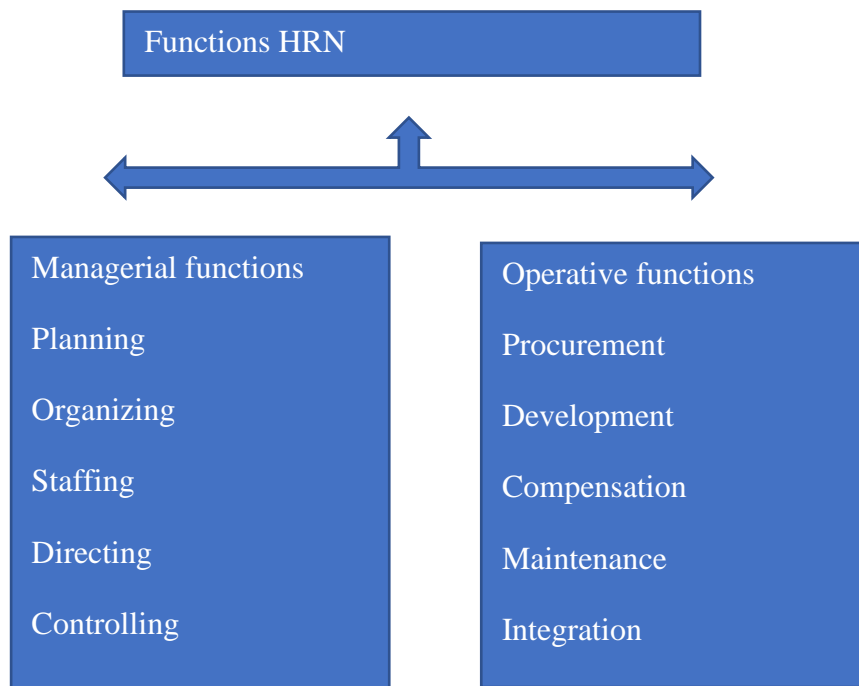
In the opinion of Collings (2018), in today's competitive work market, attractive earnings and benefits are commonplace. It's possible that big tech multinational corporations paved the way for regularly extravagant staff benefits and pushed smaller businesses to catch up. Employees now consider factors other than compensation, such as a company's values, which have grown increasingly significant.

According to Osama (2002), HR strategies are being applied. While employees are the primary focus of all successful firms, the most successful HR departments differ in how they uphold their reputation for innovative HR practices in the area of human resources management to achieve the following goals:

- Develop administrative skills in the areas of supervision, leadership and maintaining the human element the same goes for relationships. Humanity in managers and positive impact on employee behavior.
- Achieve harmony and coherence between human resources policies, including selection, appointment and job description, compensation, etc.
- And also in a form that allows optimal use of human resources.
- Professional skills and competencies higher education and motivation.
- Increase job satisfaction and achieve maximum employee self-confidence.

1.1.9. HRM Function in Terms of Managerial and Operational Perspectives

According to Mathis (2006), all functional aspects of management, including production, financial, and marketing management, are included in the term functions of HRM. This implies that all managers, regardless of department, must handle staff duties from top to bottom. HR managers carry out HRM functions, often known as procedures, to accomplish the firm's aims and objectives. As Figure 1-6 illustrates, human resource managers primarily carry managerial responsibilities as department heads or leaders. In actuality, managers perform all these duties regardless of their department. Conversely, operational functions are specific tasks that HR managers alone perform; these tasks typically span departments.



Source: (Mathis, 2006)

Figure 6: Functions of HRM

The following organizational functions should be supported by human resource management input:

- Setting up a system of lawful and moral management
- Planning and analyzing jobs
- Hiring and choosing
- Employment prospects in the medical field
- The allocation of advantages
- Worker motivation
- Discussions with unionized workers
- Terminations of employees
- Recognizing emerging and long-term healthcare trends
- Planning strategically

According to McKinnies (2012), human resources management encompasses five main functions: Activities include workforce planning, talent management, succession planning, and termination (including management of retirements and layoffs). performance oversee team and individual performance as well as worker contributions to company objectives through goal-setting and evaluation processes. reward system: create and put into place reward programs that cover both monetary and non-monetary, individual and group benefits, such as parks, compensation plans, and pensions. Learning and growth: determine the needs for individual, group, and organizational growth; then, create, carry out, and evaluate interventions for training and development. leadership, communication, and union leadership in social interactions, ties, welfare of employees, grievances, and employee discipline.

1.1.10. The Importance of HRM in the Healthcare Sector

HRM is very important in the healthcare sector. According to Zurn (2004), it is essential to understand how human resources impact change in the health industry. Although each nation has its unique healthcare reform approach, specific patterns may be seen. The three primary tendencies are quality object, equity, and efficiency. In order to meet the challenges posed by the shifting socio-political, economic, and technological landscape, as well as the expectations of patients, family members of healthcare professionals, politicians, and other members of the public, healthcare leaders must combine leadership, entrepreneurship, and managerial skills in a dynamic environment. The visibility and targeting of health care and interventions, as well as the health and well-being of the country's decision-makers, depend on our ability to improve their efficiency, efficacy, and responsiveness at scale. These outcomes cannot be achieved without sound governance.

According to Kushner (2015), different kinds of clinical and non-clinical employees who promote individual and public health can be classified as HR and healthcare. Possibly the most significant contribution of the health system, its efficacy and potential advantages mainly depend on the knowledge, consciousness, and drive of the individual in charge of providing health services. Healthcare HRM must function in a sector with particular attributes. The workforce is vast and diversified, and powerful unions frequently stand in the way of its demise. While some have experience in the

field, others may be open to working outside of the healthcare profession to qualify as a nurse, doctor, etc. Their first professed allegiance is usually to their patients and their profession, not the employer.

1.2. Human Resources Management Practices

Human resource practices include planning, hiring, training and development, employee involvement, performance reviews, job definition, remuneration, and career planning (Anyadike, 2013). This section includes the HRM practices mentioned and previous research.

1.2.1. Planning

HRM must determine the number of employees required now or in the future and the positions the new hires will fill to attract the best candidates to join the company. This procedure is referred to as employment planning, workforce planning, or HR planning. The procedure entails a methodical examination of the organization's workforce to ascertain its future requirements; as a result, workforce scarcity or overuse will be prevented (Kurfi, 2013).

According to Anya (2017), the goal of HR planning is to forecast company demands for labor and use the necessary tactics to meet those needs. It also includes taking strategic action and estimating labor needs. In the former, how many must be estimated, as well as the kinds of HR needed everywhere inside the company? While staffing actions are covered under the latter, HR is a dynamic, ongoing process with interconnected tasks that must be updated and modified as circumstances change. It designs and creates initiatives such as hiring, performance reviews, and training to guarantee that the firm's and its employees' demands are met. A well-thought-out HR strategy will direct the HR manager in finding and hiring suitable candidates for the company. This is so that HRM can prepare for HR and have knowledge about the appropriate amount and qualifications of employees and the position that must be filled.

Table 1: Practice Scale of HRM

n.	HR practices	C
1	Selective staffing	Singh, (2004)
3	Extensive training programs, Clear job descriptions	Vanhala, (2011)
4	Results-oriented appraisals	Yu, (2005)
5	Incentive and fair compensation	Sun, (2007)
6	Employment security	Tsai, (2006)
9	Information sharing	Pare, (2007)
11	Working conditions	Edgar, (2005)

1.2.2. Recruitment

According to Caliskan (2010), recruitment is thoroughly filling open positions with the right amount and caliber of candidates while satisfying the organization's standards and expectations. Job analysis is a tool used in recruitment to help choose and identify the organization's needs and requirements and connect them to the HRM strategy the firm has chosen. Finding, assessing, and attracting the best candidates on favorable terms are the goals of recruitment and selection, two of the most crucial HRMPs. Recruitment, selection, and other processes for efficiently choosing candidates have been found to correlate positively with organizational performance.

According to Harsdorf (2004), it is also a process of finding and encouraging potential candidates to apply for a job. Four stages comprise the recruitment process, according to A) evaluating hiring requirements for open positions. B) job analysis; C) job description; D) candidate qualities and qualifications. This selection process has an impact on the staff and the effectiveness of the company.

However, Bloisi (2007) must ensure that individuals contribute to organizational goals, which may be even more crucial than having specific people in the right location at the right time.

In order to choose the best applicant for the job, the employer or organization wants to create a sizable candidate pool throughout the recruitment process. A literature review identified three differences between small and large companies in the recruitment process: (i) the number of positions, (ii) the number of applicants, and (iii) the resources

available for the recruitment process baseline HRMP recruitment and selection would be the independent variables in this case study, following a review of earlier research. Consequentially, ensuring that the company has a solid and effective hiring and selection process improves staff productivity (Beardwell, 2004; Rogelberg, 2006).

According to Heraty (1998), recruitment is about finding and attracting a pool of people to select qualified candidates for open positions. The amount of recruitment an organization must provide depends on the difference between expected staffing needs and the available talent in the organization. The aim is to identify potential candidates and encourage them to apply for existing or planned vacancies. Every effort is made to provide candidates with complete information about the requirements for the role and the career options the organization may provide its staff with.

According to Nehmeh (2009), recruitment aims to draw in a pool of According to Nehmeh (2009), recruitment aims to draw in a pool of exceptional applicants and choose the best one. The most prosperous businesses devote much time and money to creating superior staffing systems and discover that hiring and selection procedures used in HR management significantly impact worker engagement. Providing candidates with accurate information and realistic work summaries helps them decide if a position fits them. Knowing their options will let applicants commit more fully to the organization of their choosing and according to the phases of the recruitment process.

The recruitment process in the organization is as follows:

Degree of Polarization

According to Ismail (2007), the degree of polarization means polarity. The human resources department looks for qualified employees and attracts them for a vacant position. Polarization must be cautious when finding and recruiting only competent and qualified candidates for a particular position. It is difficult to succeed with polarization. Once the positions are filled, they are characterized by their nature and definition ambiguities.

According to Bin Yamina (2015), polarization can be defined as a process that includes a set of activities and procedures aimed at ensuring a pool of qualified people with maximum efficiency and adequate skills to fill vacant positions in the organization. There are also five phases:

Energy Planning Officer

The organization's personnel needs are determined based on the production and work plans for the next period. Some situations force the institution to select methods for individuals, and many indicators indicate the need for manual work.

- Increase the number of operations
- to retire users
- Migration elements
- public holidays (mother, vacation, illness, work accidents....)

Requirements from managers to employees

These phases include determining the number and type of workers required in terms of their physical and mental requirements, skills and competencies.

Identification of vacant positions

This means that the human resources department knows exactly how and in which departments and areas the positions to be filled are being prepared.

Consideration of the job analysis and check the job holder's specifications

After completing the preceding phase, go over the job analysis to comprehend the duties and responsibilities of the position as well as the qualifications, years of experience, and characteristics that the ideal candidate should possess.

Polarization begins the employee recruitment process, and this phase includes several activities:

1.2.3. Procedures and Factors Affecting the Recruitment Process

According to Hallam (2011), this requirement concerns the recruitment process methods and the factors affecting its premier recruitment process. The success of the recruitment process depends on several procedures implemented by the organization's human resources department. These procedures are as follows:

Determine needs

Employment planning is the initial step in an institution, determining the required number and type of staff for the facility.

Sorting requests

After informing various potential candidates about the need for employment in the organization and emphasizing their need

After submitting an application dossier containing all the basic information useful for the selection process and after the selection has been completed, the institution shall give the applicant a positive or negative answer.

Appointment

After passing the interview and examination, the person will be considered for the vacant position.

Training

After a new employee is hired, there is training and a probationary period to see how well they will adapt to the new position.

Encouragement

It is the expression of a series of factors and external influences that stimulate the individual and guide him to the best possible fulfillment of the tasks entrusted to him and the satisfaction of his moral needs and desires.

Holidays There are different types of holidays, here they are:

Annual Holidays

Individuals set annual or seasonal holidays based on their production schedule.

Sick leave

Leaves of absence for special reasons require doctor approval and a determination of their duration.

Vacation without pay:

Special holidays, granted for valid reasons like birth or marriage, are granted only if necessary, and can result in sanctions.

Penalty

This means punishing all employees who violate the organization's internal laws.

End of service

The final phase of an employee's professional life, it can be influenced by reasons such as resignation, retirement, termination, or death.

1.2.4. Training and Development

According to Tangthong (2014), in the contemporary workforce, education and growth are among the top HR management strategies that produce better employees' abilities, knowledge, and beneficial views and actions.

From the point of view of Noah (2007), training and development are planned organizational efforts to support employees in acquiring job-related knowledge, skills, abilities, and behaviors for use in the workplace. Employee retention and training and development are positively correlated, according to research findings from a study on attachment elements in 23 Ghanaian public organizations. According to the poll, the majority of participants think that staff retention and departure intentions are significantly influenced by training and development.

According to Othman (2009), training is regarded as a crucial component of the HR department and is becoming more and more crucial to the success of contemporary businesses. The most significant factors that determine long-term profitability are the caliber of personnel and their growth via education and training activities intended to enhance performance in the work that the person is currently hired for or performs, which are included in training. It involves picking up ideas or abilities to enhance performance.

Individuals view training as an event, discipline, or role model that aids in developing new attitudes, abilities, or behaviors. Moreover, development is intimately tied to work value, organizational performance, engagement, cultural change, and job satisfaction. In the majority of HRM research, emphasizing the training process as a crucial step in raising employee productivity, satisfaction, and engagement, as well as bringing employees into line with the value of work, such training, and development

also aid in the instillation of company culture and values. When new technologies are introduced, most professions change as well. As a result, employees must participate in relevant training and development programs to advance their careers (Tzafir, 2006; McGunnigle, 2000).

In the opinion of Tzafir (2006), research suggests that many Arab organizations, including those in Jordan, view training and development as an expensive process that must be discontinued rather than something essential to the organization's success. Staff development is anticipated to boost employability, foster a sense of certainty, and foster confidence in management. One of the benefits of this investment is that it makes each employee more employable. As a result, a universal perception of how much managers and their companies appreciate and care for the well-being of their workers will emerge.

Training is seen by Kulkarni (2013) as a crucial component of the socializing process. The desire for additional training is positively correlated with employee engagement. Continuous training is necessary to make sure that staff members feel appreciated and that the company is committed to their professional growth. Since training has so many advantages, it is regarded as the most crucial component in the corporate sector. Training aims to foster the growth of the individual and the community by shaping professional, human, theoretical, and administrative abilities.

There are five stages in the training and development process. According to Dessler (2007), a testing system is used in the first step to determine the precise professional abilities needed; the student's competence is evaluated. The pedagogical framework, the second of which deals with how the preparatory program's materials are defined, chosen, and organized, is another advancement. A third validation phase might occur in which the preparation program finds and eliminates flaws by putting them in a tiny open agent. Preparing the focus for the representative assembly is the fourth phase of putting the program into action. The organization places a high value on training and development as it moves toward the fifth and final step, assessment. Employee motivation can rise, self-confidence can be cultivated, and individual abilities can be nurtured through training and development.

According to Wexley (2002), as the operations of organizations become more dependent on knowledge, training and development play an increasingly important

complementary role. to fulfill each person's need for learning while maintaining the organization's tactical pillars.

According to Harrison (2004), to keep the workforce practical, training and development promote advancement to greater degrees of inspiration and originality using a forward-looking expenditure plan with the expectation that it will boost employee engagement. Training and development is portrayed as a critical instrument for enhancing employee performance and sustaining growth.

According to Lim (2012), performance reviews are a means by which the company can learn more about how its employees are carrying out their duties. Last but not least, wages and rewards are defined as general-tied rewards and combined monetary prizes given to employees as the result of their labor. The administration evaluates the success of the program.

1.2.5. Employee Participation

According to Banas (2000), employees' job change performance is enhanced when they engage in procedural activities and obtain pertinent information. In other words, HR practices cannot lose employees in the hunt for the best employees. Good HR practice must also take the average employee into account. Businesses with a socially conscious mindset prioritize improving the well-being of their staff members and their working environments in order to foster the attitudes and behaviors that employers want from their workforce.

According to Acton (2003), the process starts with the company declaring its goals and strategy, as Figures 1–7 illustrate. These serve as a framework and regulate all decisions made, especially those pertaining to training. As a result, it is necessary to evaluate and analyze training needs in light of the following three primary human resource issues: the organization as a whole, job characteristics, and individual needs.

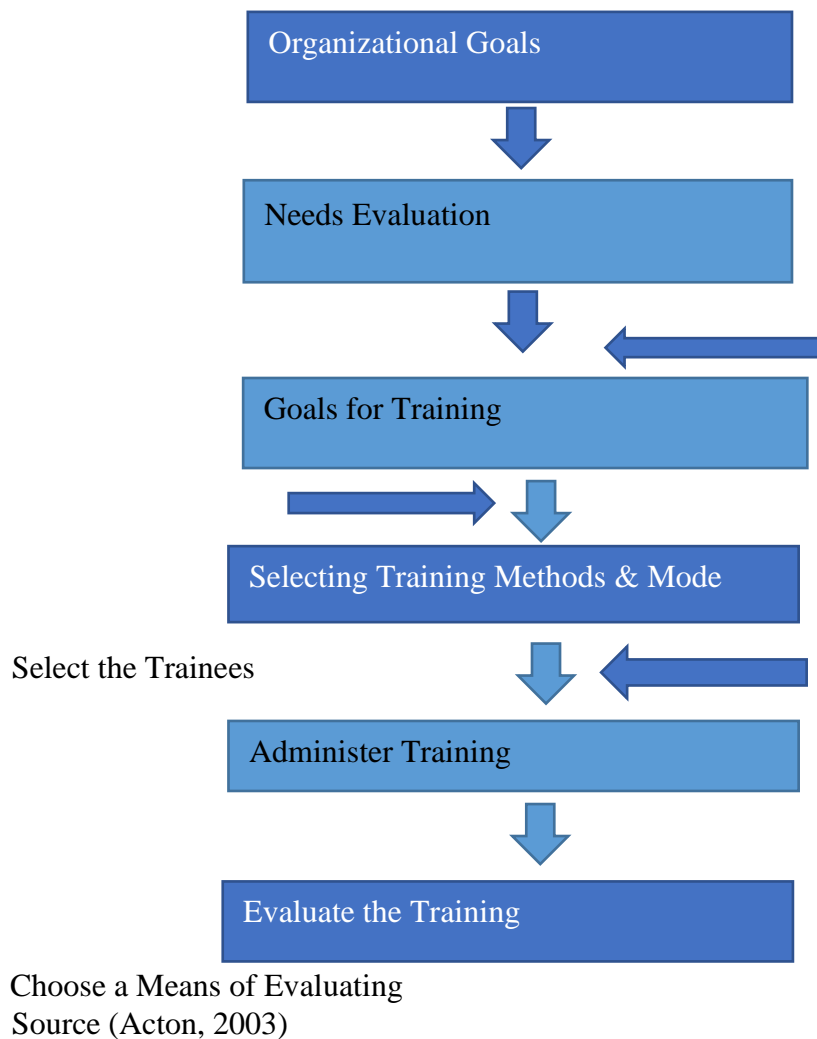


Figure 7: Phases of the training process

According to Tata (2004), with teamwork and decentralized decision-making, employees become more involved in the organization. With active participation, employees feel part of the organization, which positively impacts the organization's performance. Employees will get more interested in the organization due to cooperation and decentralized decision-making. With active engagement, employees will feel like part of the organization, which will improve the performance of the company arrangement to accomplish the objectives set by the team and the company as a whole. At this point, cooperation and shared decision-making are essential.

According to Collins (2003), collaboration and shared decision-making are essential to accomplish the objectives of the team and the company as a whole at this point. A different study discovered that HR policies and procedures are crucial in helping

businesses obtain a competitive edge, enhance HR procedures, and boost organizational performance by leveraging the workforce to strengthen ties within the network. Superior managerial techniques. Through facilitating senior management staff's usage of network practice procedures, HR processes, and procedures have been found to play a significant role in helping organizations achieve competitive advantage and guarantee the convergence of HR practices and organizational performance. HR professionals should prioritize continuous innovation by being open to new ideas, continuously implementing new trends, and implementing creative interventions meant to encourage employees to proactively address an organization's pressing needs in order to maximize their potential and create thriving businesses. According to research, employee productivity is positively impacted by employee engagement (Noe, 2017; Bhatti, 2007).

Additionally, according to Singh (2012), employee performance is also directly impacted by rewards. By enhancing employees' knowledge, skills, abilities, and positive conduct, training and development help the company succeed by raising the bar for performance.

According to Hameed (2011), there is a favorable correlation between worker productivity and vocational training. Employees' satisfaction and engagement at work increased as they grew older. An even more noteworthy effect is that employee performance enhances and increases the effectiveness of organizational structure.

1.2.6. Performance Appraisal

According to Phin (2015), job evaluation is defined as a process of assessing the wealth of representatives in the work environment. It contains both the quantitative part and the subjective part of practicing a representative profession. This is a procedure that must be communicated to the development representative and scheduler. In addition, the executive review is considered a procedure that affects the status of the employee, such as retention, termination, promotion, transfer, salary increase or decrease, or placement in a preparatory program.

According to Neeraj (2014), performance appraisal is a systematic method for regularly evaluating job performance against given organizational criteria and goals. Performance appraisal increases employee productivity, leading to increased

organizational performance, and fosters professional development, emphasizing the beauty of performance improvement.

By assessing employee performance in connection to their job and employment and analyzing it, this merit-based performance appraisal enhances employee motivation and engagement, which substantially impacts organizational performance—evaluating their success and ability level in carrying out their current employment by keeping an eye on their conduct at home and work (Singh, 2014; Wan, 2002).

As defined by Hashem (1996), its goal is to assess and analyze how well employees perform at work and behave there. Additionally, to assess the degree to which they are valuable and competent in carrying out the duties of the professions in which they are currently employed, as well as the likelihood that they will hold positions and engage in higher-level employment.

According to Shahnawaz (2006), job assessment is a key metric for performance, contentment, and employee engagement. It is a crucial area for research and a key component of human resources management. The correctness of the information supplied, crucial in HRM, affects how valuable it is to management choices. An efficient system for defining and recognizing good work is crucial in preserving and strengthening corporate commitment and ideals. It is among the most beneficial instruments available to a company to preserve and enhance production and efficiency while promoting strategic objectives.

According to Collins (2003), assessments are usually conducted by organizations for management or development objectives. Decisions regarding an employee's working circumstances (prize, promotion, termination) are made based on their employee appraisals. They can also be used to direct staff members to appropriate training and offer advice on proper work conduct and to what extent they fulfill their tasks. Each employee's physical, technical, behavioral, or physiological performance is evaluated as part of a planned and systematic process to determine their strengths and shortcomings and devise a plan to enhance their performance. Creating a grading system that fairly represents employee engagement and satisfaction is another crucial and challenging endeavor. Systems for evaluating performance are not simply or broadly transferable from one organization to another. They should be created to complement the company's and its personnel's principles and traits. Organizations utilize performance appraisals to

assess employees' work and provide rewards for it. They directly and indirectly impact administrative performance, and administrative procedures can be improved with input from performance appraisal activities, which are usually carried out at least once a year.

From the point of view of Hong (2012), assessing an employee's work performance on given assignments to support their continued professional development is known as performance evaluation; it primarily impacts management-employee communication. Employee feedback, communication, goal-setting, performance evaluation, and periodic review are essential to performance appraisals. Employee feedback enhances learning, performance, and retention.

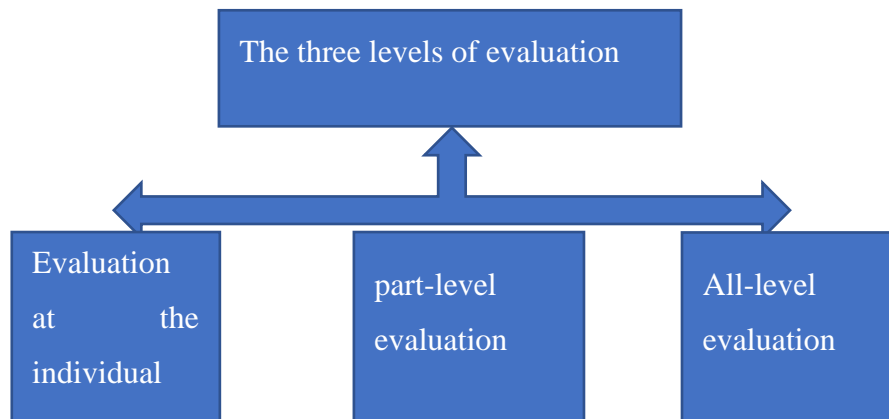
According to Kasempa (2015), the authentication mechanism encourages staff members to engage actively in the assessment procedure, promoting effective staff retention. Through goal-setting, employees can show that they can focus and stick with the organization if the goals are important and demanding. This encourages workers to meet deadlines for organizational goals because performance reviews instill confidence in workers that the company is dedicated to satisfying demands and creating performance-enhancing personnel. They have also helped with employee retention.

In the opinion of Fulk (2011), regular assessment assists the organization in identifying the frequent lack of employee abilities, engagement, or performance, leading to concerns about performance improvement. And advancement. It results in the retention of employees. Organizations use performance appraisals to assess employees' work and provide rewards for it. Staff administrative performance has been demonstrated to be impacted by performance appraisals in both direct and indirect ways. Feedback from these activities, which are often carried out at least once a year, can also help enhance the efficiency of administrative procedures.

According to Eric (2012), the practice of analyzing and assessing a person's performance in order to help with decisions about their professional development is known as performance appraisal. Evaluates a person's performance, internal qualities, and potential for growth into a higher position within the company to determine their overall value.

According to Decieri (2008), the company's growth and performance are the main concerns of performance management. It is employed to guarantee that the worker's conduct and output align with the company's objectives. The study examined

the connection between specific management techniques and employee turnover brought on by employee empowerment, training, and development, as well as employee pay and performance reviews. The idea of performance evaluation is broadly defined as monitoring executed actions and activities and comparing them to pre-planned strategies to uncover strengths and identify areas for improvement. Organizational weakness: The graphic illustrates the three organizational performance evaluation levels:



Source (Decieri, 2008)

Figure 8: 1Performance appraisal levels

According to Shahzad (2008), assessing the performance of firms and individuals through performance appraisal is a semi-formal process of employee monitoring. It is intended to be a management tool to improve employee performance and productivity. In order to retain valuable personnel, each firm must have a fair appraisal system that helps workers comprehend their work responsibilities and directs them toward personal growth. A semi-formal process for employee monitoring, performance appraisals are intended to be a management tool for raising worker productivity and performance.

1.2.7. Job Definition

According to Zhang (2020), work engagement is a long-term investment since it motivates people to pursue personal growth, and an employee's strong sense of identity and self-worth are indicators of their commitment to their work. Their sense of self-worth concerning their careers is crucial.

In the opinion of Rotenberry (2007), work engagement is defined as an individual's level of recognition for their work, participation level, and belief that work plays a crucial role in their lives.

According to Muma (2014), aspects of worker input need to be considered in a corporation. First, rather than an organization, work engagement should be related to a psychological relationship with job responsibilities. Second, personal investment—a personal resource at work—is what makes job participation meaningful.

Panjaitan (2018) explains the nature of participation and engagement among employees, including their mental and emotional involvement. It is not just about the necessary physical exercise; it is also about the employee's emotional and mental dedication. Employees who cultivate positive thinking are better equipped to perform at their highest level in the job, which is evidence of this. Furthermore, regular participation, regular job output, and involvement in decision-making are indicators of an employee's motivation, which demonstrates their emotional engagement.

From the point of view of Zhang (2020), covering the fundamentals of employee ownership and engagement also considers factors that affect workers' participation and level of engagement inside the company. He adds that cognitive elements are part of employee engagement, emphasizing workers who trust their work and positively contribute to the organization. The emotional component of this involvement pertains to how staff members behave and feel about the organization and their role. The behavioral component assesses how workers handle their work-related time, cognitive abilities, or energy expenditure.

According to Amin (2014), an organization's job description, tasks, responsibilities, and duties are all listed in the job description. They can raise the performance of the organization if they are clear. It outlines the obligations, tasks, and responsibilities that the employer and the employee have for one another. A mix of information, skills, and abilities is what is meant to be considered work. If hiring managers could just decide what they are looking for before they start recruiting, most hiring errors might be avoided.

1.2.8. Compensation

According to Mondy (2011), wages are a set of perks and services provided to employees in exchange for their labor, and they have a beneficial effect on employee motivation and retention. Warren described remuneration as packages that comprise salary, bonuses, incentives, perks, promotions, and recognition—some of the essential elements that contribute to an employee's job satisfaction.

Moreover, Gopinath (2016) views compensation as the amount that an employee receives in exchange for their participation in the organization; this is a crucial aspect of the HR manager's journey, which includes both financial and non-fiscal perks that support the association's efforts to recruit, motivate, and enhance its vitality. Compensation offers several advantages, including speaking with the worker, retaining the representative, and observing the organization's expansion.

According to Williams (2007), workers who are happy with how the business runs and explain its pay policy stay involved with the company. Anyone who employs an employee must arrange for the salary to be paid in installments. It is further stated that an organization's reward system can affect an employee's performance and willingness to remain employed. By the directive of the Holy Quran (39:9), job applicants may be vetted according to their knowledge, skills, and abilities (KSA).

According to Tzafir (2007), pay plays a significant role in an organization's ability to succeed. Justice and equality are the main issues. Workers will expect to be compensated for their efforts if they put in more effort and ingenuity at work and realize that their performance helps the business. Employees will give up trying if they don't receive insightful comments. Second, because workers are aware that they will be sharing the fruits of their labor, contingent payment acts as a motivating tool. Consequentially, an excellence-based remuneration plan will boost worker output. Employee opinion of the company's strong service orientation is correlated with internal pay equity.

According to Mondy (2011), information technology, staff training, and incentives exhibit a noteworthy and robust correlation with organizational performance. This could be the result of the fact that most workers in developing nations receive lower wages than those in industrialized nations. Employee interest in HR management techniques has increased as a result, perhaps raising wages. As a result, employee

incentives have a direct impact on business success, rather than lessening the association between HRM practices and performance. Incentive systems based on bonuses, promotions, bonuses, and performance appraisal reports may be helpful tactics.

According to a study by Molder (2011), a bonus given to an employee in exchange for their services is known as compensation. In an organization, compensation is a strategic policy that has an impact on an employer's capacity to draw in new workers, keep existing staff, and guarantee optimal output. At the core of human resource economics is the selection of an appropriate compensation system, which is likely a top priority for human resource managers.

Dubrin (2006) and Caruth (2001) discovered that when financial benefits are directly tied to an employee's performance, the employee becomes more motivated. Furthermore, employee pay encompasses all perks and compensation that a worker obtains for performing a specific job. There are two primary parts to this compensation.

- Direct financial payments
- Indirect financial payment

According to Bohlander (2001), performance-related pay positively impacts company performance, reduces employee turnover, and increases sales growth. These are the basic requirements that ensure that work receives labor compensation. They have been shown to motivate and direct pathways to accomplish a challenging task.

The term "compensation" refers to the total amount of money employees receive from their respective organizations in exchange for their services. There are two types of compensation: direct salaries, such as wages and salaries, and indirect salaries, such as benefits (Fahmi, 2016).

According to Perkins (2008), international evidence shows that well-designed financial incentives and perceived employee benefits can support employee retention.

According to Johari (2012), compensation helps attract, motivate, and retain employees when they perceive them as equal to their knowledge and skills. A study of 150 university professors in South Africa showed that the salary system positively influenced.

According to Theron (2014), educators' decision to stay on faculty at the university suggested that it would be beneficial to concentrate on economic aspects, such as how reward and salary affect employee retention in Pakistani workplaces.

According to Kurfi (2013), financial and non-financial compensation are the two main categories under which performance-based compensation falls. A financial benefit an employee receives from their company, directly or indirectly, is known as financial compensation. Salary, bonuses, or monetary rewards are some examples. On the other hand, non-monetary honoraria are bonuses that are given to employees across all categories in exchange for performance. Among these are benefits like insurance, job security, recognition, and access to healthcare for employees and their families. Compensation is the sum of employee benefits from their employer for work they do on behalf of the company. He defines compensation as giving workers money in exchange for their labor. In addition, he said that paying employees well can help recruit qualified candidates, recognize achievement, lower employee churn, and foster a sense of loyalty inside the organization. The connection between an employer and employee is largely defined by compensation, which also demonstrates gratitude on the part of the former.

According to Collins (2003), employees are more inclined to put in more effort to improve the performance of the company as a whole and of individuals once compensation is tied to that performance. This is because boosting individual and group performance also benefits the organization. Consequently, encouraging them to receive more fantastic pay and benefits in light of their excellent performance, employers most commonly utilize performance-based compensation to assess and reward employees' work. Performance-based pay benefits both workers and organizational performance.

According to Cardon (2004), a beneficial relationship exists between employee performance and remuneration strategies. There is a positive correlation between compensation and a university lecturer's performance. Therefore, employee performance will only improve if top management accepts the pay plans. A research paper discovered a favorable correlation between pay and organizational performance, according to which remunerations are crucial for companies that rely on human capital to lure and keep competent workers. Given that universities are thought of as human capital-intensive businesses, paying staff members well can be crucial to attracting and keeping highly qualified and competent workers' pay plans that are linked to innovative

work practices, such as flexible job design, teamwork among employees to solve problems, skill development through training programs, and employment security, which have a positive and significant impact on employee's performance.

1.2.9. Career Planning

According to Khilji (2006), career planning in non-cadre positions is passive; there are perceptual distinctions between employees in a cadre and those who are not. HR planning is closely related to the career planning process that the HRM department conducts.

According to Gerhart (2005), a career planning program assists staff members in evaluating their abilities, identifying their professional objectives, and formulating a plan of action to reach them. Holding workers accountable for achieving those objectives is under the organization's purview. Although it can be phrased differently to convey that employers are eager to invest in assisting staff in realizing their potential, some companies worry that career planning will signal to workers that their jobs are in jeopardy.

1.2.10. Previous Studies Between HRM Practices and Employee Performance

Several related studies and research projects by academics and scientists have been observed. Every study demonstrated the important effect these subjects had in originations in addition to the connections between these revisions.

Study by Abdelhamid (2014)

According to their study, The Effect of HRM Practices on Employee Performance, the findings indicated that performance was significantly correlated with training, performance reviews, and employee performance, but not with employee Participation examined the effect of compensation on employee performance in the banking industry of Pakistan using just one variable given the context above.

Study Guest (2002)

The study by Guest (2002) contended that the influence of HRM on performance is contingent upon how employees respond to HRM practices; hence, the impact would be influenced by how employees perceive HRM activities. The most excellent way to implement a business strategy is to have a workforce that is highly involved, knowledgeable, and devoted; he discovered that the influence of HRM on employees' behavior determines how effective employees are. In their discussion of the effect of people management strategies on company performance, they made the case that HR procedures in hiring and training impact performance by supplying the necessary skills.

Study Wright (2003)

According to this study, if a performance management system is in place and is backed by a remuneration system connected to the performance management system, then an employee will make the discretionary effort. The job description and job specification are combined to create the job definition.

It describes in detail the obligations, requirements, working environment, and abilities that a person doing that job should possess while studying the productivity of steelworkers, discovered that complementary HR practices had an impact on employees' performance. Most prior studies have confirmed a strong correlation between HR procedures and employee outcomes.

Study Collins (2005)

Entitled concluded that successful HR procedures have a significant impact on employee outcomes in similar studies aimed at small businesses (although their definition of employee outcomes differed from ours).

This study assumes that when various HR practices, including career planning, training, performance reviews, pay, and employee involvement, are implemented in the appropriate context and with the appropriate content, employee performance will increase. The organization will be able to achieve its strategic goals more successfully than before. Many academics think that because a set of HRM practices and regulations are complex, they cannot improve an organization's performance. Each strategy affects the business's performance when combined with more conventional training tactics like lectures, conferences, videos, and case studies, along with contemporary managerial strategies like resource allocation, development, reward, and interrelationship.

Human resource management refers to the procedures and regulations used to carry out the human resource aspects of a management role, including labor relations, job analysis, recruitment, selection, orientation, compensation, performance evaluation, training and development, and orientation.

Study by Aguinis (2009)

According to their study, human resource management is the set of structures, procedures, and laws that influence employees' performance, attitudes, and behaviors. The established connection between individual and organizational performance has been well documented in business literature. In light of this knowledge, companies have been actively seeking strategies to increase employee performance.

The elements that encourage or raise an employee's effort and work-related activities are known as levers, which eventually increase organizational performance. Finding the leverages, or components, that improve worker performance has long been a top priority for researchers and industrialists. Taylor's prescriptions made an early attempt to link worker motivation with output and productivity, which sought the best way of producing coupled with a compensation plan that allowed economic man to maximize revenue.

Study by Naser (2012)

The study by Naser (2012) focused on The Impact of Human Resource Management Practices on Worker Performance in Arizona, United States hospitals. The study discovered that work performance at the hospitals under investigation is positively impacted by training and compensation policies. This implies that remuneration systems that combine material and ethical incentives can improve worker performance and benefit the company. Furthermore, offering employees training opportunities and chances for advancement and development inside the company has a beneficial impact on their capacity to carry out their job duties, eventually enhancing organizational performance.

Study Becker (2006)

This study concerns the relationship between employee perceptions of performance in Jordanian hospitals and human resource management practices. Though little research has examined this link in hospitals, the relationship between human

resource management (HRM) practices and organizational performance is essential in the regulatory sciences. This research endeavors to ascertain the current condition of human resource management practices and their actual application.

It is also examining the impact of these practices on employee performance in five hospitals in Jordan. The practices under investigation include planning, selection, training, performance evaluation, motivation, compensation, and employment. Questionnaires were used to gather data from every employee in each facility using a descriptive survey design. Statistical methods for data analysis include regression, correlation, and descriptive analysis.

The findings show that human resource management techniques impact performance, ineffective practices are standard in Jordanian hospitals, and that compensation significantly impacts performance. Boost worker productivity. Although human resource management techniques are crucial for improving an organization's performance, most hospitals in Jordan fail to use these techniques efficiently.

The primary goal of this research's endeavor is to influence hospital administrators to pay closer attention to the connection between performance and HRM practices; they ought to be attentive as well. How to improve hospital performance by strengthening capabilities in human skills development and resources The number of experimental studies examining how certain HRM practices affect employees' performance has increased.

Study Pfeffer (1998)

The study about Different HR Practices Can Have an Impact on An Organization's Success, either independently or in combination with other practices, nevertheless, it is difficult to evaluate the outcome it may be necessary to identify the HR practices that recommends in order to examine how HR practices affect employee performance, which is also related to organizational growth. the literature explains how one can expect HR practices to have an impact on employee performance. two primary issues of HRM and performance research are the benefits of using HRM methods holistically and the assumed necessity of employee participation in a more competitive society.

Study Wood (2020)

The first criticism mainly stems from the company's management's employing HR techniques, which needed to be more sophisticated and were used haphazardly. The second worry was about staff evolution as a response to the limited employee involvement with the control techniques.

Participation from employees is essential and promotes ongoing development. Numerous facets of human resources management have previously been thoroughly examined and addressed. Recruitment, reward and pay, performance evaluation, training and development, career development, health and safety, and supervisor assistance are the most often mentioned HR practices.

Study Qazi (2017)

According to their study, which used a random sample and a questionnaire completed by 526 faculty members, academic staff members at government educational institutions are moderately satisfied with overall HRM procedures. It has been noted that employees are more satisfied with training, collaboration, and employee participation than they are with performance reviews and pay. Furthermore, there has yet to be any evidence of a discernible difference in HRM practices between government and private school faculty. Additionally, it has been proposed that academic staff at government and private universities have a beneficial association between their job happiness and HRM practices. Ineffective HRM procedures lower employee satisfaction and eventually impact their commitment to the company. An organization's primary success is determined by how well personnel fulfill their assigned jobs, have a positive attitude, and feel worthy. In our ever-changing world, intangible assets, or intellectual capital, are essential to an organization's ability to remain viable and responsive to the demands of its investors.

Study Collins (2003)

Employees are more inclined to put in more effort to improve the performance of the company and individuals once compensation is tied to that performance. This is because boosting individual and group performance also benefits the organization.

Consequently, this encourages them to receive more fantastic pay and benefits in light of their excellent performance. Employers most commonly utilize performance-based compensation to assess and reward employees' work. It appears that performance-

based pay benefits both workers and organizational performance and has documented a favorable relationship between employee performance and compensation practices.

Study Frye (2004)

A study by Frye (2004) discovered a favorable correlation between pay and organizational performance. It claimed that salaries are a significant factor in businesses that rely on human capital to lure and keep talented workers. Since universities are considered human capital-intensive businesses, paying staff members well can be crucial to attracting and keeping highly qualified and competent workers. Pay plans that are linked to innovative work practices, such as flexible job design, teamwork among employees to solve problems, skill development through training programs, and employment security, have a positive and significant impact on employees' performance.

Study by Adwan (2008)

A study titled "The Reality of HR Planning in the Non-Governmental Health Sector in the provinces of Gaza" revealed that administrative structure and regulations have an impact on human resource planning and that institutions do not adequately involve workers in HR planning processes.

In addition to work experience in workforce planning and insufficient management support for the workforce planning process, the process could have been more clear. The study suggested developing plans and a clear strategy for a systematic and professional approach to staff development at the hospital, emphasizing the need to include staff in staff planning, be a part of their thinking and working processes, and support them in carrying out their duties professionally and efficiently. The report also recommended creating a distinct human resources department in healthcare facilities that uses outside expertise to evaluate personnel requirements to promote hospital participation.

Study by Muhammar (2004)

In a study by Muhammar (2004) titled 'the recent trends in hospital management concepts and applications', the researcher discovered that even with well-crafted organizational charts and structures created through scientific methods, hospital management might fall short of goals because of an incapacity to carry out its managerial function, which entails influencing the behavior of various hospital staff categories and

requiring them to perform at a high level to meet the goals of their units., specifically and generally speaking.

Furthermore, the study found that a hospital manager's duties extend beyond offering diagnostic treatments and associated procedures to include taking into account the emotions of various hospital staff members, such as doctors, technicians, and administrators, in addition to ensuring their job happiness and morale in providing diagnostic and therapeutic services at the same level, it is vital to understand the conditions under which the shadow work will take place.

1.3. Employee Performance

1.3.1. Introduction

This section focuses on the definition of employee performance, the importance of employee performance, factors affecting employee performance, individual factors, organisational factors, environmental factors, employee performance indicators, and previous studies between HRM and employee performance will be discussed. will be discussed:

1.3.2. Definition of Employee Performance

According to Shields (2015), performance is a broad concept that encompasses various terms related to success and failure. The statement reflects the current state of organizations and their collaboration across various domains. Within the boundaries both parties have agreed upon and need, behavior and accomplishment interact to produce significant results that support the survival and continuation of work at the individual or organizational level.

According to Wulandari (2020), the workforce is the most crucial resource for a company's productivity and employee performance effectiveness. Completing duties in order to accomplish company goals is a crucial function that employees have. When workers meet the quality and quantity criteria established by operating effectively and efficiently, their success may be measured. Employee performance is a concept that is generally employed in many fields and is understood differently. This definition

explains how contextual performance and task performance differ from the literature review. Task performance and contextual performance are the dimensions that are frequently used to characterize individual performance. Task performance is characterized as pro-efficiency performance, such as a high level of competence displayed by the person carrying out the primary task. Task-specific, technical job understanding, and role-specific understanding are other terms used to characterize task performance. Task performance can also be defined as an individual's capacity to work in terms of quantity, quality, and knowledge.

1.3.3. The Importance of Employee Performance

According to Iqbal (2015), many workplace characteristics have an impact on employees' performance. Work performance measures how successfully someone does their work. Employee performance is a measure of how well an individual performs in relation to achieving organizational objectives. It is defined as the process of carrying out job duties in accordance with the job description that is specified. The art of performance is finishing a task within predetermined parameters. Numerous factors influence how well employees perform. Workers are regarded as the most important strategic resource in every firm. Employees may therefore have a competitive advantage if their company pays greater attention to and makes investments in their professional development.

According to Saleh (2020), performance and return are correlated; the higher the return, the more effective the performance, which in turn influences how the employee implements and completes the tasks that have been delegated to them. The organization's positive factor is that performance generates profit, and its human resources help it accomplish its objectives of manufacturing high-quality products. When employees fulfill their commitments to the organization, they are said to be executing their jobs well. The organization assigns these tasks and duties, and the employees' performance must meet the organization's objectives.

1.3.4. Factors Affecting Employee Performance

According to Iqbal (2015), workplace characteristics significantly influence employee performance. Work performance measures how successfully someone does their work. Employee performance is a measure of how well an individual performs in relation to achieving organizational objectives. It is defined as the process of carrying out job duties in accordance with the job description that is specified. The art of performance is finishing a task within predetermined parameters. Numerous factors influence how well employees perform. Workers are regarded as the most important strategic resource in every firm. Employees may therefore have a competitive advantage if their company pays greater attention to and makes investments in their professional development.

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1.3.4.1. Individual Factor

These are factors related to the organization's work units (leaders) in terms of characteristics, behaviors, processes, and methods. Installations of humanity about gender involving young works full of energy. However, solder workers have the experience and skills to be successful. People qualification level and work ability matching of employee qualifications, tasks, and technologies are dominant aspects in employees and dominant relationships between managers and subcontractors (including the framework of interpersonal relationships).

1.3.4.2. Organisationnel Factor

Organizational structure is one of the most critical elements of the organizational climate that affects performance. It starts with how decisions and directions are relayed from top management to middle management and its ability to work processes and other definite and rationalized procedures.

1.3.4.3. Environnemental Factor

The nature of the work means whether it is traditional or non-routine, including innovation, and to innovate routine work leads to boredom, neglect, and indifference towards modernization and development because creativity is not encouraged. The individual feels that his work is of no importance.

1.3.5. Employee Performance Indicators

According to Lilly (2011) the following should be included in quality key performance indicators for monitoring the efficacy of staff training:

- Quantitative and measurable indicators
- Indicators based on competency
- mapped to corporate and personnel goal indicators;
- connected to proficiency indicators

Thus, the identification and evaluation of employee performance indicators will help organizations properly allocate resources to build improvement plans for company goals.

1.3.6. Previous Studies Between HRM and Employee Performance

According to Kitchot (2020), HRM plays a strategic role in promoting the impact of supply chain management on business performance by acting as a mediator. Supply chain management is unable to enhance business performance in the absence of HRM implementation within the organization. HRM methods can enhance employee

performance by moderating the organizational atmosphere, affective commitment, and the desire to quit the organization.

According to Dabale (2014), which shows a positive correlation between employee performance and training, HRM procedures can improve employees' knowledge, competencies, skills, talents, and conduct.

According to Van (2018), the study reveals that human resource management significantly influences various performance areas. including patient expectations, team performance, employee performance, and institutional performance. The study's findings demonstrated the strong correlation between employee performance and human resource management techniques. This association can be strengthened by using various management strategies that will eventually show up in the quality of health services rendered.

Although Gahlawat (2019) delves into great length regarding how HRM can foster positive attitudes, they also touch on affective commitment. This critical work attitude characterizes the emotional connection between employees and the organization. High-engagement workers will be acknowledged for understanding HRM strategies, such as self-managed teams, empowerment, and flexible work schedules.

Accordingly, Muma (2014) contends that employee commitment is multifaceted and includes a worker's allegiance to the organization, willingness to put forth effort on its behalf, accomplishment of the organization's objectives and core values, and desire to stay a member.

According to Peccei (2019), HR procedures have an impact on workers' pleasure and well-being by affecting their productivity. When HR procedures are properly carried out, workers are generally happy with the company and their positions. Fortunately, clear job duties provided by HR best practices help people feel less burned out at work and

According to Zhou (2020), the health and well-being of employees influence output and effectiveness. Workplace violence, frequent disagreements, and low productivity are all influenced by employee discomfort nowadays. A lot of businesses are trying to manage their workers' performance while also keeping an eye on their well-

being. Organizations that prioritize the welfare of their workers seek to improve performance.

According to Bosele (2005), following that, a great deal of research was done on various industries in various nations, and the majority of studies demonstrated that HRM practices had a significant effect on workers' performance. Employee performance and organizational effectiveness are tightly linked. Successful businesses view HRM procedures as a critical component that directly impacts worker performance, making the case that hiring competent workers is essential for businesses to succeed in the current global landscape. Line managers implement accurate HR procedures daily, which have a beneficial effect on employees' perceptions of the HRM practices implemented. The managers' abilities determine whether HRM practices are implemented successfully or not.

According to Momena (2013), in his study called 'Practices and their effect on worker performance: an examination of Bangladesh's cement sector human resource management techniques and their effects on the Bangladeshi cement industry's employee performance' study, the primary aim of this research is to investigate how human resource management strategies affect employee performance in Bangladesh's cement industry. In order to achieve this, the researchers attempted to investigate how different HRM practices affected the productivity of sixteen workers from seven cement companies listed as paper securities on the Dhaka stock exchange. Regression analysis was used to examine the data and ascertain how employee performance was affected by HRM procedures. The outcomes have demonstrated, on the other hand, that career growth opportunities and training and development significantly influence employee performance. The findings indicated that while leadership styles, pay, perks, and performance reviews all favor employee performance, their effects could be more noticeable when considering Bangladesh's cement sector.

According to Jery (2013), the Tunisian case study highlights the universalistic approach to strategic human resource management and performance, including employee performance, team performance, and institution performance.

According to Ayanda (2010), the study's findings strongly correlate employee performance and HRM practices. This association can be strengthened by implementing alternative HRM strategies that will result in higher-quality healthcare services.

2. RESEARCH METHODOLOGY, AND ANALYSIS FINDINGS

2.1. Introduction

This chapter's model of the study, its variables and hypotheses, an explanation of the methodology, the study community and sample, and its determinants are all covered in this chapter. It also contains information about the characteristics and description of the study community, the study tool used, and its level of validity and dependability. The statistical methods applied to the data analysis and findings round out the chapter. An explanation of these steps is provided below.

2.2. Research Methodology

The study tested their hypotheses in public and private hospitals in the city of Erbil, where they represented the study population composed of (4) public hospitals and (3) private hospitals, and Table (2-2) shows the population studied. The researcher sent 243 questionnaires to the members of the planned study in public and private hospitals in the city of Erbil, and 236 forms were returned, so the response rate of the questionnaire from the members of the research sample was 87%, which, as shown in table 2-2, is consistent with the answers obtained from the hospital staff study group.

Table 2: Distributed and returned forms and their percentage

N	Name of the Property Hospital		Number of forms		Rate
			Distributor	Replay	
1	Rzgary	Government	70	63	23.3
2	Jmhury	Government	47	45	19
3	Ladaekbun	Government	42	52	16.9
4	Raparen	Government	21	20	8.4
5	Nanakally	Private	27	25	10.5
6	Hawler International	Private	17	15	6.3
7	Zeen	Private	19	16	6.7
Total			243	236	%100

Source: prepared by the researcher

2.2.1. Research Implementation Process

After completing the research questionnaire, the statistical program used SPSS. The following statistical methods were used to analyze the research data. A total of 236 questionnaires were used for the final post-detection analysis.

- Table frequency percentages for the purpose of characterizing the sample statistically.
- Arithmetic averages and standard deviations .
- Regression to know the impact of human resource management practices on employee performance.
- Correlation to know the relationship between human resource management practices to employee performance.

2.2.2. Data Collection Methods

The three portions of the questionnaires utilized in this study can be explained as follows:

First Section: Personal Data and Professional Information, each of which includes: Type, Gender, Age, Educational Qualifications Career level, Experience, Professional Qualifications.

Section Two: The six dimensions of human resources management practices are as follows: training and development. Performance evaluation, career planning, employee involvement, job definition, and pay.

Section Three: Employee Performance.

The statements were created with graded responses in mind, using methods to gauge the study's level and variables. similar to ritual five, as demonstrated in the example below:

1	2	3	4	5
Strongly disagree	Disagree	Undecided	Strongly Agree	Agree

Table 2-3 shows a category of arithmetic averages and explanation verbal related according to Likert scale.

Table 3: Arithmetic class and verbal interpretation Likert scale

verbal expository	Arithmetic mean category
Very weak	from 1.0 to less than 1.5
Weak	from 1.5 to less than 2.0
Average	from 2.5 to less than 3.5
High	from 3.5 to less than 4.5
very high	from 4.5 to less than 5.0

Source Likert, (1932)

2.2.3. Validity and Reliability of the Research

The validity of the research was ensured by the virtual questionnaire form presented to a group of professors from Salaheddin University. The questionnaire has been modified and improved based on comments and suggestions. The test (Cronbach's Alpha) was used to measure the internal consistency of the questionnaire items, the results are presented in Table No. (2-4). The stability factor for all test variables (87%) has been exceeded, which is an acceptable percentage to accept the test results.

Table 4: Coefficient of stability of the study variables

Reliability Statistics		
Domain	N of Items	Cronbach's Alpha
Training and development	11	0.880
Performance Appraisal	6	0.871
Career Planning	7	0.853
Employee Participation	3	0.814
Job Definition	5	0.824
Compensation	5	0.845
Employee Performance	12	0.912
All Items	49	0.875

Source: Prepared by the researcher based on statistical analysis

2.2.4. The Main Reasons for Choosing

The growing interest in Northern Iraq, especially in Erbil, for regional health care has drawn attention to hospitals and development.

Importance of the hospital and its maturity compared to other hospitals of any order and level.

The volume of domestic and foreign investments in the health sector has increased in recent years. The government's interest in university on health studies, particularly at Saladin University, and the founding of the College of Administration and Economics' Faculty of Administration.

2.2.5. Test the Research Model and Hypotheses

This section analyzes the connections between the current study model and hypotheses along four axes. The first is a contrast in personal data.

The examination of the connections among the research variables is the second. The third step involves analyzing the impact of research variables, while the fourth step involves comparing the hospitals surveyed in terms of attaining employee productivity metrics.

2.2.6. Description of the Population Study Sample

The present study encompasses an exposition of the study population, the selection criteria, the rationale behind the selection, and an account of the attributes of the study sample, comprised of the public and private hospitals in Erbil. First: description of the study population and motivation for their selection. Second: Describe the properties of the test sample.

2.3. Analysis And Findings

In this part, there are findings and analysis about the distribution of sample members according to personal information variable, table frequency table, weighted

mean, standard deviation, and percentage of agreement from the HRM domain, test for variance or difference in response according to individual characteristics.

2.3.1. Distribution of Sample Members According to Personal Information Variable

Table 2-5 shows the findings of the personal information variable of private and government hospitals, both of which were %50. The most of the study sample were females, as the number of females reached 123 out of 52.1%. While the number of males was 113, with a percentage of 47.9%, The study sample members were distributed according to the age group variable: 3.0% of the investigation sample from the age group (25>), 8.5%, then from the age group (26-30) from the age group (31-40) (in percent) (from 50.8%), while the last study group belonged to the age group of the percentage of 41 years (37%).

Hence, according to the information of the sample members of educational qualification, the most participation is a certificate diploma (46.2%), the second category is a bachelor (41.5%), the category of master (8.1%, and the others (4.2%). The findings explain that the category (Middle level is the highest percentage of the study sample (66.1%), followed by the category Top management (20.8%) and the category Lower level (13.1%). The study sample members were distributed according to the variable number of years of experience. The category of more than 6 years is the highest percentage of the study sample (84.3%), followed by the category between 2 and 5 years (11.4%). Category 2 is less (4.2%), and the study sample members were distributed among the variables career center, showing the most participation in type administration was 39.0%; after that, the category of the others was 28.0%; the accountant was 25.4%; and the end category of career center was 7.6%.

Table 5: Sample members according to personal information variable

Factor	Classification	Count	%
Type	Privet	118	50.0%
	Government	118	50.0%
Sex	Male	113	47.9%
	Female	123	52.1%
Age	< 25	7	3.0%
	26-30	20	8.5%
	31-40	120	50.8%
	>41	89	37.7%
Educational ualification	PHD	0	0.0%
	Master	19	8.1%
	Bachelor	98	41.5%
	Diploma	109	46.2%
	Others	10	4.2%
job Level	Top management	49	20.8%
	Middle level	156	66.1%
	Lower level	31	13.1%
Years of employment	< 2	10	4.2%
	2-5	27	11.4%
	>6	199	84.3%
Career Center	Administrative	92	39.0%
	Technical	18	7.6%
	Accountant	60	25.4%
	The other	66	28.0%

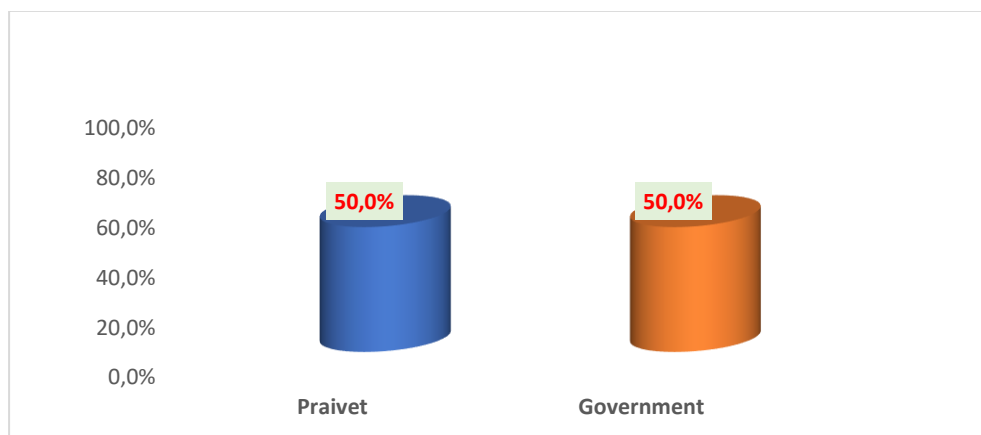


Figure 9: 2 The study sample was distributed according to the hospital-type variable

The hospital-type variable was used to disperse the study sample among government and private hospitals; it is equal % to 50.

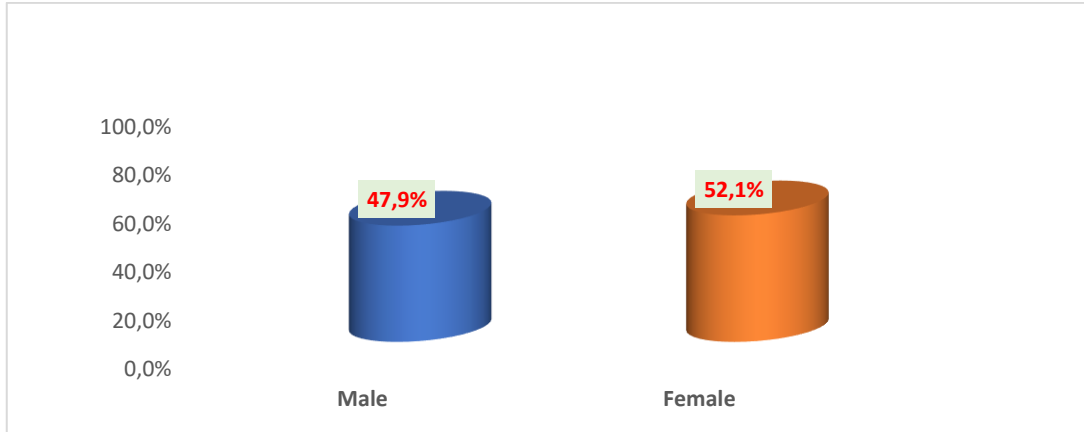


Figure 10: The study sample was distributed according to the gender-type variable

The study sample was distributed according to the gender-type variable in terms of the females, which was a high number %52.1 by the way, and the males %48.9, so most participants were females.

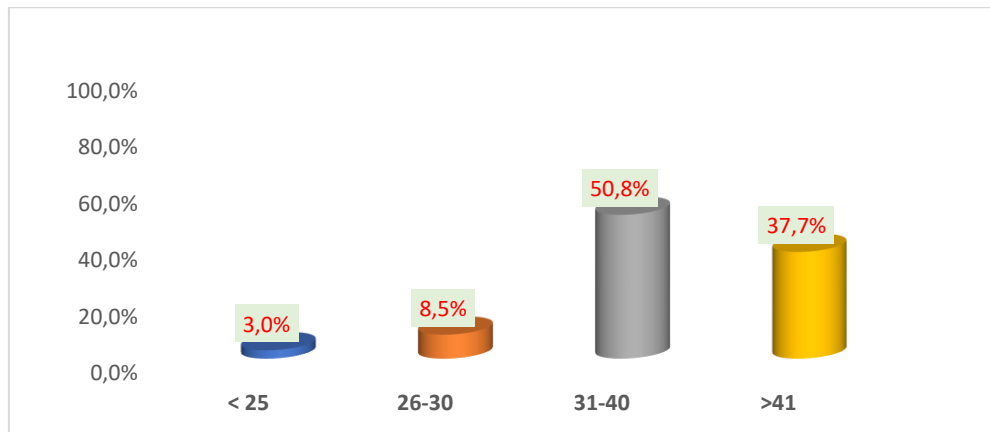


Figure 11: The study sample was distributed according to the age group variable

The study sample was distributed according to the age group variable terms of 31-40, with a high number of 50.8%. All of the information was perfect for this part of age because the sex group was young participants, and less <25 is the 3.0%.

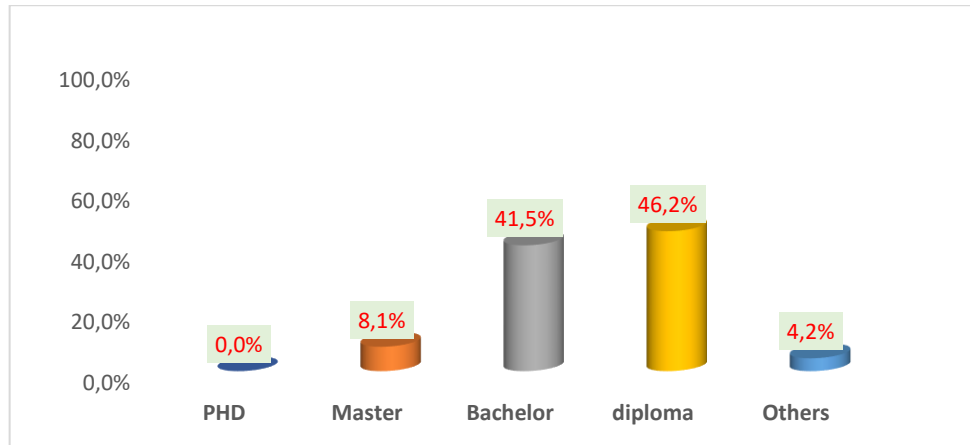


Figure 12: The study sample was distributed according to the educational qualification variable

The study sample was distributed according to the Educational Qualification variable terms of the diploma, a high number of 46.2%. In this certificate category, most of the participation was a good decision, and in the last category, Ph.D., there was no participation to fill a Questionnaire 0.0%.

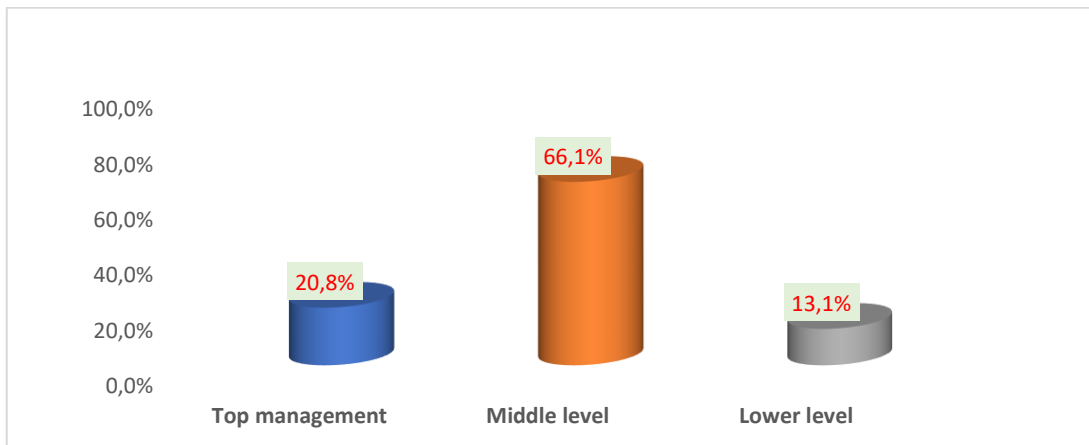


Figure 13: The study sample was distributed according to the job level variable

The study sample was distributed according to the job level variable terms of the middle level was a high number of 66.1%; therefore, in this category of level, most of the participation was a good choice because the middle level in the job and the last category was lower level, they have not participation to fill a questionnaire 0.0%.

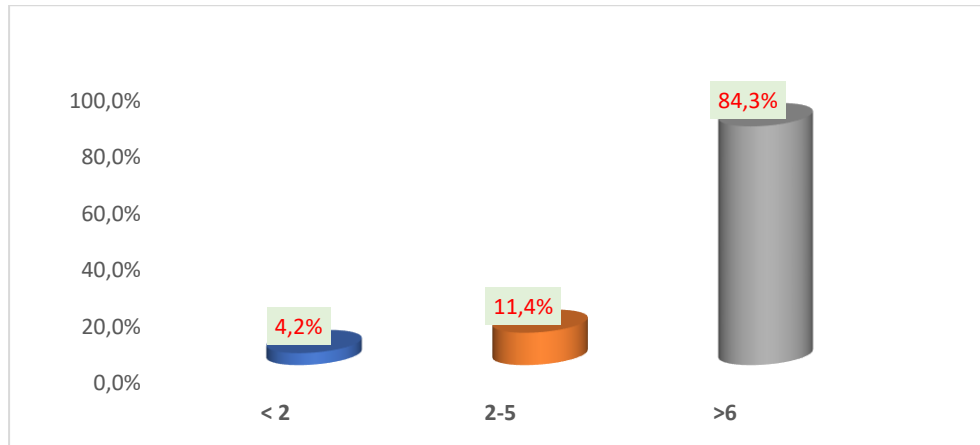


Figure 14: The study sample was distributed according to the years of employment variable

The study sample was distributed according to the years of employment variable terms of the over 6 years was a high number of 84.3% as a result, in this category of level most of the participants had a good knowledge because in the position and the last category less 2 years of 4.2%.

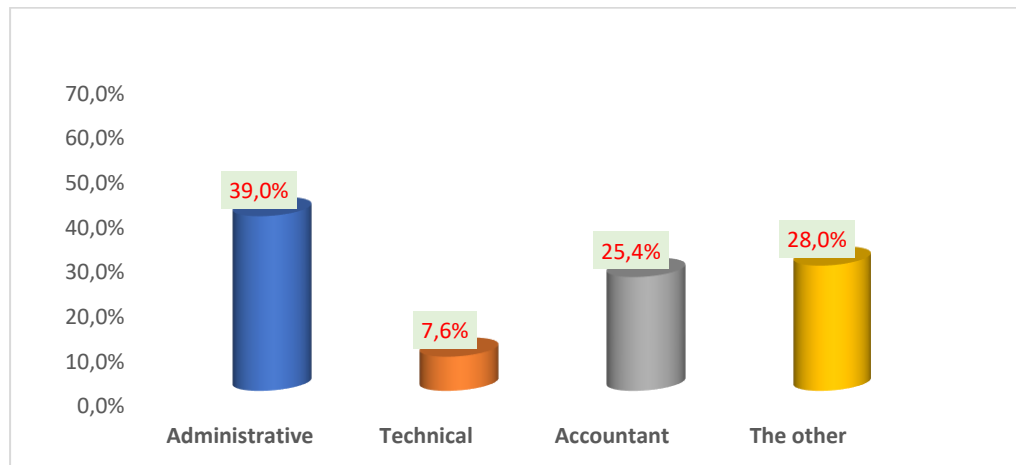


Figure 15: The study sample was distributed according to the Career Center variable terms of the category of administration

It was a high number of 39.0%; in this category level, most participants had great information because they were in a good position, and the last technical category was 7.6%.

2.3.2. Table Frequency Table, Weighted Mean, Standard Deviation and Percentage of Agreement from The HRM Domain

The results are displayed in Tables 2–6. The general average of the items related to the job definition dimension was the highest at 4.26, indicating the role of the hospital that conducted the study in applying the job definition.

The study sample showed positive trends in all six dimensions of the practice of human resources management. Next in the ranking is the functional dimension of training and development, with a total arithmetic mean of 4.24. One essential function the human resources department performs is the hospital under study. Then, there is the performance appraisal function with a total arithmetic mean (4.09) and a standard deviation (1.15). After the performance appraisal, the dimension function is compensation, which is a total arithmetic mean (4.04) and a standard deviation (1.20), and also a career planning function with a total arithmetic mean (3.94) and a standard deviation (1.22). The latter was the least applied from the respondents' point of view, the employee engagement function, with a total arithmetic mean (3.94) and a standard deviation (1.26). This means the efficiency of the human resources management practice used in the hospitals under study where these individuals work. It also adopts a human resources management strategy and attributes high levels to all administrations and several divisions.

Table 6: Frequency table, weighted mean, standard deviation and percentage of agreement from the HRM domain

Domain	Items	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Weighted Mean	SD	% Agreement
		Count	%	Count	%	Count	%	Count	%	Count	%			
Training and development	X7	3	1.3%	4	1.7%	12	5.1%	71	30.1%	146	61.9%	4.50	0.78	89.92%
	X8	5	2.1%	11	4.7%	52	22.0%	45	19.1%	123	52.1%	4.14	1.05	82.88%
	X9	11	4.7%	22	9.3%	19	8.1%	60	25.4%	124	52.5%	4.12	1.18	82.37%
	X10	3	1.3%	12	5.1%	17	7.2%	77	32.6%	127	53.8%	4.33	0.91	86.53%
	X11	1	0.4%	14	5.9%	15	6.4%	92	39.0%	114	48.3%	4.29	0.86	85.76%
	X12	1	0.4%	5	2.1%	27	11.4%	68	28.8%	135	57.2%	4.40	0.81	88.05%
	X13	7	3.0%	17	7.2%	29	12.3%	58	24.6%	125	53.0%	4.17	1.09	83.47%
	X14	7	3.0%	14	5.9%	32	13.6%	56	23.7%	127	53.8%	4.19	1.07	83.90%
	X15	10	4.2%	17	7.2%	32	13.6%	42	17.8%	135	57.2%	4.17	1.16	83.31%
	X16	10	4.2%	17	7.2%	32	13.6%	44	18.6%	133	56.4%	4.16	1.16	83.14%
X17	10	4.2%	15	6.4%	26	11.0%	51	21.6%	134	56.8%	4.20	1.13	84.07%	
	Total											4.24	1.02	84.85%
Performance Appraisal	X18	9	3.8%	22	9.3%	44	18.6%	32	13.6%	129	54.7%	4.06	1.20	81.19%
	X19	7	3.0%	22	9.3%	26	11.0%	53	22.5%	128	54.2%	4.16	1.13	83.14%
	X20	11	4.7%	18	7.6%	50	21.2%	35	14.8%	122	51.7%	4.01	1.21	80.25%
	X21	8	3.4%	5	2.1%	30	12.7%	84	35.6%	109	46.2%	4.19	0.97	83.81%
	X22	10	4.2%	17	7.2%	44	18.6%	36	15.3%	129	54.7%	4.09	1.18	81.78%
	X23	12	5.1%	23	9.7%	32	13.6%	47	19.9%	122	51.7%	4.03	1.23	80.68%
		Total											4.09	1.15
Career Planning	X24	12	5.1%	21	8.9%	32	13.6%	36	15.3%	135	57.2%	4.11	1.23	82.12%
	X25	10	4.2%	15	6.4%	36	15.3%	53	22.5%	122	51.7%	4.11	1.14	82.20%
	X26	14	5.9%	27	11.4%	42	17.8%	45	19.1%	108	45.8%	3.87	1.27	77.46%
	X27	8	3.4%	33	14.0%	38	16.1%	54	22.9%	103	43.6%	3.89	1.21	77.88%
	X28	9	3.8%	20	8.5%	26	11.0%	65	27.5%	116	49.2%	4.10	1.13	81.95%
	X29	13	5.5%	20	8.5%	44	18.6%	53	22.5%	106	44.9%	3.93	1.21	78.56%
	X30	23	9.7%	18	7.6%	46	19.5%	44	18.6%	105	44.5%	3.81	1.34	76.10%
	Total											3.97	1.22	79.47%
Employee Participation	X31	22	9.3%	23	9.7%	52	22.0%	40	16.9%	99	41.9%	3.72	1.34	74.49%
	X32	11	4.7%	19	8.1%	45	19.1%	45	19.1%	116	49.2%	4.00	1.20	80.00%
	X33	15	6.4%	17	7.2%	33	14.0%	37	15.7%	134	56.8%	4.09	1.25	81.86%
	Total											3.94	1.26	78.79%
Job Definition	X34	3	1.3%	13	5.5%	15	6.4%	46	19.5%	159	67.4%	4.46	0.93	89.24%
	X35	7	3.0%	21	8.9%	25	10.6%	59	25.0%	124	52.5%	4.15	1.11	83.05%
	X36	7	3.0%	21	8.9%	23	9.7%	46	19.5%	139	58.9%	4.22	1.12	84.49%
	X37	7	3.0%	23	9.7%	25	10.6%	49	20.8%	132	55.9%	4.17	1.14	83.39%
	X38	5	2.1%	11	4.7%	35	14.8%	43	18.2%	142	60.2%	4.30	1.02	85.93%
	Total											4.26	1.07	85.22%
Compensation	X39	15	6.4%	21	8.9%	29	12.3%	41	17.4%	130	55.1%	4.06	1.27	81.19%
	X40	9	3.8%	19	8.1%	23	9.7%	54	22.9%	131	55.5%	4.18	1.14	83.64%
	X41	21	8.9%	14	5.9%	52	22.0%	49	20.8%	100	42.4%	3.82	1.29	76.36%
	X42	5	2.1%	18	7.6%	34	14.4%	55	23.3%	124	52.5%	4.17	1.07	83.31%
	X43	11	4.7%	28	11.9%	42	17.8%	34	14.4%	121	51.3%	3.96	1.26	79.15%
	Total											4.04	1.20	80.73%

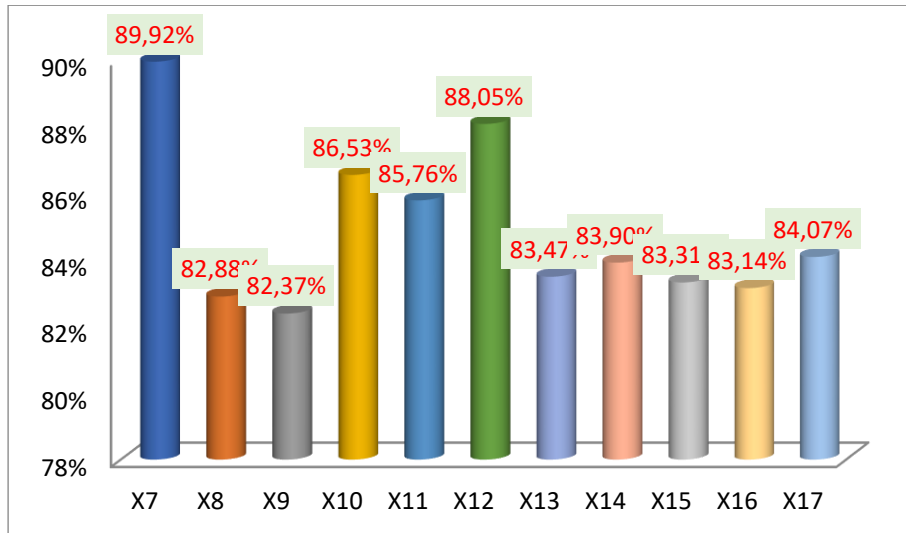


Figure 16: In the figure frequency table, weighted mean, standard deviation and percentage of agreement from the HRM domain the first items

Weighted mean, standard deviation, percentage of agreement from the HRM domain, and frequency table are the initial things in the figure. The questionnaire's item X7 had a high response rate across all eleven items (X7–X17); the question is: Do training programs contribute to increased information experiences and abilities of the trainees? Of the end response, X7 89.92 was a high number, and the less of all items are X9 82.37 (Employees at our company receive comprehensive training in all facets of quality).

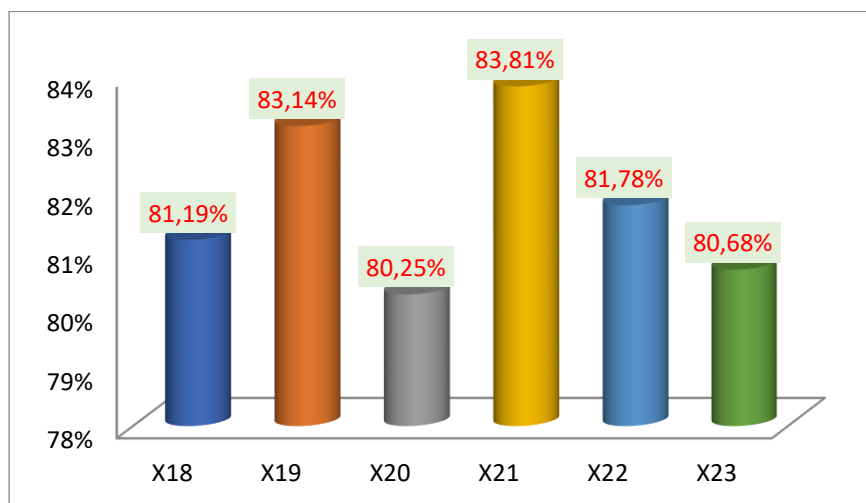


Figure 17: In the figure frequency table, weighted mean, standard deviation and percentage of agreement from the HRM domain the second item

Performance appraisal is the second item in the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain. Does the assessment system significantly impact individual and team behavior? Is the question posed by the questionnaire the one with the highest answer rate across all six items (X8–X23)? The final response's X21 83.81 was a high score, while X20 80.25—which asks whether employees believe in the performance review system—was the least of all the items. Hence, the evaluation method significantly affects the group and the personnel.

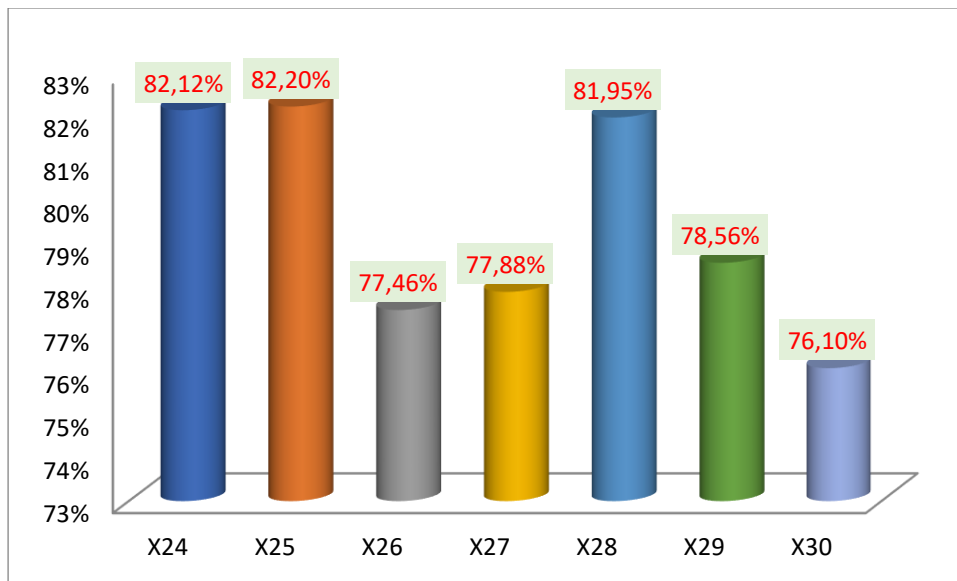


Figure 18: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain the third item

In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain, the third item is career planning between the seven items x24- x30, questionnaire x25 had a high response on all items, the question is: does the employee's immediate superior know about their career goals within the company? The last response's x30 of 82.20 was high, while x30 of 76.10 was the lowest. (Is every worker aware of the organization's career path for them?) so career planning has an impact on employees and groups.

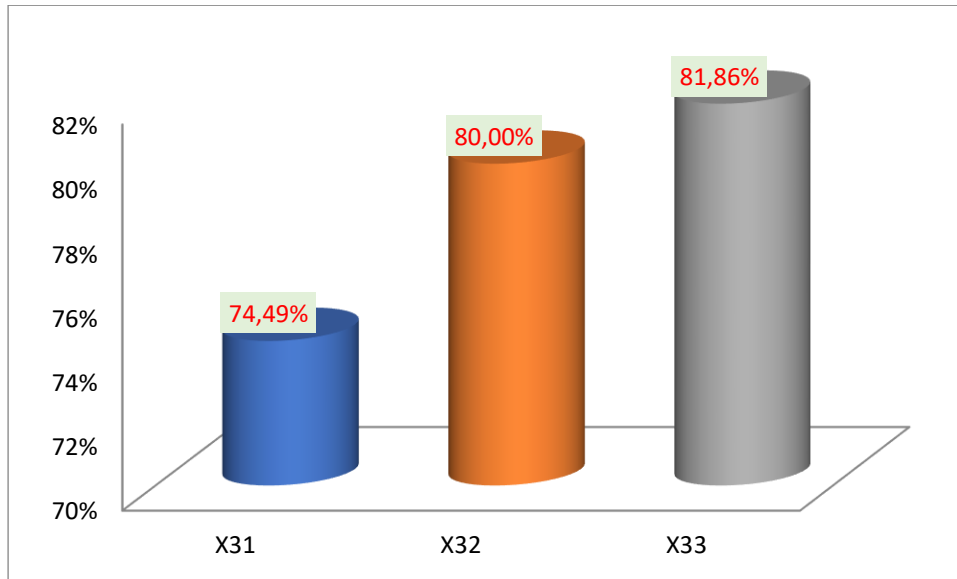


Figure 19: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain the third item

In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain, the third item is employee participation between the three items (x31-x33). Questionnaire x33 had a high response on all items. The question is: Are employees allowed to suggest improvements in the way? In the end response, x33 (81.86) was a high number, and the least of all items was x31 (74.49) (employees in this organization are allowed to make decisions related to cost and quality matters?). So, employee participation has an impact on employees and groups. The participation of employees increases job satisfaction, motivation, and commitment to them because it is more critical to the success of organizational goals. Thus, the engagement of employees has an impact on employee performance.

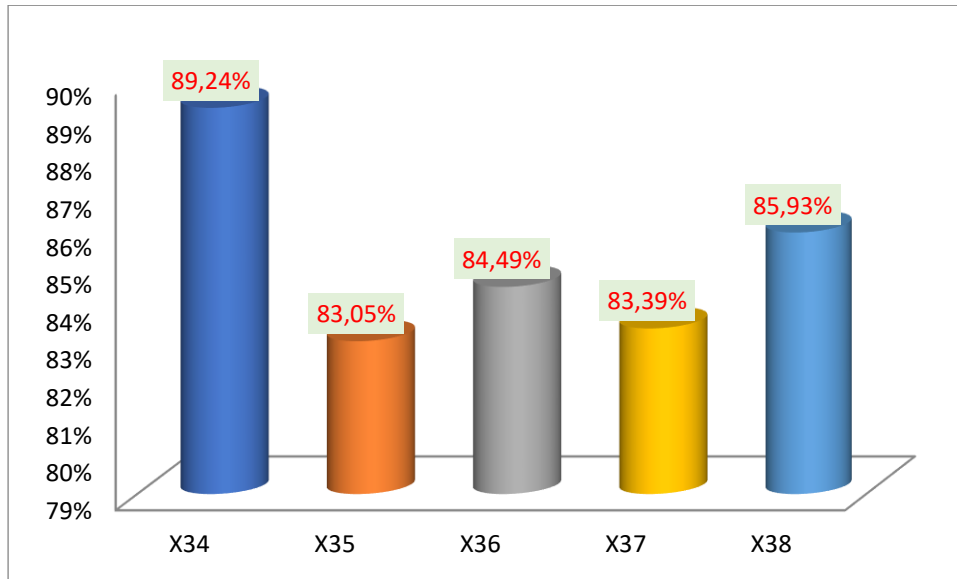


Figure 20: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain the third item

The final item in the figure is the frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain. Out of all the five items (x34–x38), questionnaire x33 received many responses. It asked, "Are the responsibilities of each job in our organization clearly defined?" The last response's x34 of 89.24 was high, while x34 of 83.05 was the lowest. (Does every position in our company have a current job description?) So, the job increases job satisfaction and commitment because it is more critical to the success of organizational goals. Thus, the function has an impact on employee performance.

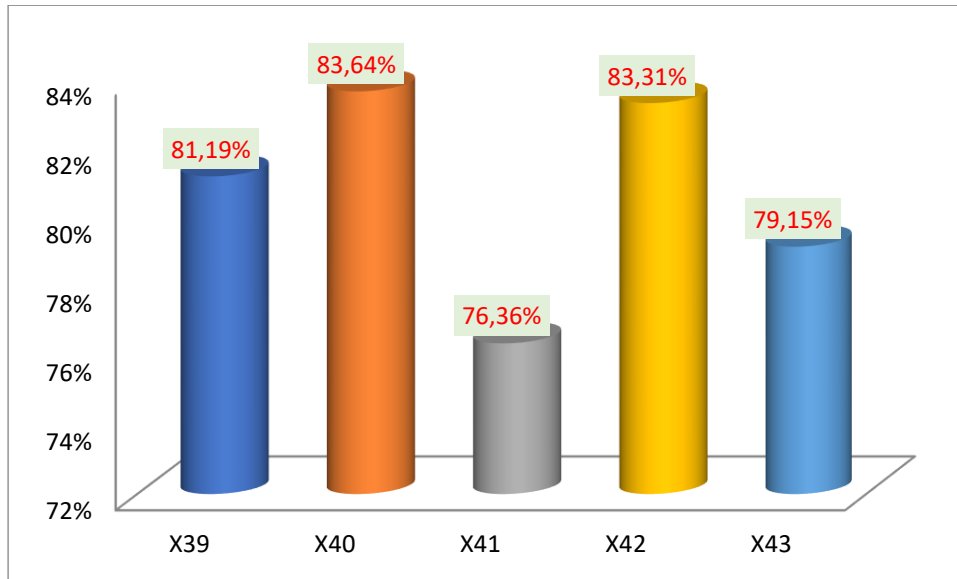


Figure 21: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement

The final item in the HRM domain is compensation, which is divided into five categories (x39–x43). All of the items in questionnaire x40 received a high response rate. Is our company's pay and other benefits package competitive with the market? The final response's x40 of 83.64 was a high value, while x41 of 76.36 was the least of all the items. (Employees' competency or skill determines their remuneration in our organization.) For that reason, compensation, in general, has a significant impact on the performance of employees because payments such as salaries increase daily work to improve the organization's goals. In terms of that, the answer is very comparable to the participation of hospital workers.

2.3.3. Frequency Table, Weighted Mean, Standard Deviation and Percentage of Agreement from The Employee Performance

Table 7-3 Shows the findings that the trends of the study sample were positive towards the dimensions of the practice, where the general average of the items related to the employee performance, the arithmetic mean was at (4.17), and the standard deviation of (1.12) which indicates the role of the hospital that in conducting the study in applying the employee performance.

Table 7: Frequency table, weighted mean, standard deviation and percentage of agreement from the employee performance

Domain	Items	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Weighted Mean	SD	%Agreement
		Count	%	Count	%	Count	%	Count	%	Count	%			
Employee Performance	Y44	2	0.8%	28	11.9%	27	11.4%	61	25.8%	118	50.0%	4.12	1.07	82.46%
	Y45	3	1.3%	17	7.2%	21	8.9%	65	27.5%	130	55.1%	4.28	0.98	85.59%
	Y46	11	4.7%	13	5.5%	23	9.7%	55	23.3%	134	56.8%	4.22	1.12	84.41%
	Y47	12	5.1%	19	8.1%	24	10.2%	44	18.6%	137	58.1%	4.17	1.20	83.31%
	Y48	6	2.5%	9	3.8%	38	16.1%	49	20.8%	134	56.8%	4.25	1.02	85.08%
	Y49	9	3.8%	16	6.8%	32	13.6%	52	22.0%	127	53.8%	4.15	1.13	83.05%
	Y50	3	1.3%	20	8.5%	20	8.5%	53	22.5%	140	59.3%	4.30	1.02	86.02%
	Y51	8	3.4%	20	8.5%	27	11.4%	52	22.0%	129	54.7%	4.25	1.26	84.92%
	Y52	8	3.4%	18	7.6%	61	25.8%	32	13.6%	117	49.6%	3.98	1.17	79.66%
	Y53	9	3.8%	26	11.0%	39	16.5%	40	16.9%	122	51.7%	4.02	1.21	80.34%
	Y54	4	1.7%	14	5.9%	25	10.6%	58	24.6%	135	57.2%	4.30	0.99	85.93%
	Y55	2	0.8%	15	6.4%	26	11.0%	53	22.5%	140	59.3%	4.33	0.96	86.61%
	Total											4.17	1.12	83.49%

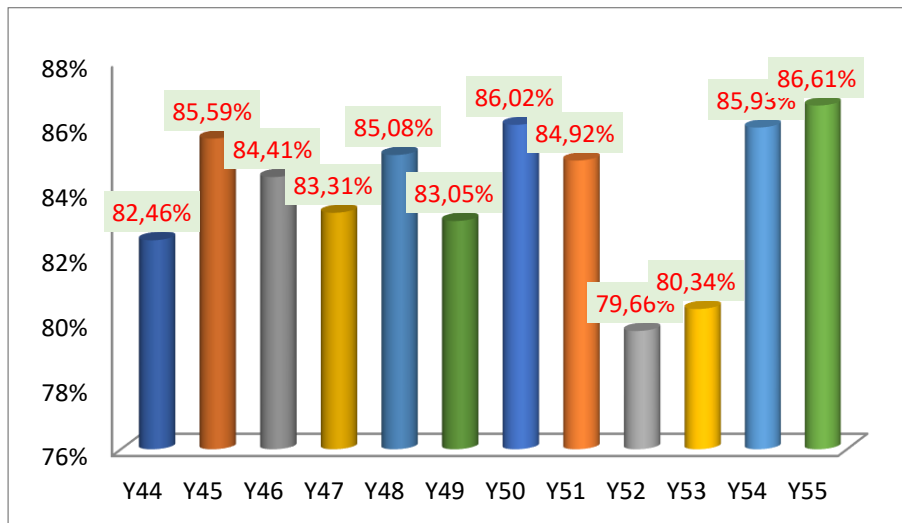


Figure 22: Frequency table, weighted mean, standard deviation, and percentage of agreement from the employee performance Domain of the twelve items.

This part discusses the results of the frequency table, weighted mean, standard deviation, and percentage of agreement from the employee performance domain of the twelve items. Employee performance between the twelve items x44-x55 questionnaire x55 had a high response on all items. The question is whether employees pay attention to problems; instead, they take early measures to solve them profoundly, not

temporarily. Of the end response, x55 of 86.61 was a high number, and the least of all items is x52 of 76.66 (There are multiple opportunities for promotion available to employees in our organization?). For that reason,

Performance management aims to improve employees' ability to do their work. Skills improvement and professional development are both essential parts of performance management. The staff wants to avoid problems but take early measures to solve them in a long, not temporary, way in the hospital.

2.3.4. Test for Variance or Difference in Response According to Individual Characteristics

This part examines variations or discrepancies in responses based on individual characteristics, the study conducted tests on the influence of human resources management practices on employee performance, considering factors such as gender, age, academic qualification, scientific specialization, job title, and years of experience. This analysis was included as part of the fourth central hypothesis, and the study utilized the one-way ANOVA method to determine whether differences exist regarding the impact of human resources management practices on employee performance according to personal data. Two statistical hypotheses were employed to validate the six main hypotheses.

Null hypothesis (H0): Based on personal information, there are no variations in how HR management techniques affect employee performance.

Substitute hypothesis (H1): Differences exist in the impact of human resource management practices on employee performance based on personal data.

A study showed that, except for the variable related to practical qualification, there were no statistically significant differences in how respondents thought human resources management practices in the surveyed hospitals changed based on individual characteristics. This supports the acceptance of the null hypothesis and the rejection of the alternative hypothesis. However, in terms of scientific specialization, the study found statistically significant differences, leading to the acceptance of the alternative hypothesis and the rejection of the null hypothesis.

The study also found that, except for the variable of scientific specialization, respondents' opinions on how employee performance changed based on personal traits in the hospitals looked into did not differ statistically significantly. This further bolsters the rejection of the alternative hypothesis and the acceptance of the null hypothesis.

Hospitals

Regarding the type of hospital variable, the implications of differences in the impact of human resources management practices on employee performance are as follows:

A) Table (2-8) demonstrates that there are no statistically significant differences at the 0.05 significance level in the average responses of the study sample hospital regarding the influence of human resources management practices in the surveyed hospitals based on the type of hospital. The calculated value T (1.845) is smaller than the critical value of 1.5972, and the p-value (0.05*) is smaller than the significance level of 0.05. This indicates the acceptance of the null hypothesis and the rejection of the alternative hypothesis. The mean hospitals for the variable Effect of Human resources management practices are as follows: private hospitals are 4.203, and the type of government hospital mean is 4.031.

B) Table (2-8) shows that, with respect to the employee performance in the surveyed hospitals according to the type of hospital, there are no statistically significant differences at the 0.05 significance level in the average replies of the study sample type of hospital. The p-value (0.05*) is less than the significance level of 0.05, while the computed value of T (1.685) is less than the critical value of 1.6478. As a result, the alternative hypothesis is rejected, and the null hypothesis is accepted. The following are the mean hospitals for the variable employee performance: private hospitals are 4.283, and the type of government hospital mean is 4.112.

Table 8: Independent sample -test to measure the significant differences of the research sample towards the main variables based on the type of (hospital)

Type	Classification	N	Mean	Std. Deviation	t-test
HRM	Privet	118	4.203	0.591	1.845
	Government	118	4.031	0.820	p<0.05*
Employee Performance	Privet	118	4.283	0.661	1.685
	Government	118	4.112	0.887	p<0.05*

Significant at level (0.05)

Gender

Regarding the type of sex variable, the implications of differences in the impact of human resources management practices on employee performance are as follows:

According to Tables (2–9), there are no statistically significant differences between the male and female types in the study sample's average replies about the impact of HRM practices in the surveyed hospitals at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, and the computed value T (-0.687) is less than the critical value of 1.5972. This suggests that the alternative hypothesis has been rejected, and the null hypothesis has been accepted. The following represents the mean gender for the variable Effect of HRM practices: The female mean is 4.148, while the male is 4.083.

According to Table (2–9), there are no statistically significant differences in the average replies of the study sample type of sex regarding the gender-based performance of employees in the surveyed hospitals at the 0.05 significance level. The p-value (0.06) is higher than the significance level of 0.05, and the computed value of T (-1.590) is less than the critical value of 1.6478. As a result, the alternative hypothesis is rejected, and the null hypothesis is accepted. The majority of participants are female, with a mean male of 4.113 and a female mean of 4.275 for the "Employee performance measure.

Table 9: Independent sample -test to measure the significant differences of the research sample towards the main variables based on the type of (Gender)

Sex	Classification	N	Mean	Std. Deviation	t-test
HRM	Male	113	4.083	0.756	-0.687
	Female	123	4.148	0.684	p>0.05
Employee Performance	Male	113	4.113	0.877	-1.590
	Female	123	4.275	0.685	p>0.05

Age Group

Regarding the age group variable, the implications of differences in the impact of human resources management practices on employee performance are as follows:

- Table (2–10) shows that when it comes to the average replies of study sample members about the impact of HRM practices at the surveyed hospitals according to age, there are no statistically significant differences at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, whereas the computed value F (1.198) is less than the critical value of 1.5972. This suggests that the alternative hypothesis has been rejected, and the null hypothesis has been accepted. The following age groups have the mean ages for the variable effect of human resources management practices: over 25 (3.69), between 26 and 30 (4.06), between 31 and 40 (4.18), and over 41 (4.08).
- Table (2–10) shows that when it comes to the average replies of study sample members about the age-based performance of employees in the assessed hospitals, there are no statistically significant differences at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, while the computed value of F (1.512) is less than the critical value of 1.6478. As a result, the alternative hypothesis is rejected, and the null hypothesis is accepted. The following age groups had the highest mean ages for the variable Employee performance: over 25 (3.64), between 30 and 40 (4.12), 31 to 40 (4.26), and over 41 (4.18).

Table 10: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (Age group)

Age	Classification	N	Mean	Std. Deviation	F-test
HRM	< 25	7.00	3.69	1.42	1.198
	26-30	20.00	4.06	1.02	p>0.05
	31-40	120.00	4.18	0.61	
	>41	89.00	4.08	0.70	
	Total	236.00	4.12	0.72	
Employee Performance	< 25	7.00	3.64	1.48	1.512
	26-30	20.00	4.12	1.14	p>0.05
	31-40	120.00	4.26	0.63	
	>41	89.00	4.18	0.81	
	Total	236.00	4.20	0.79	

Significant at level (0.05)

Academic Qualification:

The following are the implications for the differences in the impact of HRM practices among the hospitals examined, according to academic qualification:

According to Table 2-11, there were no statistically significant variations in the average responses from study sample members about the influence of HRM procedures in the surveyed hospitals concerning scientific qualification at a significance level of 0.05. The p-value of 0.005*, below the significance level of 0.05, and the F-value of 3.312, higher than the critical value of 1.5972, serve as evidence. These findings lend credence to the alternative hypothesis' acceptance and the null hypothesis' rejection. It implies that people with various educational backgrounds have differing perspectives and thoughts on how HRM techniques are being implemented in the hospitals that were examined. In other words, there are differences in responses, and the higher the level of academic certificates, the more pronounced the disparities in opinions and ideas regarding the application and execution of human resources management practices in the surveyed hospitals. This can be observed from the mean values in Tables 2–11 for practical qualifications, where the mean for the higher diploma is 4.261, which is a great value; the mean for the master's degree is 3.856; the mean for the bachelor's degree is 3.999; and the mean for other certificates is 4.205.

Table 2-11 indicates that there were no statistically significant differences at a significance level of 0.05 in the average responses of the study sample members concerning the employee performance in the surveyed hospitals regarding scientific qualification. This is evident from the F-value of 3.057, greater than the critical value of 1.5972, and the p-value of 0.005*, which is smaller than the significance level of 0.05. These results support the acceptance of the alternative hypothesis and the rejection of the null hypothesis.

It suggests that individuals with different academic qualifications hold diverse opinions and ideas regarding implementing employee performance in the surveyed hospitals. In other words, there are differences in responses, and the higher the level of academic certificates, the more pronounced the disparities in opinions and ideas regarding the application and execution of employee performance in the surveyed hospitals. This can be observed from the mean values in Table (2–11) for practical qualifications, where the mean for the higher other certificates is 4.500, which is a great value; for the master's degree, it is 4.035; for the bachelor's degree, it is 4.049; and for the diploma, it is 4.331.

Table 11: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (Educational qualification)

Educational	Classification	N	Mean	Std.	F-test
–				Deviation	—
Qualification					
HRM	Master	19	3.856	1.020	3.312
	Bachelor	98	3.999	0.765	p<0.05*
	Diploma	109	4.261	0.576	
	Others	10	4.205	0.751	
	Total	236	4.117	0.719	
Employee	Master	19	4.035	0.817	3.057
	Bachelor	98	4.049	0.868	p<0.05*
	Diploma	109	4.331	0.699	
	Others	10	4.500	0.419	
	Total	236	4.197	0.785	

Significant at level (0.05)

5- Job Level

Regarding the job level variable, the implications of differences in the impact of human resources management practices on employee performance are as follows:

- Table (2-12) shows that when it comes to the average replies of study sample members about the impact of HRM practices at the surveyed hospitals according to job level, there are no statistically significant differences at the 0.05 significance level. The p-value (0.05*) is less than the significance level of 0.05, while the computed value of F (3.676) is less than the critical value of 1.5972. This suggests that the alternative hypothesis has been rejected and the null hypothesis has been accepted. The variable Effect of Human Resources Management Practices has the following mean job levels: upper management at 4.3149, middle management at 4.1022, and lower management at 3.8788.
- According to Table (2-12), there are no statistically significant variations in the average replies from study sample members about the job-level performance of employees in the assessed hospitals at the 0.05 significance level. The p-value (0.05*) is less than the significance level of 0.05, while the computed value of F (3.324) is less than the critical value of 1.6478. As a result, the alternative hypothesis is rejected, and the null hypothesis is accepted. The following are the mean job levels for the variable employee performance: upper management at 4.4048, medium management at 4.1811, and lower management at 3.9516.

Table 12: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (Job Level)

job Level	Classification	N	Mean	Std. Deviation	F-test
HRM	Top management	49	4.3149	0.32631	3.676
	Middle level	156	4.1022	0.71523	p<0.05*
	Lower level	31	3.8788	1.05276	
	Total	236	4.1170	0.71864	
Employee Performance	Top management	49	4.4048	0.41213	3.324
	Middle level	156	4.1811	0.75070	p<0.05*
	Lower level	31	3.9516	1.23055	
	Total	236	4.1974	0.78537	

Years of Employment

The following are the consequences of variations in the influence of HRM practices on employee performance concerning the years of employment variable:

- Based on years of work, Table (2-13) shows that average comments from study sample members about the impact of HRM policies at the surveyed hospitals do not differ statistically significantly at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, and the computed value of F (2.199) is less than the critical value of 1.5972. This suggests that the alternative hypothesis has been rejected, and the null hypothesis has been accepted. The following are the mean years of employment for the variable effect of HRM practices: Three years or less: 3.7054; two to five years: 4.2603; and five years or more: 4.1183.
- According to Table (2–13), there are no statistically significant variations between the average replies of study sample members about the years of employment-based performance of employees in the surveyed hospitals at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, while the computed value of F (1.889) is less than the crucial value of 1.6478. As a result, the alternative hypothesis is rejected, and the null hypothesis is accepted. The following is the average years of work for the variable employee performance: less than two years (3.7667), between two and five years (4.3272), and more than five years (4.2014).

Table 13: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (years of employment)

Years of employment	Classification	N	Mean	Std. Deviation	Std. Error
HRM	< 2	10	3.7054	1.14116	2.199
	2-5	27	4.2603	0.79107	p>0.05
	>5	199	4.1183	0.67840	
	Total	236	4.1170	0.71864	
Employee Performance	< 2	10	3.7667	1.24648	1.889
	2-5	27	4.3272	0.89363	p>0.05
	>5	199	4.2014	0.73818	
	Total	236	4.1974	0.78537	

Career Centre

The following are the consequences of variations in the influence of HRM practices on worker performance in relation to the career center variable:

Table (2-14) shows that when it comes to the average responses of study sample members about the impact of HRM practices at the surveyed hospitals depending on career center, there are no statistically significant differences at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, while the computed value of F (0.682) is less than the critical value of 1.5972. This suggests that the alternative hypothesis has been rejected and the null hypothesis has been accepted. The following is the mean career center for the variable Effect of HRM practices: Administration has a mean of 4.13, technical 3.89, accounting 4.17, and the remaining categories are 4.12.

According to Table (2-14), there are no statistically significant variations in the average responses from study sample members about the performance of employees in the surveyed hospitals based on the Career Center, even at the 0.05 significance level. The p-value (0.05) is higher than the significance level of 0.05, and the computed value of F (2.282) is less than the critical value of 1.6478. As a result, the alternative hypothesis is rejected, and the null hypothesis is accepted. The following is the mean career center for the variable employee performance: 4.20 for administration, 3.83 for technical, 4.36 for accounting, and 4.20 for the other categories.

Table 14: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (career center)

Career Center	Classification	N	Mean	Std. Deviation	Std. Error
HRM	Administrative	92	4.13	0.74	0.682 p>0.05
	Technical	18	3.89	0.89	
	Accountant	60	4.17	0.70	
	The other	66	4.12	0.66	
	Total	236	4.12	0.72	
Employee	Administrative	92	4.20	0.69	2.282 p>0.05
	Technical	18	3.83	1.03	
Performance	Accountant	60	4.36	0.67	
	The other	66	4.14	0.89	
	Total	236	4.20	0.79	

2.3.5. Analysis of the Relationships Between the Study Variables

A test was carried out to look at the relationships between the study variables and find out if there were any significant relationships between the criteria for the statistical analysis results on the impact of human resources management practices on employee performance at both macro and micro levels, in addition to the descriptive and diagnostic analyses based on the descriptive data.

2.3.6. The Relationship Between the Standards for The Impact of HRM Practices on EP at the Macro Level in the Surveyed Hospitals

Table (2-15) presents the statistical analysis results of the relationship between the main study variables. The analysis indicates a highly significant relationship between them, with a correlation coefficient of 0.848** and a p-value of 0.000, significant at a significance level of 0.01. This finding suggests that the more attention the surveyed hospitals pay to human resources management practices, the better the performance of their employees. Hence, the first central hypothesis states that a significant relationship exists between the criteria for the impact of human resources practices on employee performance in the surveyed hospitals.

Table 15: Pearson correlation between (HRM and employee performance)

		HRM	Employee Performance
HRM	Pearson Correlation	1	848**
	Sig. (2-tailed)		0.000
Employee Performance	Pearson Correlation	848**	1
	Sig. (2-tailed)	0.000	

****.** Correlation is significant at the 0.01 level (2-tailed).

2.3.7. The Relationship Between the Criteria for the Impact of HRM Practices on EP in the Surveyed Hospitals

The relationship between each standard of HRM practices and EP standards was examined. This involved analyzing the sub-hypotheses branching from the main hypothesis and exploring the relationships between each standard of human resources management practices (such as training and development, employee participation, performance appraisal, career planning, job definition and compensation) and the dimensions of employee performance, as follows:

The Significant Relationship Between Training and Development and Dimensions of EP

The data in Table (2-16) demonstrate a significant positive relationship between training and development and the dimensions of employee performance. The correlation coefficient is 0.708**, significant at a significance level 0.01. This indicates that training and development substantially impact employee performance in the surveyed hospitals. Thus, Support is found for the first sub-hypothesis of the second central hypothesis, which postulates a substantial correlation between employee performance in the surveyed hospitals and training and development.

The Significant Relationship Between Performance Appraisal and Dimensions of EP

The first sub-hypothesis on the second central hypothesis, which suggests a relationship between performance appraisal and the dimensions of employee performance in the surveyed hospitals, is supported by the correlation coefficient of 0.731** at the significant level of 0.01. This indicates that performance appraisal substantially impacts employee performance in the surveyed hospital.

There is a Significant Relationship Between Career Planning and Dimensions EP

The correlation coefficient is 0.794**. The significant level of 0.01 indicates career planning has a substantial impact on employee performance in the surveyed hospitals, according to the first sub-hypothesis on the second central hypothesis, which suggests a relationship between career planning and the dimensions of employee performance in the surveyed hospitals that any increase in career planning increases the improvement of employee performance at the hospital employee in the study.

The Significant Relationship Between Employee Participation and Dimensions of Employee Performance

The value correlation coefficient for employee engagement in the fourth dominance is 685**. The second primary hypothesis's sub-hypothesis, which proposes a relationship between employee participation and employee performance in surveyed hospitals, was supported by the significant relationship between employee participation and performance dimensions in the surveyed hospitals.

The Significant Relationship Between Job Definition and Dimensions Employee Performance

The second primary hypothesis, which suggests a relationship between job definition and the dimensions of employee performance in the surveyed hospitals, is supported by the correlation coefficient of 0.477** and the significant level of 0.000, respectively, indicating that job definition has a substantial impact on employee performance in the surveyed hospitals.

The end Significant Relationship Between Compensation and Dimensions of EP

The correlation coefficient is 0.647** and the significant level is 0.000. This indicates compensation has a substantial impact on employee performance in the surveyed hospitals. Thus, the first sub-hypothesis on the second main hypothesis which suggests a relationship between compensation and the dimensions of employee performance in the surveyed hospitals.

Table 16: Pearson correlation between (HRM domain and employee performance)

Domain		Employee Performance	Training and development	Performance Appraisal	Career Planning	Employee Participation	Job Definition	Compensation
Employee Performance	Pearson Correlation	1						
Training and development	Pearson Correlation	0.708**	1					
	Sig	0.000						
Performance Appraisal	Pearson Correlation	0.696**	.731**	1				
	Sig	0.000	0.000					
Career Planning	Pearson Correlation	0.749**	.700**	.794**	1			
	Sig	0.000	0.000	0.000				
Employee Participation	Pearson Correlation	0.607**	.511**	.623**	.685**	1		
	Sig	0.000	0.000	0.000	0.000			
Job Definition	Pearson Correlation	0.746**	.606**	.656**	.675**	.477**	1	
	Sig	0.000	0.000	0.000	0.000	0.000		
Compensation	Pearson Correlation	0.778**	.581**	.653**	.693**	.667**	.647**	1
	Sig	0.000	0.000	0.000	0.000	0.000	0.000	

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by the researcher based on statistical analysis

2.3.8. The Impact Analysis Between Study Variables

The key variables' effects were evaluated using the regression coefficient.

A statistically significant correlation between employee performance characteristics, human resources management techniques, and the overall performance of the assessed hospitals was found by analyzing the field data in Table 17-3. The R2 value indicates that these variables can explain 71.80% of the variation in the outcome. Additionally, at a significance level of 0.000*, the computed F-value of 596.899 surpasses the critical value of 3.9381. In contrast, the calculated t-value of 2.423 surpasses the crucial value of 1.661 at a significance level of 0.05. These results show that modifications in HRM procedures significantly impact employee performance in the sample under study. Thus, the second central hypothesis asserts that human resources strategies significantly impact employee performance dimensions in the hospitals evaluated.

Table 17: Using regression analysis, ascertain how HRM affects employee performance

<i>Depended variable</i>	<i>Employee performance</i>			
Independent variable	<i>Constant</i>	<i>B</i>	<i>F</i>	<i>R</i>
	<i>0384</i>	<i>0.926</i>	<i>596.899</i>	
<i>HRM</i>	<i>T (2.423)</i>	<i>T (24.432)</i>	<i>P (0.000) **</i>	<i>71.80%</i>
	<i>P (0.05) *</i>	<i>P (0.0000) **</i>		

*P<0.05, **P<0.001

Source: Prepared by the researcher based on statistical analysis

2.3.9. The Impact Analysis of Individual HRMP on EP Dimensions in the Surveyed Hospitals

Sub-hypotheses and analysis of the effects of standards like career planning, training and development, performance appraisal, employee participation, job definition, and compensation on the dimensions of employee performance that follow were generated by examining the impact of each particular standard of HRM practices on employee performance dimensions:

Impact Analysis of the Training and development standard on employee performance dimensions

The results from the field data analysis in Table (18-3) indicate a significant and statistically meaningful impact of training and development on employee performance dimensions. The correlation coefficient of $R^2 = 75.50$ indicates the capacity of the training and development standard to explain the impact on employee performance dimensions. Moreover, the calculated F-value of 121.467 surpasses the critical value of 3.9381 at a significance level of 0.000**, and the calculated t-value of 4.559 exceeds the critical value of 1.661. These findings show that modifications to the training and development requirements have a significant effect on worker performance. Thus, the first sub-hypothesis of the second major hypothesis implies that employee performance metrics in the hospitals studied are significantly impacted by training and development.

Impact Analysis of The Performance Appraisal Standard on Employee Performance Dimensions

The results from the field data analysis in Table (18-3) indicate a significant and statistically meaningful impact of performance Appraisal on employee performance dimensions. The correlation coefficient of $R^2 = 75.50$ indicates the capacity of the performance Appraisal standard to explain the impact on employee performance dimensions.

Moreover, the calculated F-value of 121.467 surpasses the critical value of 3.9381 at a significance level of 0.000**, and the calculated t-value of -0.456 exceeds the critical value of 1.661. These results demonstrate that changes in the performance Appraisal standard have a substantial impact on employee performance.

Therefore, the first sub-hypothesis of the second main hypothesis, suggests a significant impact of performance appraisal on employee performance dimensions in the surveyed hospitals.

Impact Analysis of the Career Planning Standard on Employee Performance Dimensions

The results from the field data analysis in Table (2-18) indicate a significant and statistically meaningful impact of career planning on employee performance dimensions.

The correlation coefficient of R^2 75.50 indicates the capacity of the career planning standard to explain the impact on employee performance dimensions. Moreover, the calculated F-value of 121.467 surpasses the critical value of 3.9381 at a significance level of 0.000**, and the calculated t-value of 2.492 exceeds the critical value of 1.661. These findings indicate that modifications to the career planning standard significantly impact staff performance. As a result, the first sub-hypothesis of the second main hypothesis implies that career planning has a major influence on staff performance metrics in the studied hospitals.

Impact Analysis of the Employee Participation Standard on EP Dimensions

The results from the field data analysis in Table (2-18) indicate a significant and statistically meaningful impact of employee participation on employee performance dimensions. The correlation coefficient of R^2 75.50 indicates the capacity of the employee participation standard to explain the impact on employee performance dimensions. Moreover, the calculated F-value of 121.467 surpasses the critical value of 3.9381 at a significance level of 0.000**, and the calculated t-value of 0.643 exceeds the critical value of 1.661. These results demonstrate that changes in the employee participation standard have a substantial impact on employee performance. Therefore, the first sub-hypothesis of the second main hypothesis, suggests a significant impact of employee participation on employee performance dimensions in the surveyed hospitals.

Impact Analysis of the Job Definition Standard on Employee Performance Dimensions

The results from the field data analysis in Table (2-18) indicate a significant and statistically meaningful impact of job definition on employee performance dimensions. The correlation coefficient of R^2 75.50 indicates the capacity of the job definition standard to explain the impact on employee performance dimensions. Moreover, the calculated F-value of 121.467 surpasses the critical value of 3.9381 at a significance level of 0.000**, and the calculated t-value of 5.651 exceeds the critical value of 1.661. These results demonstrate that changes in the job definition standard have a substantial impact on employee performance. Therefore, the first sub-hypothesis of the second main hypothesis, suggests a significant impact of job definition on employee performance dimensions in the surveyed hospitals.

Impact Analysis of the Compensation Standard on EP Dimensions

The results from the field data analysis in Table (2-18) indicate a significant and statistically meaningful impact of compensation on employee performance dimensions. The correlation coefficient of R^2 75.50 indicates the capacity of the compensation standard to explain the impact on employee performance dimensions. Moreover, the calculated F-value of 121.467 surpasses the critical value of 3.9381 at a significance level of 0.000**, and the calculated t-value of 6.672 exceeds the critical value of 1.661. These results demonstrate that changes in the compensation standard have a substantial impact on employee performance. Therefore, the first sub-hypothesis of the second main hypothesis, suggests a significant impact of compensation on employee performance dimensions in the surveyed hospitals.

Table 18: Regression analysis to ascertain HRM (domain)'s effect on EP

Depended variable In depended variable	Employee performance			
	Constant	B	F	Adj-R2
Training and development		0260 T (4.559) P (0.000) **		
Performance appraisal		-0.024 T (0.456) P (0.649)		
Career plaining	0.243 T (1.458) * P (0.146)	0.139 T (2.492) P (0.013) *		
Employee participation		0.023 T (5.643) P (0.521) **	121.467 P (0.000) **	75.50%
Job definition		0.263 T (5.651) P (0.000) **		
Compensation		0.295 T (6.672) P (0.000) **		

*P<0.005 **P0.001

2.3.10. Analysis of The Effect of Standards of HRM Practices in General on The Dimensions of EP

The field data analysis results in Tables 2–18 show a statistically significant and noteworthy influence. The R2 value of 75.50% signifies the ability of the standards of

human resource management practices generally. to explain their impact on the dimensions of employee performance. Furthermore, the calculated (F) value of 121.467 is higher than the tabular value of 3.9381 at a significance level of 0.000, and the calculated (T) value of 1.458* exceeds the tabular value of 1.661. Based on the nature of this effect, changes in standards of human resource management practices, in general, have a more pronounced impact on employee performance. Consequently, we accept the first sub-hypothesis of the second main hypothesis, which states that there is a significant impact on human resource management practices in general and on the dimensions of employee performance in the studied hospital.

Generally, it is evident from Table 2–18 that human resource management practices have a discernible impact on employee performance. The independent variable, human resource management practices, influences the dependent variable, employee performance, to varying degrees. The calculated (F) value for the sex dimensions is higher than the tabular (F) value, indicating statistical significance. Additionally, the coefficient of determination (R²) in these sex dimensions, as shown in Tables 2–18, demonstrates that the proposed model explains the variance and changes in employee performance.

This implies that human resource management practices, such as training and development, performance appraisal, career planning, employee engagement, and compensation, positively affect employee performance. Therefore, the independent variables have been proven to positively contribute to the dependent variable. Consequently, we reject the first main hypothesis, which suggests a significant impact of human resource management practices on the performance of the hospital staff under study (with a significance level of *P<0.05)-*P<0.001).

Hypothesis Results

H1: Employee performance is significantly impacted by human resources management. Accepted

H1-a. training and development will have positive influence on employee performance. Accepted

H1-b. Performance Appraisal will have negative influence on employee performance. Rejected

H1-c. Employee participation will have negative influence on employee performance. Rejected

H1-d. Job definition will have positive influence on employee performance. Accepted

H1-e. Career planning will have positive influence on employee performance. Accepted

H1-f. Compensation will have positive influence on employee performance. Accepted

H1: Employee performance and human resources management are significantly correlated. Accepted

CONCLUSION AND DISCUSSION

The study discovered a correlation between employee performance and HRM procedures. Hospitals face challenges in human resource management, including staff dissatisfaction, lack of commitment, team spirit, poor working conditions, shortage of skilled workers, absenteeism, and staff conflicts.

The issues can be addressed by examining the impact of HRM practices on employee performance. Employee management is crucial for ensuring worker performance and achieving objectives. Employee management is crucial for ensuring worker performance and achieving objectives. Research indicates that human resources management significantly impacts the quality of staff performance.

The literature emphasizes the importance of HRM in achieving hospital objectives and improving administrative efficiency among staff through frequent training. Hospital quality improvement necessitates a competent workforce, with career planning and HRM practices playing crucial roles in the healthcare industry. Modern hospitals should adopt alternative HRM approaches and have clear strategic direction from senior management to improve staff management effectively.

Discuss the Results of the Study

The study was identified by examining the personal and functional characteristics of the study sample. 52.1% of the respondents were female, and 47.9% of the respondents' ages ranged from 31 to 40 years. This indicates that the hospital has young employees and that 50% of the study sample has a certificate or diploma. This level of education is appropriate and helps to understand more about human resource management and its importance in improving performance correctly.

However, the results indicated that more than 84.3 percent of the study sample had work experience for more than five years, which shows most sample members have long experience. This makes exercise implementation in HRM easier to understand. Middle-level (66.1%) has a significant value for the job level. Consequently, this phase advances the use of human resource management strategies. The study results show that HRM practices such as job description, salary, career planning, performance appraisal,

training and development, and employee engagement and performance are positively correlated.

The study indicates that employee performance can be enhanced by providing adequate decision-making opportunities, promoting training and development, and defining their roles.

The Pearson correlation is between both of them (4.24–4.26). The descriptive statistical analysis results, which demonstrated that hospitals had a high degree of human resource management practice, corroborated the analysis's findings. This study sample was focused on the elements of HRM practices at the hospital study site. It was demonstrated that, to differing degrees, they were all practitioners.

The highest one is still the most significant; the average career planning arithmetic average reaches 3.81. It emphasizes a hospital's interest in the career planning function as a basis for the most critical functions of human resource management. This indicates the importance of career planning and career improvement. Probabilities of employees working in government and private hospitals contribute to raising their performance levels.

The compensation function is characterized by a weighted mean of 4.04. This demonstrates the hospital's focus on pay, benefits, and bonuses. Following training, hospital employees represent one of HRM's most crucial issues. Next comes the significance of HRM procedures in hospital operations.

The employee engagement process aims to increase employee satisfaction and productivity through various methods such as feedback, communication, and arithmetic mean (3.94), which shows that HRM focuses on teamwork and increasing employee performance levels. It is also essential to practice the employee results evaluation function; the arithmetic mean is 4.09. This indicates the role of the human resources department in the hospital in finding clear standards for the performance appraisal of its employees. This helps to evaluate the capabilities of staff and their contribution to the hospital, which was the last HRM concern among the six practices.

The Relationship Between Humane Resource Management and Employee Performance

The study also revealed a positive correlation between management practices HR (training and development, performance evaluation and career planning, employee involvement, job definition, and compensation) and employee performance. According to the study, allowing employees to make effective decisions can enhance EP, which also demonstrated the importance of job definition and training development in raising employee performance.

Khaled (2013) and Ayanda (2010) found a positive correlation between HRMP and EP. The study found that human resource management practices significantly influence six dimensions of employee engagement: training and development, performance appraisal, career planning, employee participation, job definition, and compensation.

The Study's Theoretical Effects are Influenced by Several Factors

The study investigates the impact of HRM practices as an independent variable on employee performance. As a dependent variable, it is greater than the values of the interpretation coefficient (R²) and the table of these dimensions.

These six dimensions interpret the variance values and change in employee performance as the dependent variable. It became evident that employee performance, the dependent variable, is dependent on human resource management techniques, the independent variable.

Thus, it became evident that there is a statistically significant effect of human resource management practices, as evidenced by the independent variable HRMP in this study, which has a high explanatory significance.

The dependent variable is the employee's performance. This study agreed with the studies of Khatibi (2012), Becker (2006), and Bowen (2004), which showed that the practices and activities of human resources have a significant impact on employee performance. The results of testing the main hypothesis also showed and the hypotheses from the existence of a statistically significant effect of the practice of HRM (training and development, performance evaluation, career planning, employee participation, job

definition, and compensation) on the EP of the hospital under study on a moral level. (*P<0.05), (**P<0.001).

Limits and Future Research Areas

The study investigated the impact of HRMP on EP using a limited sample. Efficiency in analysis is crucial, as organizational procedures and the surrounding environment significantly impact employee behavior.

Future research should concentrate on a broader range of public and private healthcare facilities. The results of this study can only be applied to additional research in hospitals of various levels because it was restricted to a small number of hospitals in the city of Erbil.

These HRMPs were developed based on prior studies conducted by different researchers and in compliance with the HRMPs that are in use in Erbil city hospitals. As a result, future studies can refer to several different approaches.

Recommendations

The review examines the influence of HRMP on employee performance in Erbil, revealing that both public and private hospitals require improvement in various areas. The study recommends various strategies for employee participation, career planning, performance evaluation, training development, job definition, and compensation.

- The management process involves hospital staff in various functional tasks to enhance confidence in the occupational sector hospitals.
- The performance development process involves continuous staff training and assessment of HRM performance, including leadership abilities, self-skills, risk management, strategic thinking, training, innovation, management experience, and remuneration.
- HRM should play a crucial role in the top management of hospitals, providing regular induction and apprenticeship training both domestically and internationally.

- Within an organizational structure, the HR department manages hiring, training, safety, security, administration, employment, close observation, government systems, and legal issues.
- The HR department constantly supports the operation and development of the hospital's staff.
- Institutions should create HRM models that comply with national and international norms, covering workforce planning, hiring, staffing, performance reviews, awards, incentives, benefits, social security, and labor relations.
- Hospitals should integrate a robust employee provision system into their HR policies to ensure efficient and adequate staffing.
- Public and private institutions should use the HRM system to enhance personal and organizational training for all employees.
- The HR strategy involves developing an HRM process that involves hospital staff in broader functional tasks to build confidence in the healthcare facility.

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LIST OF FIGURES

Figure 1: Conceptual model of research.....	17
Figure 2: Conceptual model to investigate how HR and management procedures affect worker performance.	24
Figure 3: Theory x and theory y	28
Figure 4: The relationship between HRM and performance	29
Figure 5: Strategic HRM model External environment	33
Figure 6: Functions of HRM	35
Figure 7: Phases of the training process	45
Figure 8: Performance appraisal levels	49
Figure 9: The study sample was distributed according to the hospital-type variable	71
Figure 10: The study sample was distributed according to the gender-type variable .	72
Figure 11: The study sample was distributed according to the age group variable	72
Figure 12: The study sample was distributed according to the educational qualification variable.....	73
Figure 13: The study sample was distributed according to the job level variable	73
Figure 14: The study sample was distributed according to the years of employment variable.....	74
Figure 15: The study sample was distributed according to the Career Center variable terms of the category of administration	74
Figure 16: In the figure frequency table, weighted mean, standard deviation and percentage of agreement from the HRM domain the first items	77
Figure 17: In the figure frequency table, weighted mean, standard deviation and percentage of agreement from the HRM domain the second item	77
Figure 18: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain the third item	78
Figure 19: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain the third item	79
Figure 20: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement from the HRM domain the third item	80
Figure 21: In the figure frequency table, weighted mean, standard deviation, and percentage of agreement	81

Figure 22: Frequency table, weighted mean, standard deviation, and percentage of agreement from the employee performance Domain of the twelve items. 82

LIST OF TABLES

Table 1: Practice Scale of HRM	38
Table 2: Distributed and returned forms and their percentage	66
Table 3: Arithmetic class and verbal interpretation Likert scale.....	68
Table 4: Coefficient of stability of the study variables	68
Table 5: Sample members according to personal information variable	71
Table 6: Frequency table, weighted mean, standard deviation and percentage of agreement from the HRM domain	76
Table 7: Frequency table, weighted mean, standard deviation and percentage of agreement from the employee performance.....	82
Table 8: Independent sample -test to measure the significant differences of the research sample towards the main variables based on the type of (hospital)	85
Table 9: Independent sample -test to measure the significant differences of the research sample towards the main variables based on the type of (Gender).....	86
Table 10: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (Age group)	87
Table 11: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (Educational qualification)	88
Table 12: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (Job Level)	89
Table 13: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (years of employment)	90
Table 14: ANOVA test to measure the significant differences of the research sample towards the main variables based on the type of (career center).....	91
Table 15: Pearson correlation between (HRM and employee performance)	92
Table 16: Pearson correlation between (HRM domain and employee performance)	95
Table 17: Using regression analysis, ascertain how HRM affects employee performance	96
Table 18: Regression analysis to ascertain HRM (domain)'s effect on EP.....	99

ATTACHMENTS

Faculty of Administration and Economics

Business Administration Department

Postgraduate Studies



Date / 2023 / /

Number of the Form ()

Dear Sir/ Madam

Greetings

This questionnaire aims to study (The Effect of Human Resources Management Practices on Employee Performance An applied study on public and Private Hospitals in - Erbil) Please kindly read the items and paragraphs of the questionnaire carefully and choose the appropriate answer from your point of view, and that this study does not need to mention the name and it is for the purposes of scientific research. Please kindly read and answer all the questions of the questionnaire.

Researcher Supervising

Nazar Muhammed Assist Prof. Dr Neşe YILDZ

SECTION A

For each of the following questions, kindly tick (√) the option that best fits your response. Respondents Personal Information:

Sequence	Factor	Classification	
1	Gender	Male	
		female	
2	Age	Less than 25 years	
		26-30 years	
		31-40 years	
		50 years above	
3	Educational qualification	PHD	
		Master	
		Bachelor	
		diploma	
		Others	
4	Level	Top management	
		Middle level	
		Lower level	
5	Years of employment	Below 2 years	
		2-5 years	
		6 years above	
6	Career Center	Administrative	
		Technical	
		Accountant	

SECTION B

Instruction

This section of the questionnaire seeks to know your perception of employee performance within the public and private hospital. For each statement, kindly tick [√] the column that best describes your thought based on the following ratings:

1	2	3	4	5
Strongly disagree	Disagree	Undecided	Strongly Agree	Agree

A	HUMAN RESOURCE MANAGEMENT (HRM) I. Training and development	1	2	3	4	5
7	Training programs contribute to increased information experiences and abilities of the trainees.					
8	Advanced training programs which been implemented by the organization contribute to decrease production costs.					
9	Our organization conducts extensive training programs for employees in all aspects of quality.					
10	training help improve the performance of the job					
11	Employees in each job will normally go through training programs every year.					
12	Training needs to identify through a formal Performance appraisal mechanism.					
13	There are formal training programs to teach new employees the skills they need to perform their jobs.					
14	Training needs identified are realistic, useful and based on the business strategy of the organization					
15	New knowledge and skills to imparted to employees periodically to work in teams.					
16	Most of the training and development in my organization is done through eLearning.					
17	Leadership in the training process to reduce maintenance costs.					
B	II. Performance Appraisal	1	2	3	4	5
18	Appraisal system in our organization is growth and development oriented.					
19	Employees are provided performance-based feedback and counseling.					
20	Employees have faith in the performance appraisal system.					

21	Appraisal system has a strong influence on individual and team behavior.					
22	The appraisal data of used for making decisions like job rotation, training and compensation.					
23	The objectives of the appraisal system clear to all employees.					
C	III. Career Planning	1	2	3	4	5
24	Individuals in this organization have clear career paths.					
25	Employee's career aspirations within the organization are known by his/ her immediate superior.					
26	Employees in our organization have more than one potential position for promotion.					
27	Individual and organization growth needs are matched in this organization.					
28	Our organization plans for the career and development of employees.					
29	Our organization prefers an internal employee whenever a vacancy exists.					
30	Each employee is aware of his/her career path in the organization.					
D	IV. Employee Participation	1	2	3	4	5
31	Employees in this organization are allowed to make decisions related to cost and quality matters.					
32	Employees in this organization are asked by their superiors to participate in operations related decisions.					
33	Employees are provided opportunity to suggest improvements in the way.					

E	V. Job Definition	1	2	3	4	5
34	The duties of every job are clearly defined in our organization.					
35	Each job in our organization has an up-to-date job description.					
36	The job description for each job contains all the duties performed by individual employee					
37	The actual job duties are shaped more by the employee than by the formal job description					
38	Job performance is an important factor in determining the incentive compensation of employees.					
F	VI. Compensation	1	2	3	4	5

39	Job performance is an important factor in determining the incentive compensation of employees.					
40	In our organization, salary and other benefits are comparable to the market.					
41	In our organization, compensation is decided on the basis of competence or ability of the employee.					
42	The compensation for all employees is directly linked to performance					
43	In our organization, profit sharing is used as a mechanism to reward higher performance.					
G	Employee PerformanceVII.	1	2	3	4	5
44	Employees in each job will normally go through training programs every year.					
45	New knowledge and skills are imparted to employees periodically to work in teams.					
46	Employees have the ability to solve business problems.					
47	Employees have faith in the performance appraisal system.					
48	Our organization plans for the career and development of employees.					
49	The employee searches for the best ways to the work and does not limit to the previous methods.					
50	the employee's performance evaluation depends on the commitment					
51	Each employee is aware of career path in the organization.					
52	Employees in our organization have more than one opportunity position for promotion.					
53	The employee sets a plan for work so that does not have urgent or sudden actions.					
54	The employees are prepared to take responsibility					
55	Employees do not neglect problems Rather they take early measures to solve in a serious way not temporary.					

CURRICULUM VITAE

I have a bachelor's degree in business administration from University of Slahaden / College of Administration and Economics, I have a Master degree in Business Administration from University of Gaziantep in Turkey in 2016, PhD student at the Faculty of Business Administration, Karabük University in 2019 Turkey and completed an academic course.

Participation In Certificates

Advanced Academic English - Salaheddin University/Language Center

- Successful completion of the Academic Capacity Building Training Course at Erbil University of Technology in 2017.
- attended four workshops titled The Importance of Writing and Publishing Top Scientists in December 2018
- Project management in 2008 under the supervision of the USAID organization.
- Training budget courses in 2009 were overseen by USAID.
- Generic Refresher in 2010 under the supervision of the USAID organization.
- These three actions were subordinated to the ARK - the Ministry of Planning.