



**T.C**

**BINGOL UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES**

**BUSINESS ADMINISTRATION DEPARTEMENT**

**THE ROLE OF HUMAN RESOURCE MANAGEMENT  
STRATEGIES ON ORGANIZATIONAL  
PERFORMANCE**

**Prepared By**

**Redar Abdulqader ISMAEL**

**Master's Thesis**

**Supervisor**

**Prof. Dr. Sait PATIR**

**Bingöl- 2017**





**T.C**

**BİNGÖLÜNİVERSİTESİ  
SOSYALBİLİMLER ENSTİTÜSÜ  
İŞLETME BÖLÜMÜ**

**İNSAN KAYNAK YÖNETİM STRATEJİLERİNİN  
ÖRGÜTSEL PERFORMANS ÜZERİNDEKİ ROLÜ**

**Hazırlayan**

**Redar Abdulqader ISMAEL**

**YÜKSEK LİSANS TEZİ**

**Danışman**

**Prof.Dr. Sait PATIR**

**Bingöl- 2017**

## TABLE OF CONTENTS

<b>BİLİMSEL ETİK BİLDİRİMİ.....</b>	<b>IV</b>
<b>ÖNSÖZ.....</b>	<b>V</b>
<b>SOCIAL SCIENCES INSTITUTE .....</b>	<b>VI</b>
<b>ACKNOWLEDGMENTS .....</b>	<b>VII</b>
<b>DEDICATION.....</b>	<b>VIII</b>
<b>ABSTRACT .....</b>	<b>XI</b>
<b>LIST OF FIGURES .....</b>	<b>XIV</b>
<b>INTRODUCTION .....</b>	<b>1</b>
<b>CHAPTER ONE .....</b>	<b>3</b>
<b>THE FRAMEWORK OF THE STUDY.....</b>	<b>3</b>
<b>1.1 The Problem of the Study .....</b>	<b>4</b>
<b>1.2 The Key Aim of the Study .....</b>	<b>5</b>
<b>1.2.1 The Objectives of Study.....</b>	<b>5</b>
<b>1.2.2 The Significance of the Study.....</b>	<b>6</b>
<b>1.3 The Basis of the Research .....</b>	<b>7</b>
<b>1.4 Theoretical Framework of the Dissertation .....</b>	<b>7</b>
<b>1.5 The Hypotheses of Study .....</b>	<b>9</b>
<b>1.5.1 The First Main Hypotheses .....</b>	<b>9</b>
<b>1.5.2 The Second Main Hypotheses .....</b>	<b>9</b>
<b>1.6 The Methodology of This Dissertation.....</b>	<b>10</b>
<b>1.7 Procedures For Conducting This Dissertation.....</b>	<b>11</b>
<b>1.8 Research Limitations .....</b>	<b>12</b>
<b>1.9 Terminology Definitions.....</b>	<b>12</b>
<b>1.9.1 Human Resource Management Strategies.....</b>	<b>12</b>
<b>1.9.2 Organizational Performance.....</b>	<b>13</b>
<b>CHAPTER TWO .....</b>	<b>14</b>
<b>LITERATURE REVIEW .....</b>	<b>14</b>
<b>2.1 Human Resource Management .....</b>	<b>14</b>

2.1.1 The Concept of Human Resource Management .....	14
2.1.2 The importance of Human Resource Management .....	19
2.1.3 The objectives of Human Resource Management.....	20
2.1.4 Strategies of Human Resource Management.....	22
<b>2.2 Organizational Performance .....</b>	<b>36</b>
2.2.1 The Concept of Organizational Performance.....	36
2.2.2 Organizational Performance Objectives.....	38
2.2.3 The Importance of Organizational Performance.....	39
<b>2.3 Previous Studies .....</b>	<b>41</b>
<b>CHAPTER THREE .....</b>	<b>47</b>
<b>3.1 The Study Methodology .....</b>	<b>47</b>
3.1.1 The Study Population .....	48
3.1.2 Methods of Data Collection .....	49
3.1.3 Statistical Treatment.....	50
3.1.4 The Study Measuring Tool.....	51
3.1.5 Instrument Reliability.....	51
<b>CHAPTER FOUR.....</b>	<b>53</b>
<b>RESULTS OF STUDY .....</b>	<b>53</b>
<b>4.1 Respondents Demographics Analysis .....</b>	<b>53</b>
4.1.1 Gender of Respondents.....	53
4.1.2 Level of Education .....	53
4.1.3 Years of Experience .....	53
4.1.4 Scientific Position .....	53
<b>4.2 Descriptive Analysis of Study Variables.....</b>	<b>55</b>
4.2.1 HRM Strategies .....	55
4.2.2 Organizational Performance.....	61
<b>4.3 Testing the Study Hypotheses.....</b>	<b>63</b>
4.3.1 Examine the Correlation Between HRM Strategies and Organizational Performance.....	63
4.3.2 Examine the Impact of HRM Strategies on Organizational Performance.....	65

<b>CHAPTER FIVE.....</b>	<b>68</b>
<b>CONCLUSION AND RECOMMENDATIONS.....</b>	<b>68</b>
<b>5.1. Conclusion.....</b>	<b>68</b>
<b>5.2. Recommendations .....</b>	<b>70</b>
<b>REFERENCES .....</b>	<b>72</b>
<b>ÖZGEÇMİŞ.....</b>	<b>87</b>



## **BİLİMSEL ETİK BİLDİRİMİ**

Yüksek Lisans tezi olarak sunduğum“The Role Of Human Resource Management Strategies On Organizational Performance” adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan ve yadolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu taahhüdedim.

/ /2017

**İmza**

**Redar Abdulqader ISMAEL**

## ÖNSÖZ

“The Role Of Human Resource Management Strategies On Organizational Performance” isimli çalışmamın hazırlanmasında yardımlarını esirgemeyen danışman hocam Prof.Dr.Sait Patır’a, tezin yazım aşamasında ve tashihinde katkılarını esirgemeyen Mr. Zana Majed Sadiq’a ve yetişmeme katkısı olan tüm hocalarıma teşekkürlerimi sunmayı bir borç bilirim. Ayrıca tezimi tamamlama konusunda moral ve motivasyonumu üst düzeyde tutmama yardımcı olan aileme şükranlarımı sunarım.

/ /2017

**İmza**

**REDAR ABDULQADER ISMAEL**



**BINGOL UNIVERSITY  
SOCIAL SCIENCES INSTITUTE**

This work entitled (The Role of Human Resource Management Strategies on Organizational Performance), prepared by (Redar Abdulqader ISMAEL), was found to be successful as a result of the thesis defense examination held on the date of [Defense Examination] and accepted by our juror As the Master's Degree in the Department of Business Administration.

**THESIS JURY MEMBERS** (The Role of Human Resource Management Strategies on Organizational Performance), Prepared by (Redar Abdulqader ISMAEL)

Chair: Assistant Professor.Dr. Mehmet AYTEKİN                      Signature: .....

Supervisor: Professor Dr.Sait PATIR                                      Signature: .....

Member: Associate Professor.Dr. Abdulvahap BAYDAŞ                      Signature: .....

CONFIRMATION

ONAY

The jury determined in the 11 /10 / 2017 have accepted this thesis Session of the Board of Directors of the Institute of Social Sciences of Bingol University.

Title Name Surname

Director of the Institute

## ACKNOWLEDGMENTS

(The Role of Human Resource Management Strategies On Organizational Performance) is emphasized in the context of "consumer-focused" approaches that are increasingly emphasized in maintaining the competitive position of today's businesses. Advisor who does not give up help in preparing this work ;( **Prof. Dr.Sait Patir**); I would like to thank all the contributors who contributed to the ( **Mr.Zana Majed Sadq**) person who contributed, at the final don't forget help especially to data base ( **Mr.Hakim khalid**).

While completing my work, I offer my gratitude for helping to keep my morale and motivation at a high level.

/ /2017

**imza**

**REDAR ABDULQADER ISMAEL**

## DEDICATION

This Research is dedicated to:

- To the spirit of my father, may God have mercy on him.
- To my dear mother who always supported me, god saves you my mother.
- My lover's sisters and brothers.
- To my dear wife (Sajda), my children (Redwan, Hala, Malak and Mina).
- To my all my friends in the colleagues who helped complete this research.



## ÖZET

Bu tez, özel olarak akademik liderlik perspektifleri ile ilgili örgütsel performans üzerine "İnsan kaynakları yönetimi, eğitim ve geliştirme, insan kaynaklarının sürdürülmesi, performans değerlendirme ve ödüller" olmak üzere insan kaynakları yönetim stratejilerinin rolünü incelemeyi amaçlamaktadır. Dekan, ve yardımcıları, bölüm başkanları, bölüm hocaları ve idari birimler başkanı bulunan Irak Erbil şehrindeki üniversitelerdir. Bu tezin en önemli hedefleri şunlardır:

- Çalışmanın değişkenlerini, insan kaynakları yönetim stratejilerini ve organizasyonel performansı açıklamak.
- Araştırma değişkenlerine teorik bir çerçeve oluşturmak.
- İnsan Kaynakları Yönetim Stratejilerinin örgütsel performans üzerindeki etkisini ve korelasyonunu belirlemek.

Bir anket birincil verileri toplamak için bir araç olarak tasarlanmış ve geliştirilmiştir. Çalışma örneği arasında 150 soru formu dağıtılmıştır. Bununla birlikte, 131 anket geri döndü ve 123 anket istatistiksel olarak analiz amacıyla kullanıldı. Anket üç bölümden oluşmaktadır. Birinci bölüm, bazı katılımcıların demografik verileri ile ilgili genel bilgileri içermektedir: eğitim seviyeleri, bilimsel konum ve cinsiyeti pantol cinsi. İkinci bölümde, İKY stratejilerinin seviyesini ölçmek amacıyla kapalı bir dizi soru yer alıyordu. Üçüncü bölüm, Irak Erbil Şehrindeki özel üniversitelerdeki akademik liderliklerin bakış açısı ile örgütsel performans düzeyini ölçmeyi amaçlayan beşli puanlı bir ölçek kullanan 15 soruyu içermektedir.

Bu tezin sonucu şudur: özel üniversitelerde kurumsal performans ile birlikte insan kaynakları yönetimi stratejilerinin seviyeleri yüksektir.

İnsan kaynakları yönetimi, stratejilerinin ve organizasyonel performansın etkisinin yanı sıra, olumlu güçlü bir ilişki vardır. Butezin sonuçlarına dayanarak, insan kaynakları yönetiminin ve organizasyonel performansın rolünü arttırmak için öneriler yapılmıştır.

**Anahtar kelimeler:** İKY stratejileri, işe alım ve seçme, eğitim ve geliştirme, insan kaynaklarının sürdürülmesi, performans değerlendirme, ödüller ve organizasyonel performans.

## ABSTRACT

This dissertation aims to examine the role of human resource management strategies its dimension comprise of "recruitment and selection, training and development, sustain of human resources, performance appraisal, and rewards" on organizational performance relating to the perspectives of academic leaderships in private universities in Iraqi Erbil city that includes dean of collages, their assistance, head of departments, reporters of department, and head of administrative units .The most important objectives of this dissertation are:

- To give explanation of the variables of the study, human resource management strategies and organizational performance.
- To build a theoretical framework to the research variables.
- To determine the correlation as well as the impact of Human Resource Management Strategies on organizational performance.

A survey questionnaire has been designed and developed as a tool to collect primary data. 150 questionnaires have been distributed among the study sample. However, 131 questionnaires returned and 123 questionnaires were suitable for the purpose of statistically analyzing. The questionnaire consists of three sections. First section contains general information related to some respondents' demographic data, namely: levels of education, scientific position, and gender of participants .The second section included a set of closed questions aims to measure the level of HRM strategies. The third section included 15 questions close ended questions with the use of a five point liker scale aims to measure the level of organizational performance from the perspective of the academic leaderships at private Universities in Iraqi Erbil City.

The result of this dissertation was the following: the levels of human resource management strategies along with organizational performance in private universities are high. There is a positive strong correlation as well as an impact of human resource management strategies and organizational performance. Based on the results of this dissertation, a set of recommendation presented in order to enhance the role of human resource management and organizational performance.

**Keywords:** HRM strategies, recruitment and selection, training and development, sustain of human resource, performance appraisal, rewards, and organizational performance.



## LIST OF TABLES

TABLE1: PRIVATE UNIVERSITIES IN IRAQI ERBIL CITY .....	7
TABLE 2 : QUESTIONNAIRE INSTRUMENTS .....	48
TABLE 3: DISTRIBUTED AND RETURNED QUESTIONNAIRE .....	49
TABLE 4 : RELIABILITY TEST .....	52
TABLE 5 : RESPONDENTS' DEMOGRAPHICS ANALYSIS .....	54
TABLE 6: ANALYZING RECRUITMENT AND SELECTION QUESTIONS.....	56
TABLE 7: ANALYZING TRAINING AND DEVELOPMENT QUESTIONS .....	57
TABLE 8 : ANALYSINGSUSTAINS OF HUMAN RESOURCES QUESTIONS.....	58
TABLE 9 : ANALYZING PERFORMANCE APPRAISAL QUESTIONS .....	59
TABLE 10 : ANALYZING REWARDS QUESTIONS .....	60
TABLE 11: RANKS OF HRM STRATEGIES.....	61
TABLE 12: ANALYZING ORGANIZATIONAL PERFORMANCE QUESTIONS .....	62
TABLE 13 : THE CORRELATION BETWEEN HRM STRATEGIES AND ORGANIZATIONAL PERFORMANCE. 63	
TABLE 14 : THE CORRELATION BETWEEN THE FIVE HRM STRATEGIES AND ORGANIZATIONAL PERFORMANCE .....	64
TABLE 15; THE IMPACT OF HRM STRATEGIES ON ORGANIZATIONAL PERFORMANCE.....	66
TABLE 16 : THE IMPACT OF THE FIVE HRM STRATEGIES ON ORGANIZATIONAL PERFORMANCE.....	67

## LIST OF FIGURES

	<b>Page</b>
FIGURE 1: THEORETICAL FRAMEWORK.....	8
FIGURE 2 : HUMAN RESOURCE MANAGEMENT OBJECTIVES SOURCE: (AL-HITI, 2003: 34).....	22
FIGURE 3 : SOURCES TO OBTAIN WORKFORCE (ABDUL-BAQI, 2000, 154) .....	26





## INTRODUCTION

Currently, in the world of business there is a common belief that in any organization human resources consider as the main source of competitive advantage, as long as that the practices and policies for managing human resources are integrated with objectives as well as strategic goals. Hence, human resource management strategies confirm the significance of establishing correspondence between policies of human resource and strategic goals of organization.

The management of human resource may be explaining as a shape of management activities. Services organizations have a tendency to believe that human resource management is the anchor for managing the relationship between employer and employee. Nevertheless, human resource management strategies are more about being than believing with the relationship between employer and employee. In general, human resource management strategy according to Wright & McMahan (1992, 298) is refers to the activities of planned human resource pattern intended to enable organizations to achieve its objectives.

Nowadays, the emerging of trends or/and changes such as technology, competition, nature of work, and globalization are the attitude motivations requiring practices of human resource management to be more strategically focused. The overall human resource management purpose according to Armstrong (2006, 8) is to make sure that the organization is able to achieve success through the employee. Traditional human resource management emphasizes only on specialization particular functional tasks but not on 'people'. A modern human resource management must give emphasis on their entire contribution in the organization, interesting in overall efficiency, innovative expectation along with innovative behavior in addition to worker right attitudes in organization .As a result, this study aims to examine the role that Human Resource Management Strategies plays in enhancing the performance of the Organization.

The structure of this dissertation can be explaining as following:

- In chapter one, the problem of the research, study importance, theoretical framework of the study, study hypotheses, and the objectives of study is outlined.

- Chapter two present and introduce the variables of study human resource management strategies and organizational performance along with determine their dimensions and illustrates their importance.
- Chapter three will introduce and explain the methodology and data analysis.
- Chapter four presents results and findings of this study and followed by discussion.
- Chapter five, the conclusion of this study is addressed along with presenting a set of recommendations for further studies.



## **CHAPTER ONE**

### **THE FRAMEWORK OF THE STUDY**

Nowadays, the human element is one of the most important resources of any productive process, whether in service, industrial or public organizations, where in the past this element works more than the current but without efficiency and was not looking at this element and attention to them as now. Human beings are the central variable in all organizations which without human element material assets would lose their value. Any organization made up of humans, and therefore selecting, preparing, motivating and sustaining them, is an essential activity in order for the Organization to reach its goals. The management of human resource is a set of practices and policies required to implement the various human-related activities that the organization needs to perform its functions. It is therefore necessary for an organization to plan, organize and evaluate its human resources in order to manage them.

The perception of development human resources management has changed currently and has become one of the most important administrative functions in modern organizations. There are many reasons to explain the evolution of the management of contemporary organizations into human resources management in addition to its growing interest as a specialized administrative function as well as a branch of the science of management, the most important of these reasons is expansion and industrial development in the modern era. Increasing the levels of education and opportunities for public culture for workers. The high cost of humanitarian work, where wages represent a high rate and increasing proportion of production costs in all organizations

## 1.1 The Problem of the Study

Currently, organizations looking for new mechanisms for global competition as key prerequisites to ensure that they remain in the local business world, regional and international challenges. Some studies have indicated the importance of some of human resource management functions. For instance, the strategy of training is linked to business strategy in many organizations, which requires strengthening the relationship between training on the one hand and the development of human resources on the other hand. Because the strategy of training includes extensive entries that contribute to the restructuring of all human resource management practices (Smith & Smith, 2007).

In addition, the recruitment and selection are seen as a function that cannot be neglected in the organization and are reflected on other human resources management practices. Some researchers confirmed that organizations that can achieve value added of human resources has a system to human resources management that focuses on maintaining employees and building their experiences through learning processes (Kamoche and Mueller, 1998).

The problem of the study lies in the attempting to identify the role of Human Resource Management Strategies represents by (recruitment and selection, training and development, sustain of human resource, performance appraisal, and rewards) in enhancing the performance of the organization in the private universities in Iraqi Erbil City. Furthermore, the problem of the research can be inferred by answering the following questions:

1. What is the level of human resource management strategies (recruitment and selection, training and development, sustain of human resource, performance appraisal, rewards) from the perspective of the academic leaderships at private universities in Iraqi Erbil City?
2. What is the level of organizational performance from the perspective of the academic leaderships at private Universities in Iraqi Erbil City?

3. What is the level of impact between human resource management strategies and organizational performance?

## **1.2 The Key Aim of the Study**

The main aims of conducting this study will be to examine the role that human resource management strategies play in enhancing the performance of the organization. Furthermore, this study will evaluate and estimates how the performance management strategy helps to create a culture of performance at private universities in Iraqi Erbil City.

### **1.2.1 The Objectives of Study**

This study will address the following objectives;

1. To clarify the variables of the study, human resource management strategies along with its dimensions (recruitment and selection, training and development, sustain of human resource, performance appraisal, and rewards) and organizational performance.
2. To build a theoretical framework to the research variables, as in this study the independent variable will be Human Resource Management Strategies. However, the dependent variable will be organizational performance.
3. To determine the correlation between human resource management strategies and organizational performance.
4. To examine the impact of human resource management strategies on organizational performance
5. To find out the strongest correlation and strongest impact of human resource management strategies and organizational performance.
6. To present a number of recommendations for decision makers in private Universities in Iraqi Erbil City.

### **1.2.2 The Significance of the Study**

The significance of this dissertation stems from the following points:

- The significance of this study is coming from the importance of human resource management in organizations, as it is the department that responsible to directing and controlling the human resources to work in the organization through conducted attracting and recruiting activities, in addition to develop and increase their efficiency. Therefore, they can achieve individual, organizational, and community goals and objectives through the provision of human elements efficient.
- The significance of this study comes from its dealt with higher education institutions, which is a source of skills and competencies that supply the community with its needs.
- This dissertation presents suggestions and recommendations to find out the reality of the improvement and development of human resources management at private universities in Iraqi Erbil city. Consequently, the decision maker can gain knowledge of the strengths and weaknesses of human resource management strategies
- The significance of this study is that the researcher can crossing over into the world of knowledge and conducting research in the field of management, since this study is the first study done by researcher, as well as conducting and complete this study provide researcher with necessary information, knowledge and develop his skills that may obtain him benefit in the future.

### 1.3 The Basis of the Research

This dissertation is based on private universities in Iraqi Erbil City. In particular, this research will focus to investigate the role of human resource management strategies on organizational performance. Moreover, in Iraqi Erbil City there are 6 private Universities table (1).

Table1: private Universities in Iraqi Erbil City

N	Name of Universities	Website Links
1	Private Hayat University for Science and Technology	<a href="http://www.hpust.com">http://www.hpust.com</a>
2	Lebanese French University	<a href="http://www.lfu-bmu.net">http://www.lfu-bmu.net</a>
3	Cihan University	<a href="http://www.cihanuniversity.edu.iq">http://www.cihanuniversity.edu.iq</a>
4	Bayan Private University	<a href="http://www.byanu.com">http://www.byanu.com</a>
5	Ishik University	<a href="http://www.ishik.edu.iq">http://www.ishik.edu.iq</a>
6	International University of Erbil	<a href="http://www.ue.edu.krd/">http://www.ue.edu.krd/</a>

### 1.4 Theoretical Framework of the Dissertation

The theoretical framework of this dissertation can be illustrates in the figure (1). The model assumed a correlation and an impact between the independent variable "human resource management strategies" that represent by five dimensions "recruitment and selection, training and development, sustain of human resources, performance appraisal, and rewards". Moreover, dependent variable "organizational performance".

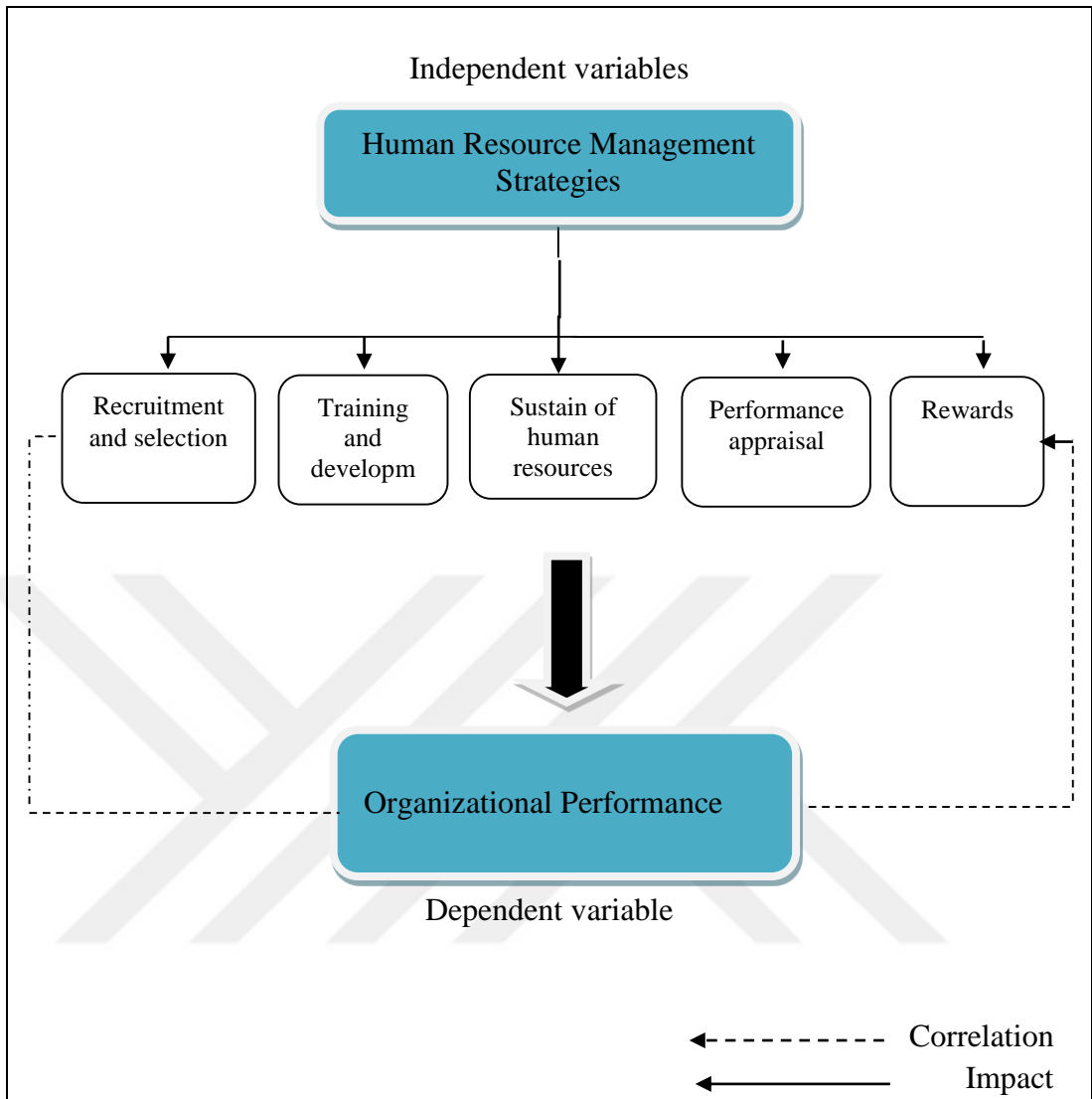


Figure 1: Theoretical Framework



## **1.5 The Hypotheses of Study**

Based on theoretical framework of this dissertation along with its objectives .This dissertation will attempt to examine two main hypotheses and a number of sub-hypothesis:

### **1.5.1 The First Main Hypotheses**

There is a measurable positive correlation between human resource management strategies and organizational performance.

The sub- hypothesis that derives from the First main Hypotheses are:

1. There is a measurable positive correlation between recruitment and selection and organizational performance.
2. There is a measurable positive correlation between training and development and organizational performance.
3. There is a measurable positive correlation between Sustain of human resources and organizational performance.
4. There is a measurable positive correlation between performance appraisal and organizational performance.
5. There is a measurable positive correlation between rewards and organizational performance.

### **1.5.2 The Second Main Hypotheses**

There is statistically a significant impact of human resource management strategies and organizational performance.

The sub- hypothesis that derives from the second main Hypotheses are:

1. There is statistically a significant impact of recruitment and selection on organizational performance.
2. There is statistically a significant impact of training and development on organizational performance.
3. There is statistically a significant impact of sustain of human resources on organizational performance.

4. There is statistically a significant impact of performance appraisal on organizational performance.
5. There is statistically a significant impact of rewards on organizational performance.

## **1.6 The Methodology of This Dissertation**

The descriptive-analytical approach was adopted in order to studying the relationship between the main variables and all sub- dimensions, then describing the phenomenon studied quantitatively and quantitatively through data collection, classification, analysis and detection of the relationship between its various dimensions with a view to interpreting them adequately and reaching conclusions that contribute to understanding the reality and diagnosing its causes.

This dissertation aims to examine the reality of human resources management along with its development in private universities in Iraqi Erbil city. To achieve this goal, this dissertation relied on the following sources:

**Secondary Sources:** The researcher relied on books, studies, scientific journals, university papers and articles dealing with the subject of the research directly and indirectly in order to find out the modern scientific foundations associated with this dissertation, which helped the researcher to build the theoretical framework for this dissertation.

**Primary Sources:** The primary sources to collection information based on a questionnaire designed specifically for this purpose and directed to academic leaderships in private universities in Iraqi Erbil city that includes dean of colleges, their assistance, head of departments, reporters of department, and head of administrative units.

The researcher uses a survey questionnaire in order to collect primary data from the study sample. The questionnaire consists of (44) items divided into three sections. Likert scale was used (strongly disagree, disagree, uncertain, agree, and strongly agree) along with allocated weights for each scale (1, 2, 3, 4, and 5) respectively.

A range of statistical methods based on SPSS software were used for this dissertation, including percentages, frequencies, mean, and standard deviation in order to analyze respondents' answers to the paragraphs in the questionnaire and to rank their variables according to their relative importance depending on general average of mean for each dimensions. The correlation coefficient (Pearson) was extracted to test the relationship between the dissertation variables. In addition to multiple regression analysis to determine the impact of the independent variable on dependent variable.

### **1.7 Procedures For Conducting This Dissertation**

- The researcher prepared a questionnaire to study the reality of human resources management in private universities in Iraqi Erbil city namely: Private Hayat University for Science and Technology, Lebanese French University, Cihan University Erbil Campus, Bayan Private University, Ishik University, and International University of Erbil from the perspectives of its academic leaderships.
- The approval of the competent official authorities has been obtained from the private universities in Iraqi Erbil city to conduct this dissertation on the study sample.
- The researcher made visits to the private universities in Iraqi Erbil city several times to collect primary data in addition to clarify the items of the questionnaire. The process of distributing and collecting questionnaires took five weeks approximately. Data were organized and analyzed on the computer models based on the SPSS program. The results of this dissertation were presented and discussed in chapter four.

## 1.8 Research Limitations

The study scope on the following:

**Human Limitations:** Administrative leadership in Private universities in Iraqi Erbil city includes dean of collages, their assistance, head of departments, rapporteur of department, and heads of administrative unit.

**Place Limitations:** Private universities in Iraqi Erbil city.

**Time Limitations:** The time needed for study accomplishment from October 2016 to May 2017.

**Objective Limitations:** The human resource management functions that we be illustrates in this dissertation will be:

- Recruitment and selection.
- Training and development.
- Sustain of human resources.
- Performance appraisal.
- Rewards.

## 1.9 Terminology Definitions

### 1.9.1 Human Resource Management Strategies

is the comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce.

- **Recruitment and selection:** is the process of attracting qualified individuals and encouraging them to work in the organization
- **Training and development:** any activity intended to improve the ability of individuals to perform an assignment at work by improving their skills or increasing their knowledge.
- **Sustain of human resources:** refers to increase the process of knowledge, skills and abilities of the workforce that they are able to operating in all areas

that are selected in light of conducted different tests in order to raise the level of competence productivity to the maximum extent possible.

- **Performance appraisal:** it is an official system for reviewing and evaluating the performance of the team or individual's profession. The employee can maximize his strengths and overcome defects and weaknesses.
- **Rewards:** individuals must be compensated for the effort and work they perform. This requires the human resource management to prepare an appropriate structure for salaries and wages, and a system of incentives, material and moral rewards.

### **1.9.2 Organizational Performance**

comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Human Resource Management**

##### **2.1.1 The Concept of Human Resource Management**

Nowadays, the success of an organization is mainly depends on its members capabilities. Organization might have assets such as the technology as well as capital. However, it is human resources that will assist organization meet the globalization challenges. Capital in addition to technology can be generated. Nevertheless, the human resources required to drive organizations through the coming challenges have to be accurately and suitably motivated and encouraged.

The primary mission of the human resource management is to put the right person in the right place. In order for the HR Manager to do this mission, he/she must know the characteristics and distinctiveness of the individuals available, as well as the qualities and characteristics of the functions available to the employees (Al-Maher, 2000, 99).

The management of the human element involves those activities designed to provide manpower according to the required specialties in the organizations in addition to the preservation of those competencies, development and motivation to enable the Organization to achieve its objectives efficiently and effectively (Nasrallah, 2001, 3).

In its broad sense, human resource management is concerned with the optimal and effective use of human resources at all organizational levels, in order to achieve organization its objectives. It is also an administrative activity according to (Mftah, 2004, 12) representing a branch of business administration. However, in its narrow sense, it is concerned with providing the organization's manpower needs, maintaining them, developing their abilities and their desire to work, which will help train a satisfied and productive work force.

Human resource management is the function that is concerned with how to prepare the necessary capabilities of the Organization and how to distribute them to various positions within the latter and then supervision and guidance and capacity to

these capacities, due to the performance of the duties and functions (Bouzahra, 2004, 28).

Human resources management is the aspect of management that cares about people as individuals or groups, their relationships within the organization, as well as the ways in which individuals can contribute to the efficiency of organization. These include the following functions: organizational analysis, manpower planning, training and management development, industrial relations, compensation and compensation of employees, provision of social and health services, and finally the information and records of employees (Abdul-Baqi, 1999, 16).

In this sense, the infrastructure of any organization is the human element and over the ages the main concern of researchers and practitioners in the field of management is to search for how to maximize the use of resources to achieve the well-being of man. As human resource is the basic most important component of the organization and it is logical that the human element is one of the main axes of organizational performance excellence (Zayed, 2003, 33).

Considering the diversity of resources used by organizations and how to use along with get benefit from them. It is essential at first to explain the meaning of human resources and then to explain the management of human resources. The human resources at organizations are genuine support that modern organization depends on them. This resource represents a real administration to achieve management objectives and effectively contribute to the achievement of the objectives of the organization if positive conditions provided. Furthermore, human resources are the source of ideas, development and they are capable of hiring the rest of the material resources available to the Organization, as well as they are real source to create a competitive advantage (Fazari, 2009, 70).

In the organizations, states that both terms human resource (HR) as well as human resources management (HRM) have mainly replaced instead of personnel management in managing individuals processes. Human resource management is an approach of coherent and strategic for the organization's most valued sources behind on the employees, there is no upon description of it. The department of personnel management is generally to manage the paying individuals in addition to paperwork around hiring (Burma, 2014, 86).

On his part, states that human resources are all the people who work in the organization managers and subordinates who were employed in, to perform all functions along with operate under the regulation of the organizational culture that explain and adjust their behavioral, a set of plans, regulations, policies and procedures of their duties and their performance that carrying out the functions of the organization in order to achieve its mission, objectives, and organizations strategy in future (Aghili,2005, 11).

Human Resources Management considers to be a part of the process that helps the organizations achieve its goals and has emerged as various variables includes the staff selection and requirements, staff performance appraisal, training and development (Al-qirdhadji, 2013, 15).

indicates that human resources management plays a significant role in clarifying the problems faced by companies as they develop appropriate solutions (Ivancevich,2004, 8).

states that human resources management (HRM) is an integrated and coherent strategic approach to identify and develop the people who work in organizations in addition to achieve prosperity and happiness for them (Armstrong,2009, 4).

defined human resources management as it's that management which it is responsible of developing the future plans of the organization as well as the staff selection and appointment within the conditions are provided by organization in addition to training employees in order to develop their skills in performing their jobs (Al-Saraera& Al-Xareb,2010, 502).

Moreover, evaluate their performance through the achievements and to provide monetary and non-monetary incentives in order to motivate them to work that direct to increase productivity of the organization. It is one of the basic functions in the organization (production, marketing, finance, financial) due to the importance of human element of productivity of the organization (Hassan, 2001, 19).

It is all decisions and management activities that affect the nature of the relationship between the organization and its staff (Leede & Looise, 2005, 109). Is the law leading the treatment methods of human resources so they can achieve their strength of character, highlight their abilities and their potential, achieve their individual efficiency (Hijazi, 2005, 28). It is the administrative activity related to determining the project needs of the effort resources; perform to provide the numbers



and competencies that are commensurate with the needs of the project, work on the use of those resources effectively to achieve the objectives of productive efficiency (Dora, & Al-Sabax, 2008).

HRM is a strategic approach according to Bratton and Gold (2003) to managing employment relations which emphasizes that leveraging individual abilities is significant to achieving potential competitive advantage. Noe et al. (2007) concluded that human resource management is the planned pattern of employees' activities and deployment intended to empower the organization to meet its objectives and goals. Dessler, (2003, 6) mentioned that HRM strategy is linking human resources management with strategic objectives in order to improve the performance of the work and the development of organizational culture to get to the creativity and flexibility.

In general, literature about HRM focused on the constructs of the effectiveness of organization, commitment, and job satisfaction. The fit between organizations and persons, as well as jobs and persons is an ignored area. Nevertheless, when one considers the meant of practices of HRM objectives, a sense of fit could be recommended as an expected goal. Consequently, it seems significance studying whether the optimistic sights of human resources about practices of HRM makes a difference in terms of their fit with the organization and the jobs that they carry out (Burma, 2014, 86).

Based on the above definitions, the following set of tasks must be deduced by human resources management: (Nasrallah, 2001, 3)

- Ensure that the organization is equipped with the required competencies to meet the requirements of the organization.
- Forecasting the manpower needs of the Organization.
- To develop plans for the workforce and supervise the implementation.
- Proposing policies, regulations and regulations relating to employment, remuneration, remuneration, health benefits, employee safety, training programs and employee assessment.
- Providing fair circumstances and conditions for employment and satisfactory work for employees.

indicates that human resource management is used in a global situation which contains: (Gilley et.al.,2002)

- i. Specific practices of human resource for instance recruitment, selection, along with performance appraisal.
- ii. Formal policies of human resource that manage and partially constrain the specific practices development.
- iii. Overarching philosophies of human resource, which specify the values that inform practices and policies for organizations.

The main aim of the HRM according to (Burma, 2014, 87) is using the salaried workforce in an organization efficiently and valuable for the benefits of organizations. Furthermore, (Aray,2008, 4) emphasize that organizational objectives can be obtaining through people. He further pointed out a number of HRM aims that can be illustrates as following:

- i. To assist all workforce achieve best possible performance and to employ fully their potential as well as capacity.
- ii. To encourage human resources to spend more effort for reaching the goals of organization.
- iii. To use employees in almost favorable approach to reach the goals of organization.
- iv. To convene human resources' job development and expectations.
- v. To suggest a working environment motivating hidden energy and creativity.

### **2.1.2 The importance of Human Resource Management**

The human elements are the most importance resources to any organization, because these elements will achieve the objectives of the organization. Through the trained and motivated workforce, the organization can achieve its objectives and strategies. The importance of human resources stems from its influential role in the efficiency and adequacy of the Organization because individuals design, deliver products and services, they are the ones who control their quality, they are the ones who distribute the resources, and they put the overall strategies of the organization, and hence the success of any organizations depend mainly on the quality of the workforce, and on their efficiency (Rashid, 2004, 16).

All scientific studies confirm the importance of the human element along with the importance of the events and actions that related such as providing available staff, employ them, maintain and develop human resources. Special attention to the management of human resources in organizations can occur for the following reasons (Al- Hiti, 2005, 34):

- i. Being the center of attraction in the organization whereby it is determined the quality of human resources in the functional activities of the organization.
- ii. They are dealing with the only resource that cannot be imitated by competitors.
- iii. It can reduce human resources costs by improving the quality and increasing the productivity.
- iv. Error handling in human resource management practices can be solves at lower costs compared to other departments' functions.

On his part, states the importance of human resource management as following:  
(Shatat,2003, 14)

- i. Its importance lies in being one of the basic production factors along with the important role that can be played by human resources management in the development of human performance at work.
- ii. The educational growth and culture development has led to increase the awareness of human resources and their way of life. Thus, the nature of their desires and their hopes for the future is different from what it is in the past which directed to the necessity of having experts in order studying human behaviors.

### **2.1.3 The objectives of Human Resource Management**

Human resource management (HRM) along with all of its functions contributes to achieve multiple objectives, including (Al-Zuby, 2012: 332):

- i. Obtaining qualified individuals by identifying work specifications.
- ii. Develop and improve individual's skills and abilities in order to benefit from their efforts.
- iii. Achieve a competitive advantage for the organization through effective management of human resources.

In addition, pointed out a number of objectives aimed HRM achieved as follows: (Al-Najjar,2012.16)

- i. Obtaining individuals qualified to work in various jobs in order to produce goods and services with best ways and lower costs.
- ii. Obtaining maximum benefit from workers in the production of goods or services in accordance with the efforts of the quantitative and qualitative criteria specified.
- iii. The achievement of belonging and loyalty of individuals to the organization and maintain their desire to work.
- iv. Developing the capacity of human resources through training to meet the technological and administrative changes in the environment.
- v. Providing high-quality of social and health insurance to human resources.

pointed out that management of human resources is composed of three levels, some connected to community, others linked to the organization, and others connected to employees, as follows (Ben-Nemsha,2007: 24):

#### **A. Objectives at the Community Level**

Includes maintaining a balance between supply and demand of human resources, helping members of the community in finding the best and most productive business, enable them to invest their energies, and get a fair return for these investments, in the form that makes them happy and motivated to work.

## **B. Objectives at the Organization Level**

Researchers agree that the goals of human resource management are also objectives of the organization. In order to organization to achieve their targets and economic productivity they should hire qualified employees to work in various jobs. Furthermore, (Berber,2000, 13) concluded that the most important objectives at the organization level may illustrate as following:

- i. Working to discover and attracted workforce that have capacity and expertise between whom able to work and who are interested in it.
- ii. Working to increase the employees desires to make the best effort and commitment.
- iii. Maximize to take advantages of human resources efforts through training and development in short periods.
- iv. Sustaining trained efficiencies workforce and ongoing qualifying of their contribution to the success of the organization's goals.

## **C. Objectives at the Employees' Level**

These objectives centering to get the best possible job opportunities, providing appropriate healthy work conditions through providing safety and security programs for individuals, achieve justice in their actions, and present rewards to them. Additionally, (Zuelv,1998, 14) concluded that the most important objectives at the employees' level may demonstrate as following:

- i. Working to improve and promote individuals.
- ii. Adopted objective policies that reduce the depletion of human resources.

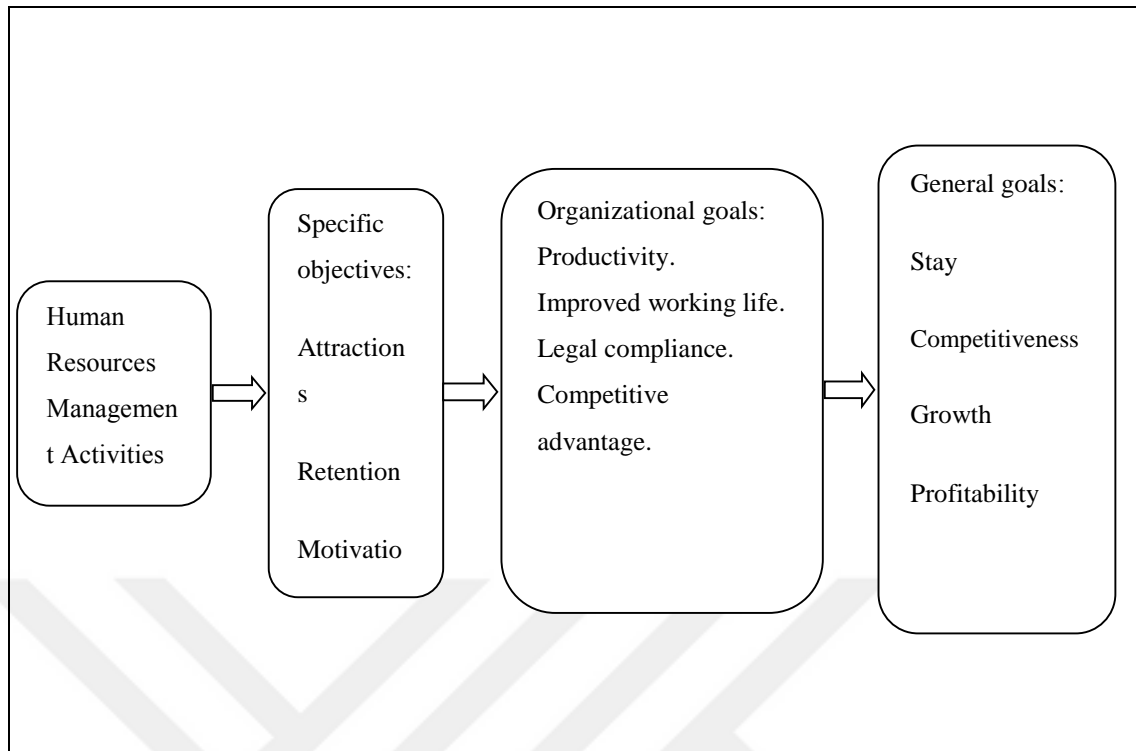


Figure 2 : Human Resource Management Objectives

Source: AL-HITI, K. A. (2003) the Human Resources Management, Wael for publication, Amman - Jordan.

#### 2.1.4 Strategies of Human Resource Management

Human resource management has a number of strategies functions in any organizations. Ali (2003, 23) defined this strategies as specializes functions in order to supplying the necessary human resources in organization, includes the workforce needs planning, recruitments, staffing, and be dispensed with the organization. On his part, (Sikula, 2001, 33) indicates that it is the use of manpower's in organizations include the functions of recruitment, performance appraisal, development, compensation, and rewards, and providing social and health services for workers.

Therefore, this study depends on five strategies of human resource management "Recruitment and selection, Training and development, Sustain of human resources, Performance appraisal, and Rewards".

#### **2.1.4.1 Recruitment and Selection**

Recruitment and selection is a set of activities carried out by the organizations to find its future requirements and attract qualified human resources who want to work then select the best of applicants as new workers (Denisi & Griffin, 2001, 48). It is an organizational process to choose the right person from the list of job seekers in order to suit their abilities and qualifications with the specific criteria required for the job (Ivancevich, 2004, 219). Recruitment and selection process according to (Al-Hiti, 2005, 60) refers to attracts workers with creative abilities determined by the human resources management, which seeks to choose the right person in the right place.

The Recruitment and selection process is intended to explore and attract participants to fill current and future vacancies in the Organization or to create and attract applicants for vacancies for recruitment (Khanka, 2008, 53). On his part Mondy (2008, 126) indicates that the Recruitment and selection is the process of attracting individuals in a timely manner and in adequate numbers and qualifications suitable for jobs to serve in the organization. However, (Snell & Bohlander, 2009, 172) describes the Recruitment and selection as the process of locating potential individuals who may join the organization and encourage them to apply for current or prospective employment opportunities.

Based on the above definitions, the researcher believes that the process of recruitment and selection means "the search for human resources with appropriate specifications needed by the organization and then work to attract them to ensure persuasion to fill vacancies in the organization.

Recruitment and selection includes obtaining the required human resources to ensure the organization continued operations this includes the search for the appropriate qualified individuals to work within the organization who are expected to submit applications to work in the organization as a result of work vacancies or expected the occurrence of such vacancy in the future (DeNisi & Griffin, 2001, 125).

Furthermore, falls within this strategy the process of receiving and directing new workers, welcoming them and introducing them to the organization management and to co-workers as well as give new employees an idea of the tasks that they will performs as well as inform them of the purposes and policies of the organization (Feldman &Arnold, 1983, 83).

The factors that affecting recruitment and selection system has been studied by (Sultan, 2003, 117) and can be illustrates as following:

- i. The organization size: the organization size is one of the factors influencing recruitment and selection system in order to attract the workforce that they need. Certainly, huge organizations are looking for workforce larger than small organizations.
- ii. The circumstances that surrounding the labor market in the area.
- iii. Previous experience of the organization in the field of attracting workforce in addition to its effectiveness of past efforts in attraction workers along with obtains their qualified needs of workforce.
- iv. Working conditions, wages and various benefits provided by the organization.
- v. The direction of the organization towards growth or deflation, as developing organizations that expanding their activities is obliged to perform actively recruitment and selection function.
- vi. The nature of jobs offered, and the reputation of the organization easily attract workforce.

Moreover, the sources to obtain workforce can be divided into internal sources and external sources (Abdul-Baqi, 2000, 155):

**i. Internal Sources (Within the Organization)**

The organizations seek to bridge its impotence of individuals by upgrading the existing individuals who work for them for higher jobs provided that they have the necessary qualifications for the position. However, this does not mean that this promotion is done so but there are certain procedures and tests must be carried out by the candidate before the inauguration of the new position, and this type of polarization requires an effective and good information system.



In brief, appropriate individuals obtained within the organization through the following methods:

- ❖ **Promotion:** Some organizations have a comprehensive plan for promotion that it is clear and declared for all employees. In addition to the methods and procedures that followed for promotion and progress from the lower position to others jobs in top positions.
- ❖ **Transports and Conversion:** it is the second policy of hiring within the organization. This method is different from its predecessors that it is not necessary in transfer process include an increase in pay or responsibility or authority.
- ❖ **Former Employees:** that serviced in the organization at the past.

**ii. External Sources: (From Outside the Organization):**

The organization resorted to this kind of employment, in the absence of the necessary competencies for the post, or to take advantage of the competencies available in the labor market outside the organization, and this would enrich the posts with new experiences, and may resort here to various means of communication and media.

Occasionally, it may be necessary for the organization to resort to foreign sources for required employees. Perhaps the most important sources of external display can be illustrates as follows:

- ❖ **State Employment Offices:** the offices supervised by the Ministry of Labor.
- ❖ **Private Employment Offices:** these offices play a significant role in the provision of human resources to organizations.
- ❖ **Advertisement:** Advertising may be in, specialized magazines, on the Internet, radio and television to attract the best individuals.
- ❖ **Universities, Schools and Technical Institutes:** it is one of the direct sources to hire the best individuals, this method used particularly in cases of lack of labor market.
- ❖ **Labor and Professional Organizations.**

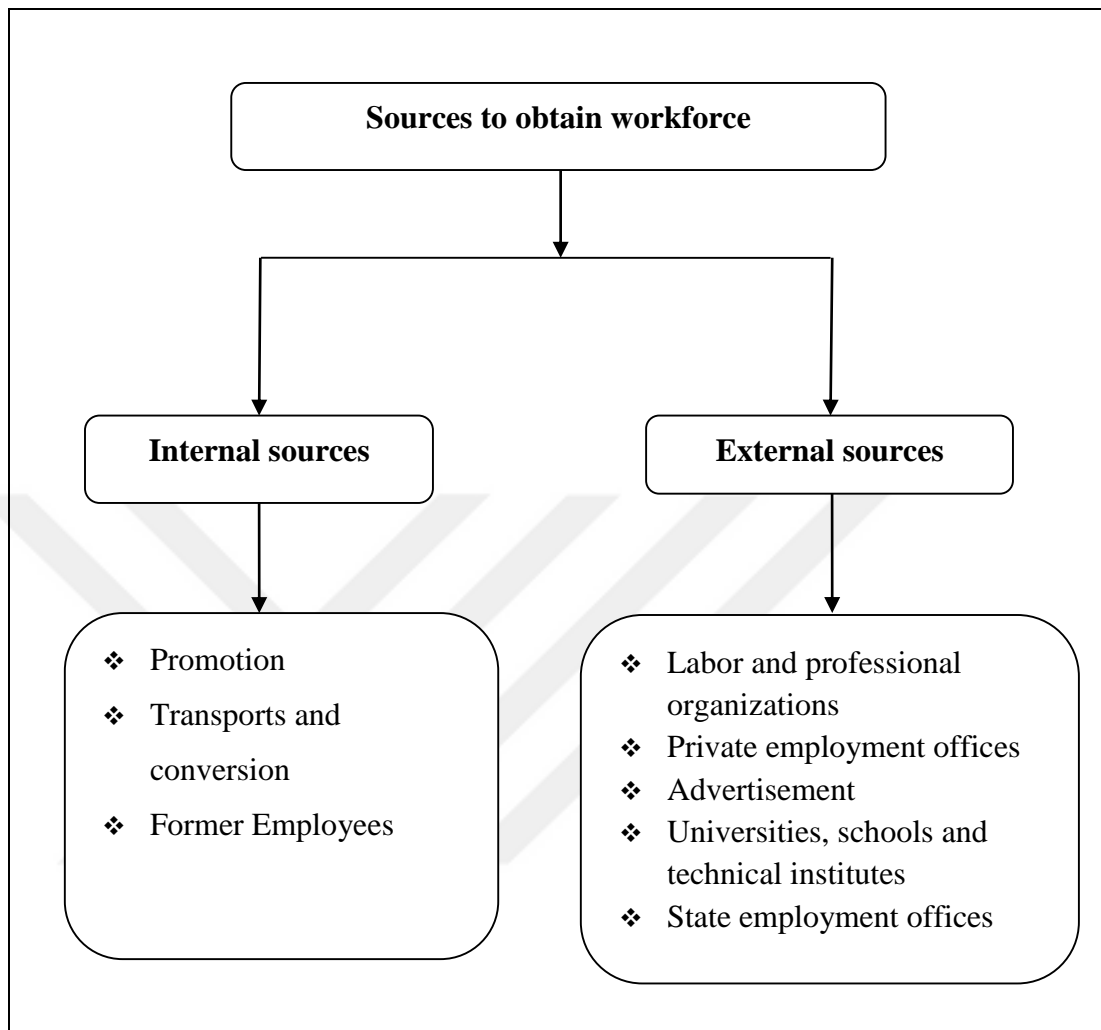


Figure 3 : Sources To Obtain Workforce

Source :Abdul-Baqi, S. (2000) Human Resources Management.

After the appropriate person has been selected for the vacancy, a decision to appoint him/her shall be made in that post on condition that appoint person in a job commensurate with his or her potential, skills, and abilities. In other words, a common consensus between the requirements of the job and the capabilities and possibilities of the person should be occurs in order to be a better investment capabilities of the person and increase his sense of satisfaction due to compatibility with the nature of the job in which he was appointed.

The appointment includes four basic points (Al-Salim, 2009, 189):

- Issuing the appointment decision by the competent authority. In this decision, the amount of the salary and the features that will be obtained shall be indicated. The new persons shall be appointed under the experiment for a year or less and may be extended.
- Initial configuration: refers to the employee's definition of the responsibilities and powers of the job in which he or she will work his/her relations with others, the objectives of the organization, and its main policies.
- Follow-up and evaluation of the individual during the period of the experience: The employee remains during the trial period under the test and observation by the direct boss and in the end the official prepares a report to determine the efficiency of the employee.
- Employee official approval: based on the immediate report of the manager, the staff member confirms to be a permanent employee at the organization.

#### **2.1.4.2 Training and Development**

Training and human resources development play a key role in influencing the success of organizations. It has become one of the main activities of the Human Resources Department, since employers have become increasingly aware of the fact that training and retraining for staff to carry out future business of a changing nature may decide the success or failure of organizations

Training and development are vital to successful action and the growth and development of organizations depends on them. Successful training in educational organizations requires a continuous learning process. Training management in organizations must have a strategic role in the design of the training process. The objective is to develop the skills, knowledge, experience and behaviors of the employees in a manner that enables them to carry out the work effectively and with high performance.

Training is an essential function of human resource management, because through training the abilities of the workers are rehabilitated in a continuous manner so that they are able to keep up with the shifts in the field of work. Therefore, the modern view of the training process in the information age for human resources is a future investment and not a cost to be borne by the organization as was the case before (Abdul-Baqi, 1999, 208)

Training and development is a structured process aimed developing the skills and abilities of the individual and increase their information to enable them to perform the required function, and thus achieving the organization's objectives (Abu-Sheikha, 2000, 260). Training and development is a planned effort by the organization to facilitates the learning process of knowledge associated with work, skills, or employees behavior (Raymond et al, 1996, 341). The training and development activities designed to meet the organization needs of the skills and capabilities that currently not-available as well as to help employees to discover their latent (Bedeian, 1993, 387).

On his part defined training and development as those targeted efforts that provide the employee with the information and knowledge gained by the skill in the performance of the work(Hashem, 1989, 403).

states that the training is "the process through which the employees are provided with knowledge or skill to perform and perform a specific work (Edwin, 2003, 200).

However, some researchers believes that training and development process is a form of education and learning in order to apply some of the principles of education to training which are important in the design and preparation of the formal and informal training program, this include (Al-Hitti, 2005, 224):

- Desire to learn.
- Ability to learn.
- Learning must be supported and rewarded for new behavior in ways that satisfy human needs such as payment, discrimination and promotion.
- The learning material must be meaningful and meaningful for learning.

concluded that the training is "the process of developing the quality of human resources that enables them to become more productive as well as contribute more to the process of understanding organizational objectives (Certo and Certo, 2006, 274).

Training and development according to (Al-Nadawi, 2009, 187) is a set of ongoing administrative and regulatory efforts aimed at conducting a change in skills, knowledge and behavior in the characteristics of current and future working individuals and enabling them to perform the work and meet its requirements in a higher manner

Business organizations may adopt the following methods in training (Al-Amry, & Al- Ghalibi, 2006, 600):

- i. **Training in the Workplace:** this method of training offers whiles the workers perform their usual work.
- ii. **Training Outside the Workplace:** is a type of training outside the workplace, it may be training courses in specialized training centers and usually it depends to training the managers.

The importance of training and development can be illustrates as the following (Rababa'a, 2003, 54):

- i. **The Important to the Organization, Includes**
  1. Increase productivity and organizational performance.
  2. Assist in linking the employees' objectives to organizations objectives.
  3. Develops the methods of leadership and the rationalization of administrative decisions.
  4. Renewal the information, along with increase the effectiveness of communications and interior consultancy.

**ii. The Important to the Employees, Includes**

1. Help individuals to improve their understanding to the organization along with understanding their role in the organization.
2. Help individuals to improve their decisions as well as solve their problems at work.
3. Assist individuals to develop their motivation in order to enhance their performance.
4. It helps to develop communication skills among individuals.

In addition, steps of training process can be explained as following:

- i. **Identification the Needs:** the process of training begins with identifying the business needs, and converting those needs to the training requirements.
- ii. **Evaluation the Needs:** tests are performed to ensure that the required training is suitable for relevant staff.
- iii. **Selecting Courses:** the next step is to identify the appropriate courses that will be chosen between:
  1. Session already exist within the organization.
  2. Purchasing foreign session.
  3. Develop a new session.
- iv. **Courses Preparation:** appropriate courses prepared and provided to relevant employees.
- v. **Selecting Coaches:** coaches must be selected at the right prior to the submission session. In case there was not sufficient number of trainers the organization will need to assign new coaches.

### **2.1.4.3 Performance Appraisal**

Is the process of identifying and defining the individual job performance, actions sometimes is set to improve and develop their performance (Hassan, 2004, 207). It is the most important activities of human resources management according to (Al-Hiti, 2005, 200) which reflects the ongoing regulatory process measured through it the performance of personnel in order to identify the strengths and weaknesses along with the negative and positive repercussions on the individual productivity and the organization's effectiveness.

Performance appraisal is a system to review and evaluate the performance of the individual tasks or teams tasks that it is a comparison between the level of real performance and the desired performance (Mondy & Noe, 2005, 252). Confirmed that performance appraisal is an evaluation that provides the organization the necessary feedback about employee's performance in order to develop it by future plans as well as provide the organization with the supporting documents relating to the decisions about employees (Decenzo and Robbins, 1999, 321).

The performance appraisal process is very vital operations to the organizations, its importance lies in the following (Siam, 2007, 44):

- i. Boost the workers morale through the rule of an atmosphere of mutual understanding in addition to good relations between workers and management, when workers feel that their efforts and activities in the performance of their jobs are greatly appreciated by management.
- ii. Supports the promotion and transfer procedures, demonstrate fairness as well as determine and granting of bonuses.
- iii. It helps to determine the effectiveness of supervisors and managers in the development of individuals who are working under their supervision and guidance.
- iv. Continuing the process of oversight and supervision.
- v. It is one of the fundamental factors in the detection of training needs; therefore determine the types of training and development programs.

On his part, indicates that performance appraisal is the process that is designed to estimate what an individual's performance allows us to:(Mftah, 2004, 18)

- Know the individual who deserves promotion.
- Justifies grants and allowances.
- Shows that the worker who must be trained, or who must be transferred to another job, or to be dispensed with.
- Indicates the progress of the individual in his/her work and also suggests how to increase the effectiveness of supervision.
- Comparison of the performance performed with the expected and the corrective action to be taken.

The objectives of performance appraisal are divided into objectives at the organization level, managers' level and employees' level and can be explain as following (Al-Salim& Al-Salih, 2002, 103):

**i. Objectives at the Organization Level**

- ❖ Improve the levels of employees' performance through investing their potential abilities by employ their aspirations in ways that qualify them for progress and advancement.
- ❖ The development of those employees that need more training.
- ❖ Develop objective rates to perform work through an analytical study of the work and its requirements.

**ii. Objectives at the Level of Managers**

- ❖ A higher level of relations with employees through the creation of a full opportunity to discuss business problems with any of them.
- ❖ Development the capacity of managers in the field of supervision, and directing, and take realistic decisions regarding employees.

**iii. Objectives at the Level of Employees**

- ❖ Strengthening the sense of responsibility.
- ❖ The performance appraisal process contributes in suggesting a set of appropriate means and methods in order to development the behavior of



employees in addition to environment career development through scientific methods and on an ongoing basis.

#### 2.1.4.4 Rewards

Rewards means to attract individuals with qualified skills and has called several names, including bonuses, pay, direct and indirect incentives. It is an influential factor affecting the individual behavior. States that rewards plays a significant role in attracting the human resources with high specification to organizations, in addition improving the performance of individuals along with retention of qualified human resources (Al-Amery and Al-Ghalibi ,2006.604).

Rewards may be physically or mentally (Al-Hiti, 2005, 75). Is the mental force that decides the individuals' behavior in the organization in addition to the level of effort of the individual, and the level of the insistence of the individual to work in the organizations. Rewards paid to individuals based on two methods. Firstly, based on individuals performance and secondly on the basis of grades and-or collecting points (Suhaila, 2006.253).

Rewards can be classified in terms of its nature into material and moral rewards (Aghili, 2005):

1. **Material Rewards:** are amounts of money paid to employees either in the form of a single payment or monthly payments, such as:
  - i. Bonuses for overtime or distinctive acts.
  - ii. Participation in profits, for instance giving a percentage to workers or equities gives as an incentive to them.
  - iii. Increases in wages.
  - iv. Health insurance for employees, thus reducing the financial burden on the workers.
  - v. Social security: this represents a guarantee of the workers future in order to providing a decent life for workers after retirement.
  - vi. Promotion and advancement at work.

2. **Moral Rewards:** Are incentives that help individuals to bring them a satisfy to their other psychological and social needs, therefore increase the workers feeling to prosperity and loyalty in his work in addition to achieve cooperation between its colleagues.

Rewards are objectives human resources management seeks to achieve through equal policies for wages and salaries paid to workers members in the organizations, represented in the following aspects (Saleh, & Al-Salim, 2000, 252):

- ❖ Obtain highly qualified skilled individuals, especially in the case of a competition.
- ❖ Retaining the existing individuals that already act in the organization through the development of competitive pay.
- ❖ Achieve justice in the wages and salaries paid to individuals to suit their workload.
- ❖ Encouraging employees and motivate them to more outstanding performance with rewards on such performance.
- ❖ Salaries and wages management aimed reducing labor turnover rates, absences and delays, in addition to raise the individual's morale.
- ❖ Increase job satisfaction and satisfaction to the organization.

Rewards are also encourage and motivate human resources to perform better activities through a number of methods namely ((Nasany, and AL-Aqhili, 2006, 278)

i. **Positive Rewards And Incentives,** include:

- ❖ Monetary rewards and incentives, such as:
  - Pay.
  - Annual increases.
  - Bonuses.
  - Participation in profits.
- ❖ Non-monetary rewards and incentives, such as:
  - Promotion opportunities.
  - Appreciation the efforts of workers.
  - To involve employees in the administration.

- Ensure the stability of the work.
- Expansion the work.
- Fortification or enrichment work.
- Improve conditions and climate at work.

**ii. Negative Rewards:** include:

- ❖ **Moral Sanctions:** reprimand, draw attention, and verbal warning.
- ❖ **Written Sanctions:** a written warning directed to the employee.
- ❖ **Financial Sanctions:** deducting a part of the worker's wage or salary.

#### **2.1.4.5 Sustain of Human Resources**

Human resources management uses many methods to ensure that individuals adhere to organizational goals through the development of good incentive policies. Motivation is the process which individuals are encouraged and their minds are stimulated to be active in their work in order to achieve the organizations objectives. The motivational policy developed by the human resources management officer is extremely important given the impression it has on the workers, especially if the rewards approval to their ambitions.

Sustain of human resources and maintaining human competencies is not easy because it involves material and moral factors. Perhaps the great reason for the migration of human resources from developing countries - for example - towards developed countries, that there is no clear policy to maintain these competencies (Nader, 2000, 28)

It refers to activities relating to the conservation, survival and sustainability of the employees in the organizations. Furthermore, keeping them for many years along with emphasis on workers with unique specialties, providing equal opportunities for all, and building an atmosphere of harmony among workers (Armstrong, 2008, 11).

On his part, states that sustain of human resources refers to increase the process of knowledge, skills and abilities of the workforce that they are able to operating in all areas that are selected in light of conducted different tests in order to raise the level of competence productivity to the maximum extent possible(Zatari,2013, 10).

## **2.2 Organizational Performance**

### **2.2.1 The Concept of Organizational Performance**

The subject of the organizational performance has received great attention and has been continuously researched for solutions to problems related to performance. The subject of performance has raised researchers and practitioners in the field of management. Many studies and researches have been carried out; some have focused on defining the concept of performance and its components, and others mixed with other concepts, such as productivity and other similar concepts.

Performance according to Campbell's (1999) theory is an action or behavior relevant to the attainment of the goals of an organization's that can be scaled and measured. Organizational performance is the final result of the organizations activities. It is desired results sought by the organization and working to achieve (Wright, et al 1996, 259). Is the organization's ability to achieve its goals through the use of available resources efficiently and effectively (Daft, 2003, 520).

The term of performance was particularly important in administrative literature, especially in strategic human resource management literature, for two reasons. Firstly, it is a key focus for predicting success, and organizations will fail to implement its decision and strategic plans. Secondly, is that the subject of performance and its measurement faces many challenges, the most important which are the different objectives of the organizations and therefore the difference in the indicators of its measurement (Al-Jubouri, 2000, 45).

The performance is a reflection of how the organization uses material and material resources and exploits them in such a way as to enable them to achieve their goals (Al-Husaini, 2000, 231). However, Fred (2007, 308) states that performance is the outcome of activities that are expected to meet established objectives. On his part,

Aguinis (2007, 76) states that performance is the measure of the behavior of individuals - what individuals do when they are in the organization

indicates that organizational performance is a reflection of the Organization's ability and capabilities to achieve its objectives (Hoffer,1980, 19). States that desire and ability to work together in the determination of performance and level, where there is a correlation between the desire and ability to work at the level of performance (Al-Salma,1985, 27). Confirmed that the organizational performance is the outcomes that is achieved through adaptation throughout the alignment of the business environment with the resources of the organization (Johnson & Scholes, 1997, 177). Concluded that the organizational performance is those desired outcomes that the Organization seeks to achieve (Wright, et.al,1998, 259).

presented its explanation about the concept of organizational performance through the 4 four characteristics below: (Kotler, 2000, 42)

- i. Outstanding performance: by identifying stakeholders (Customers, employees, suppliers and distributors) as the organizations realize that it should meet the needs and desires of stakeholders.
- ii. Management of the core business that represents the operations of (New product development, attract customers, reduction of expenses and meet the needs) to enable the organization to achieve its own objectives in order to satisfying stakeholders.
- iii. Appropriate allocation of human resources, material, financial and information, in implementation of this operations organization needs to customize suitable resources for its activities.
- iv. Effective administration versed in developing a clear strategy, well-known to workers along with what the organization wants to achieve and how to achieve it.

Organizational performance refers to the degree to which the individual functions of are accomplished, which reflects how the individual fulfills the job requirements. Performance is generally the conversion of organizational inputs such as raw materials, semi-finished materials and machinery into outputs consisting of goods and services with technical specifications and specific rates.

Examined a number dimensions of organizational performance measurement, namely: Return on Investment (ROI), Return on Equity (ROE), Customers Satisfaction, Labor Turnover, and Market Share (Slater & Olson, 2000, 819). Kaplan & Norton, (1992) includes a set measurement named grades Balanced Scorecard, such as: (social responsibility, increase profits, Market share, and customer satisfaction).

On his part, states that organizational performance is measured through organizational efficiency, customer satisfaction, the ability to make regulator decisions, quality of work, and profits that organization seek to achieve (Mahnke et al, 2005, 101). Presented his model that comprise of stakeholder, operations, resources, and organizational management (Furthermore, Kotler, 2000, 40). Examined total profits, capital, and work sessions as a measurement of organizational performance (Leigten, 1992, 408), and Astrachan & Kolenko (1994). Model include customers satisfaction, innovation, Market share, Return on investment, and Return on property right as demotions of organizational performance (Gephart, 1995, 29).

### **2.2.2 Organizational Performance Objectives**

Organizations seek to achieve a set of goals through performance that can be explained as following (Al-Azzawi, 2014, 255):

- ❖ Enable top management in the organization to acquire a clear picture to conduct a comprehensive performance review.
- ❖ Rational use of available resources to achieve higher returns at the lowest cost and high-quality.
- ❖ Comprehensive assessment of the national economy depending on the performance results of each project.
- ❖ Discover a huge database used in policy-making, as well as scientific, balanced and realistic plans.
- ❖ Identify imbalances and weaknesses in the organization's activity, and work to eliminate them through the development of appropriate solutions after the analysis, and knowledge of its causes.

In addition, indicates that the process of evaluating the performance of organizations is essential for the managers. He further presented a set of objectives of organizational performance that can be clarified as following (Al-Miheavy, 2006, 359):

- Identify the degree of the organization's available resources exploitation compared to the objectives that should be achieved.
- Identifying the internal situation in terms of strengths and weaknesses, as well as identifying the opportunities and threats that surround the organization in its external environment.
- Design plans for the organization's future.
- Assisting to rationalize the decisions respect to the different areas of the organization.

### **2.2.3 The Importance of Organizational Performance**

The importance of organizational performance has been pointed out be (Tapinos, et al, 2005, 371) as following:

- Directing resources disciplines.
- Evaluation managerial performance.
- Assist managers in diagnosis the good performance.
- Illustrates the fact of trade-offs between profit and investment.
- Ensure that the organization management knows the right time to intervene in the deteriorating business.
- Emphasizing the level of coordination between business parts and policies.

Moreover, pointed out that the importance of organizational Performance can be illustrated as following (Tuyglen, 1998, 4):

- i. The appropriateness of the plan for environmental determinants.
- ii. Strategic actions appropriate to the goals of the organization along with its resources.
- iii. Ensure that those who are involved in the implementation of plans are well informed.

- iv. Ascertain the level of coordination between the parts of the business and policies.
- v. The appropriateness of the temple divisions in the implementation of the objectives.

### **Organizational Performance Elements**

Organizational performance consists of a number of elements; the most important are (Al- Hussaini, 1994, 72):

- **Knowledge of Job Requirements:** Includes general knowledge, technical skills, professional background and general job and related fields.
- **The Quality of Work:** It is the extent to which the individual is aware of his/her work and the desire, talent, skill and ability to organize and implement the work without making mistakes.
- **The Amount of Work Done:** the amount of work that an employee can accomplish under normal working conditions, and the speed of this achievement.
- **Perseverance and Reliability:** include seriousness and dedication to work and the ability of the employee to assume responsibility for work and completion of work in the specified time, and the extent of the need for this employee to guide and guidance by supervisors.



## 2.3 Previous Studies

(Al-Hyasat, 2006) titled "measurement Criteria for Efficiency and Effectiveness of Human Resource Management Strategies in the Jordan's Press Foundations and Their Relationship with Corporate Performance "in the Viewpoint of the Employees".

The Main results of Al-Hyasat study was:

- There was a positive correlation between the efficiency and effectiveness of HR planning strategies in Jordan's press organizations and their institutional performance.
- There was a positive correlation between the efficiency and effectiveness of the testing and appointment strategies in Jordan's press organizations and their institutional performance.
- There was a positive relationship between the efficiency and effectiveness of the strategies of personnel performance evaluation in Jordan's press organizations and their institutional performance.
- There was appositive relationship between the efficiency and effectiveness of personnel training strategies in Jordan's press organizations and their institutional performance.

The main recommendation of the study was: Efforts should be exerted to analyze the areas of weakness and strength of the internal environment, and jobs should be analyzed, described and classified in accordance with organizational structures of Jordan's press organizations.

**Al-Ahmar (2007) study**, titled ""The impact of human resources management strategies on operations strategy". Al-Ahmar study was an exploratory study of the views of a sample of managers at the General Company for Electrical Industries in Baghdad between the two fields of knowledge that are human resources management and operations management to prove the general hypothesis of the study and that state there is a significant correlation and an impact of human resources management strategies represented by (selection, motivation, training and development) strategies on operations strategy represented by (focus on process, intermediate focus and product focus).

The Main results of Al-Ahmar study was: there was a significant correlation and an impact of human resources management strategies on operations strategy. The main recommendation of the study was: increasing the interest on the selection strategy and relying on the basis of selection commensurate with the nature of the human resource needs in the company as this strategy represents its infrastructure.

**Katou (2008) study:** titled "Measuring the impact of HRM on organizational performance". The aim of this study was to measure the impact of Human Resource Management on organizational performance in the context of Greece.

The Main results of Katou (2008) study was: indicated that the relationship between Human Resource Management policies (resourcing and development, compensation and incentives, involvement and job design) and organizational performance is partially mediated through Human Resource Management outcomes (skills, attitudes, behavior), and it is influenced by business strategies (cost, quality, innovation).

The main recommendation of the study was: the contribution of this study for academics and practitioners is that Human Resource Management policies associated with business strategies will affect organizational performance through Human Resource Management outcomes.

**Al-Kasasbeh et al (2010) study:** titled "The Role of Human Resource Management Functions in the Learning Organization: A Case Study on the Companies of Abu-Ghazaleh Group in Jordan.

The Main results of AL-Qadi study was:

- There is no significant impact of recruitment and selection on the learning organization.
- There is no significant impact of training and development on the learning organization.
- There is no significant impact of human resource maintenance on the learning organization.

The main recommendation of the study was: Doubling the efforts of the Companies of Abu-Ghazaleh Group, to improve the level of application of the

elements of HRM In order to build the foundations of learning organization development through attention to determine the capabilities of workers and assigning them to work according to their abilities.

**AL-Qadi, (2012) study:** titled "Relationship of Strategic Human Resource Management Practices and performance of Employees and their Impact on Organization Performance". This study aimed to investigate the impact of strategic Human Resource Management Practices on private universities performance in Jordan.

The Main results of AL-Qadi study was:

- There is a significant influence between SHRMT Practices and employee performance.
- There is a significant influence between recruitment and selection, Training and development, and employee participation and employee performance.
- There is no significant influence between compensations and employee performance.
- There is a significant influence between SHRM practices and private universities performance in Jordan.
- There is a significant influence between recruitment and selection, companions, and training and development and private universities performance.

The main recommendation of (AL-Qadi) study was: All managers of Departments and sections should participate with the manager of HRM in recruitment and appointment (selection) in the Private Universities in Jordan. Furthermore, it is essential that employee participate in decision making.

**Abr, (2013) study:** titled: The impact of strategic planning marketing operations on organizational Performance. This study focused on the problem that can be identified in (do strategic planning processes catalog has a role in achieving the organizational Performance?). This study aimed to determine the nature of the relationship between the independent variable (strategic planning processes catalog) and the dependent variable (performance organizational).

The Main results of Abr study was:

1. Planning makers need to have all the ingredients that make it eligible for this position and most importantly the ability to skill and experience.
2. Strategic planning processes in the organizations that examined are available and contribute to the support organizational performance indicators in an acceptable level in spite of availability, but they need to support these processes and development.

**Almahamid, et al (2015) study**, titled "the Impact of Customers Relationships Management on Organizational Performance from the perspective of Jordanian Commercial Banks Managers". The Almahamid, et al (2015) study aimed to investigate the impact of Customers Relationships Management on the organizational performance from the perspective of Jordanian commercial banks managers. The population of this study consists of Jordanian commercial banks (13 banks).

The Main results of Almahamid, et al (2015) study were:

- There was a significant impact for Customer Relationships Management (key customers focus, Customers relationships management organization, Customers Knowledge management, and technology-based customers' relationships management) application on organizational performance measured by balanced scorecard (financial, customers, internal processes, and learning and growth) dimensions in commercial banks working at banking sector in Jordan.
- The key customers famous and customers' relationships management organization have the highest impact on organizational performance measured by balanced scorecard, but no impact were noticed for customers knowledge management and technology-based customers relationships management.

The main recommendations of Almahamid, et al (2015) study were:

1. The Jordanian commercial banks should be given more attention to technology-based customers' relationships to boost customers' satisfaction.
2. Commercial banks should activate customers' knowledge management to improve customers' satisfaction and their competitive positions.
3. Commercial banks should raise the awareness of their customers to use electronic interaction tools that are fundamental to technology-based customers' relationships management in order to know their developed needs and retain them.

**Al-zubaidy & Jasim (2016) study**, titled "The Reflection of Lean Management Approach on Human Resource Management Practices a field research in telecom companies in Iraq (Zain-Asia cell)". This study aimed to determine the extent of adoption of the lean management approach in the two researched companies, as it improving human resource management practices. The research problem represented in the existence of lack of in some aspects of the application the lean management approach in service sector and neglecting the impact of its tools on the human resource management practices.

The Main results of Al-zubaidy&Jasim (2016) study were:

- There is a correlation relationship refers to moral and positive guidance between the variables lean management and the human resources management practices.
- There is an impact of moral guidance for the lean management approach in human resources management practices.
- There is an extent of adoption of the lean management approach and HRM practices.

The main recommendation of Al-zubaidy&Jasim (2016) study was:

The need to increase awareness and interest in the concept of lean management as a mean to improve human resources in case that both companies commitment to it.

**Singh &Kassa (2016) study**, titled: The Impact of Human Resource Management Practice on Organizational Performance. The aim of this study was to examine the impact of human resource management (HRM) practices on organizational performance. A total of 169 employees from Debre Brehan University comprising of both academicians and support staff responded to the survey.

The Main results of Singh & Kassa (2016) study were:

Human resource practices: recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with university performance.

The main recommendation of Singh & Kassa (2016) study was:

- If the university desires to increase its performance to higher levels, it should emphasize more on compensation, recruitment and selection.
- Some improvement needs to be done on the other performance appraisal and training and development in order to increase their effectiveness on the university performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 The Study Methodology**

The main aim of conducting this dissertation is to examine the role that human resource management strategies play in enhancing the performance of the Organization. Moreover, this dissertation will evaluate and estimates how the performance management strategy helps to create a culture of performance at private Universities in Iraqi Erbil City.

This study depends on the method of descriptive analytical. This method is examines how far human resource management strategies impacts the performance of the organization. This dissertation administrated the approach of quantitative research that means "a type of study that is descriptive phenomena by meeting numerical data that are analyzed using mathematically based method (Creswell, 2003) since it preparing and developing a questionnaire survey.

This study depends on both secondary data and primary data. Literature review chapter focused on presenting and explaining the study variables that depend on available sources, such as books, research that related to the subject, and present other sources available on the Internet. While, a survey questionnaire designed and developed in order to collect data from the participants, as primary data is implications of methods and is closely related to the techniques of data collection. The questionnaire instrument includes three sections;

Study Variables		Items	No. of Items	Source	
1	<b>Biographical Data</b>		4	Researcher	
2	<b>HRM Practices</b>	Recruitment and selection	X1-X5	5	(Zatari, 2013), (Aghili, 1991), (Al-Qardahji, 2013), (Al-Kasasbeh, 2010), (AL-Qadi, 2012)
		Training and development	X6-X10	5	
		Sustain of human resources	X11-X15	5	
		Performance appraisal	X16-X20	5	
		Rewards	X21-X25	5	
3	<b>Organizational Performance</b>	Y1-Y15	15	(AL-Maani, 2009), (Abo-Sharkh, 2010), (Gabriel, 2016), (Abo-Ghali, 2016)	

Table 2 : Questionnaire Instruments

### 3.1.1 The Study Population

The population of study according to (Sekaran & Bougie, 2010, 443) is "the entire group or people, events, or things that the researcher desires to investigate". The study population consists of private universities in Iraqi Erbil city numbered of (6) private universities. The questionnaire distributed to dean of collages, their assistance, head of departments, rapporteur of departments, and head of administrative unit.

The table bellow illustrates the number of distributed and returned questionnaire.150 questionnaires have been distributed among the study sample.



However, 131 questionnaires returned and 123 questionnaires were suitable for the purpose of statistically analyzing.

Table 3: Distributed And Returned Questionnaire

University	Distributed questionnaire	Returned questionnaire	Used for analyzing
Private Hayat University for Science and Technology	25	23	21
Lebanese French University	25	21	20
Cihan University	25	23	21
Bayan Private University	25	23	23
Ishik University	25	19	18
International University of Erbil	25	22	20
<b>Total</b>	<b>150</b>	<b>131</b>	<b>123</b>

### 3.1.2 Methods of Data Collection

#### 1. Methods of Secondary Data Collection

Secondary data was obtained through review researcher of the literature such as books, scientific journals, periodicals, statistical publications, previous studies related to the subject of study.

#### 2. Methods of Primary Data Collection

A survey questionnaire prepared and developed using as a method to collect primary data in order to achieve the study purposes. In addition, the questionnaire comprised three parts:

- The first part contains general information related to some demographic and functional factors that includes:

- i. Levels of education were calcified into four categories: high diploma degree, BSc. degree, MSc. degree, and PhD. degree.
  - ii. Scientific positions were calcified into five categories: assistant lecturer, lecturer, assistant professor, professor, and those respondents without scientific position.
  - iii. Gender of participants, were calcified into two categories male or female.
  - iv. Years of experience, were calcified into four categories: Less than 5 years, 6-10 years, 11-15 years, and more than 16 years.
- The second part of the questionnaire included a set of closed questions aims to measure the level of HRM strategies "recruitment and selection, training and development, sustain of human resource, performance appraisal, and rewards" from the perspective of the academic leaderships at private Universities in Iraqi Erbil City and for each element 5 close ended questions with the use of a five point Likert scale.
  - The third part of the questionnaire included 15 questions close ended questions with the use of a five point Likert scale aims to measure the level of organizational performance from the perspective of the academic leaderships at private Universities in Iraqi Erbil City.

### **3.1.3 Statistical Treatment**

For the purpose of obtaining the study objectives and testing the hypotheses, researcher adopted on Statistical Package for Social Sciences (SPSS) software in the analysis the questionnaires items through the use of the following statistical methods:

1. Cronbach's Alpha to measure the reliability of study.
2. Descriptive Statistical Measures: to describe the characteristics of the respondents depending on frequencies, means, standards deviations, the percentages, rankings study variables.
3. Pearson Correlations Coefficients: to find out the relationship between independent variables and dependent variables.
4. Multiple Regression Analysis: to test the validity of the model as well as examine the impact of independent variables on the dependent variable.

### 3.1.4 The Study Measuring Tool

Five Likert scale have been using with respect to respondents' answers. Taking into consideration that the measure used in the study included the following:

Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
5	4	3	2	1

Based on the above, the means values of the study items will be handled to interpret the data as follows:

Decision Rule	High Level	Medium	Low level
<b>Rang</b>	3.50-5	2.50-3.49	1-2.49
	Agree Strongly Agree	Uncertain	Disagree Strongly Disagree

### 3.1.5 Instrument Reliability

The reliability of the questionnaire was ascertained through using the coefficient of Cronbach's Alpha to examine the reliability of the questionnaire.

According to Sekaran (2003) the coefficient of Cronbach's Alpha is a reliability coefficient that reflects how well the items in a set are positively correlated to one another. Sekaran (2003) further indicates that if the coefficients of Cronbach's Alpha result are between 0.00 to 0.50 has poor reliability, the coefficients of Cronbach's Alpha results between 0.50 - 0.70 is consider to be a moderate reliability, the coefficients of Cronbach's Alpha results between 0.70 - 0.90 represents high reliability,

and finally the coefficients of Cronbach's Alpha results between above 0.90 represents “excellent” reliability.

The coefficient of Cronbach's Alpha used to test the reliability of items of the questionnaire and showed in table (4). The coefficient of Cronbach's Alpha for HRM Strategies, Organizational performance, and whole questionnaire is equal to (.981, .955, and .983) respectively which they are considered to be high reliability.

Table 4 : Reliability Test

Variables of study	No of Items	Cronbach's Alpha
HRM Strategies	25	.981
Organizational performance	15	.955
Whole questionnaire	40	.983

## **CHAPTER FOUR**

### **RESULTS OF STUDY**

#### **4.1 Respondents Demographics Analysis**

##### **4.1.1 Gender of Respondents**

The figure (5) illustrates the gender of respondents. The majority of the participants were male N=102 (82.9%) and N=21 (17.1%) were female.

##### **4.1.2 Level of Education**

The figure (5) illustrates the education level of the respondents. The majority of the respondents are holding MSc degree N=56 (%45.5), coming second the respondents that are holding PhD degree N=38 (%30.9). Finally, the respondents that are holding BSc degree N=29 (%23.6).

##### **4.1.3 Years of Experience**

The figure (5) illustrates the respondents years of experience, the majority N=64 with (%52.0) years of experience are between 11-15 years. Secondly, N= 29 (%23.6) their years of experience are more than 16 years. Thirdly, N= 22 (%17.9) their years of experience are between 6-10 years. Finally, and N= 8 (%6.5) their years of experience are less than 5 years.

##### **4.1.4 Scientific Position**

The figure (5) illustrates the scientific position of the respondents. The majority of the respondents that are lecturers N=51 (%41.5), coming second the respondents that are not holding any scientific position N=28 (%22.8). Coming third the respondents that are assistant professors N=23 (%18.7). The respondents that are assistant lecturer N=16 (%13.0) are coming forth. Finally, the respondents that are professor N=5 (%4.1).

Table 5 : Respondents' Demographics Analysis

Demographics analysis		Frequency	Percent
<b>Gender</b>	Male	102	82.9
	Female	21	17.1
	<b>Total</b>	<b>123</b>	<b>100.0</b>
<b>Level of education</b>	BSc.	29	23.6
	MSc.	56	45.5
	PhD.	38	30.9
	<b>Total</b>	<b>123</b>	<b>100.0</b>
<b>Years of experience</b>	Less than 5 years	8	6.5
	6-10 years	22	17.9
	11-15 years	64	52.0
	More than 16 years	29	23.6
	<b>Total</b>	<b>123</b>	<b>100.0</b>
<b>Scientific position</b>	Assistant lecturer	16	13.0
	Lecturer	51	41.5
	Assistant professor	23	18.7
	Professor	5	4.1
	None	28	22.8
	<b>Total</b>	<b>123</b>	<b>100.0</b>

## **4.2 Descriptive Analysis of Study Variables**

### **4.2.1 HRM Strategies**

In present study, human resource management strategies represent by five dimensions "Recruitment and selection, Training and development, Sustain of human resources, Performance appraisal, and Rewards". For each element frequency distribution, percentages, means, and standard deviations have been illustrated as the following:

#### **4.2.1.1 Recruitment and Selection**

The table below (6) illustrates the analysis of recruitment and selection questions through the frequency distribution, percentages, means, and standard deviations for the 5 questions (X1-X5). The general average of recruitment and selection questions (X1-X5) reached a high level of contribution through the mean of (3.666).

From the table, the important question that contributes to enhance the strategy of recruitment and selection based on the percentages is (X1) that the question states "Private universities depend on various sources to attract human resources to fill available positions" this question reached a mean and standard deviation of (3.98), (1.105) respectively.

On the other hand, the lowest contribute question is (X5) that the question states "private universities eager on the recruitment and selection with diverse expertise." that reached a mean and standard deviation of (3.24), (1.308) respectively.

Table 6: Analyzing Recruitment And Selection Questions

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
<b>X1</b>	5	4.1	10	8.1	16	13.0	44	35.8	48	39.0	<b>3.98</b>	<b>1.105</b>
<b>X2</b>	12	9.8	12	9.8	11	8.9	43	35.0	45	36.6	<b>3.79</b>	<b>1.301</b>
<b>X3</b>	5	4.1	13	10.6	21	17.1	46	37.4	38	30.9	<b>3.80</b>	<b>1.114</b>
<b>X4</b>	12	9.8	19	15.4	24	19.5	29	23.6	39	31.7	<b>3.52</b>	<b>1.339</b>
<b>X5</b>	12	9.8	32	26.0	18	14.6	36	29.3	25	20.3	<b>3.24</b>	<b>1.308</b>
<b>General average of recruitment and selection</b>											<b>3.666</b>	<b>1.2334</b>

#### 4.2.1.2 Training and Development

The table below (7) illustrates the analysis of training and development questions through the frequency distribution, percentages, means, and standard deviations for the 5 questions (X6-X10). The general average of training and development questions (X6-X10) reached a high level of contribution through the mean of (3.52).

From the table, the important question that contributes to enhance the strategy of training and development based on the percentages is (X8) that the question states "Human Resources at the University receives proper training appropriate for their future career" this question reached a mean and standard deviation of (3.66), (1.158) respectively. On the other hand, the lowest contribute question is (X10) that the question states "University's objectives determined by the training programs in light with the training needs" that reached a mean and standard deviation of (3.41), (1.299) respectively.



Table 7: Analyzing Training and Development Questions

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
<b>X6</b>	5	4.1	26	21.1	15	12.2	43	35.0	34	27.6	<b>3.61</b>	<b>1.212</b>
<b>X7</b>	9	7.3	15	12.2	35	28.5	38	30.9	26	21.1	<b>3.46</b>	<b>1.169</b>
<b>X8</b>	5	4.1	16	13.0	32	26.0	33	26.8	37	30.1	<b>3.66</b>	<b>1.158</b>
<b>X9</b>	5	4.1	22	17.9	35	28.5	33	26.8	28	22.8	<b>3.46</b>	<b>1.147</b>
<b>X10</b>	9	7.3	28	22.8	22	17.9	31	25.2	33	26.8	<b>3.41</b>	<b>1.299</b>
<b>General average of training and development</b>											<b>3.52</b>	<b>1.197</b>

#### 4.2.1.3 Sustain of Human Resources

The table below (8) illustrates the analysis of sustain of human resources questions through the frequency distribution, percentages, means, and standard deviations for the 5 questions (X11-X15). The general average of sustain of human resources questions (X11-X15) reached a high level of contribution through the mean of (3.498).

From the table, the important question that contributes to enhance the strategy of sustain of human resources based on the percentages is (X12) that the question states "The University sustains the excellence human resources for many years." this question reached a mean and standard deviation of (3.59), (1.247) respectively. On the other hand, the lowest contribute question is (X13) that the question states "University pays special attention to employees with unique specialties to encourage them to stay at university." that reached a mean and standard deviation of (3.35), (1.235) respectively.

Table 8 : Analysingsustains of Human Resources Questions

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
<b>X11</b>	12	9.8	9	7.3	37	30.1	32	26.0	33	26.8	<b>3.53</b>	<b>1.237</b>
<b>X12</b>	5	4.1	28	22.8	16	13.0	37	30.1	37	30.1	<b>3.59</b>	<b>1.247</b>
<b>X13</b>	5	4.1	36	29.3	21	17.1	33	26.8	28	22.8	<b>3.35</b>	<b>1.235</b>
<b>X14</b>	5	4.1	19	15.4	31	25.2	34	27.6	34	27.6	<b>3.58</b>	<b>1.165</b>
<b>X15</b>	9	7.3	18	14.6	40	32.5	22	17.9	34	27.6	<b>3.44</b>	<b>1.242</b>
<b>General average of sustains of human resources</b>											<b>3.498</b>	<b>1.2252</b>

#### 4.2.1.4 Performance Appraisal

The table below (9) illustrates the analysis of performance appraisal questions through the frequency distribution, percentages, means, and standard deviations for the 5 questions (X16-X20). The general average of performance appraisal questions (X16-X20) reached a high level of contribution through the mean of (3.736).

From the table, the important question that contributes to enhance the strategy of performance appraisal based on the percentages is (X16) that the question states "The employees at the university usually are assessed through performance standards." this question reached a mean and standard deviation of (4.09), (1.093) respectively. On the other hand, the lowest contribute question is (X20) that the question states "Performance appraisal method at the university is able to express the actual performance of employees." that reached a mean and standard deviation of (3.17), (1.213) respectively.

Table 9 : Analyzing Performance Appraisal Questions

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
<b>X16</b>	5	4.1	0	0.0	25	20.3	42	34.1	51	41.5	<b>4.09</b>	<b>1.093</b>
<b>X17</b>	5	4.1	16	13.0	23	18.7	39	31.7	40	32.5	<b>3.76</b>	<b>1.162</b>
<b>X18</b>	5	4.1	13	10.6	43	35.0	26	21.1	36	29.3	<b>3.61</b>	<b>1.135</b>
<b>X19</b>	5	4.1	7	5.7	19	15.4	38	30.9	54	43.9	<b>4.05</b>	<b>.992</b>
<b>X20</b>	10	8.1	34	27.6	21	17.1	41	33.3	17	13.8	<b>3.17</b>	<b>1.213</b>
<b>General average of performance appraisal</b>											<b>3.736</b>	<b>1.119</b>

#### 4.2.1.5 Rewards

The table below (10) illustrates the analysis of rewards questions through the frequency distribution, percentages, means, and standard deviations for the 5 questions (X21-X25). The general average of rewards questions (X21-X25) reached a high level of contribution through the mean of (3.652).

From the table, the important question that contributes to enhance the strategy of rewards based on the percentages is (X23) that the question states "Rewards system enhances the university's performance by human resources who have contributed to raising the performance of the university" this question reached a mean and standard deviation of (3.85), (1.114) respectively. On the other hand, the lowest contribute question is (X25) that the question states "Rewards system enhances the human resources to achieve the goals of the university." that reached a mean and standard deviation of (3.53), (1.189) respectively.

Table 10 : Analyzing Rewards Questions

	Strongly disagree		Disagree		Uncertain		Agree		Strongly agree		Mean	Std.
	N	%	N	%	N	%	N	%	N	%		
<b>X21</b>	5	4.1	13	10.6	34	27.6	40	32.5	31	25.2	<b>3.64</b>	<b>1.095</b>
<b>X22</b>	3	2.4	26	21.1	30	24.4	28	22.8	36	29.3	<b>3.55</b>	<b>1.190</b>
<b>X23</b>	5	4.1	10	8.1	26	21.1	39	31.7	43	35.0	<b>3.85</b>	<b>1.114</b>
<b>X24</b>	3	2.4	16	13.0	30	24.4	41	33.3	33	26.8	<b>3.69</b>	<b>1.080</b>
<b>X25</b>	5	4.1	24	19.5	27	22.0	35	28.5	32	26.0	<b>3.53</b>	<b>1.189</b>
<b>General average of rewards</b>											<b>3.652</b>	<b>1.1336</b>

The table below (11) summarizes ranks of HRM strategies that include "recruitment and selection, training and development, sustain of human resources, performance appraisal, and rewards". The strategy of performance appraisal was the significant strategy that stimulating to HRM strategies as the general mean of strategy of performance appraisal reached (3.736).

On the other hand, the strategy of sustain of human resources was the least significant strategy to HRM strategies as the general mean of the strategy of sustain of human resources reached (3.498).

Table 11: Ranks of HRM Strategies

<b>Independent Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Rank</b>	<b>Approval degree</b>
<b>Recruitment and selection</b>	<b>3.666</b>	<b>1.2334</b>	2	High
<b>Training and development</b>	<b>3.52</b>	<b>1.197</b>	4	High
<b>Sustain of human resources</b>	<b>3.498</b>	<b>1.2252</b>	5	High
<b>Performance appraisal</b>	<b>3.736</b>	<b>1.119</b>	1	High
<b>Rewards</b>	<b>3.652</b>	<b>1.1336</b>	3	High

#### 4.2.2 Organizational Performance

The table below (12) illustrates the analysis of organizational performance questions through the frequency distribution, percentages, means, and standard deviations for the 5 questions (Y1-Y15). The general average of organizational performance questions (Y1-Y15) reached a high level of contribution through the mean of (3.566).

From the table (12), the important question that contributes to enhance the strategy of organizational performance based on the percentages is (Y6) that the question states "Private universities focused on basic principles for the quality of work and daily activities." this question reached a mean and standard deviation of (3.80), (1.166) respectively.

On the other hand, the lowest contribute question is (Y9) that the question states "Quality of work at the university is the key indicators to evaluate the performance of the employees" that reached a mean and standard deviation of (3.23), (1.227) respectively.

Table 12: Analyzing Organizational Performance Questions

	Strongly disagree		Disagree		Uncertain		agree		Strongly agree		Mean	StD.
	N	%	N	%	N	%	N	%	N	%		
<b>Y1</b>	2	1.6	7	5.7	41	33.3	38	30.9	35	28.5	<b>3.79</b>	<b>.977</b>
<b>Y2</b>	4	3.3	16	13.0	40	32.5	43	35.0	20	16.3	<b>3.48</b>	<b>1.019</b>
<b>Y3</b>	4	3.3	19	15.4	24	19.5	45	36.6	31	25.2	<b>3.65</b>	<b>1.116</b>
<b>Y4</b>	4	3.3	16	13.0	33	26.8	32	26.0	38	30.9	<b>3.68</b>	<b>1.140</b>
<b>Y5</b>	18	14.6	9	7.3	23	18.7	32	26.0	41	33.3	<b>3.56</b>	<b>1.398</b>
<b>Y6</b>	9	7.3	6	4.9	26	21.1	42	34.1	40	32.5	<b>3.80</b>	<b>1.166</b>
<b>Y7</b>	2	1.6	42	34.1	20	16.3	34	27.6	25	20.3	<b>3.31</b>	<b>1.188</b>
<b>Y8</b>	4	3.3	8	6.5	54	43.9	32	26.0	25	20.3	<b>3.54</b>	<b>.994</b>
<b>Y9</b>	6	4.9	36	29.3	32	26.0	22	17.9	27	22.0	<b>3.23</b>	<b>1.227</b>
<b>Y10</b>	8	6.5	12	9.8	47	38.2	33	26.8	23	18.7	<b>3.41</b>	<b>1.101</b>
<b>Y11</b>	7	5.7	2	1.6	53	43.1	34	27.6	27	22.0	<b>3.59</b>	<b>1.032</b>
<b>Y12</b>	5	4.1	6	4.9	40	32.5	41	33.3	31	25.2	<b>3.71</b>	<b>1.030</b>
<b>Y13</b>	7	5.7	5	4.1	47	38.2	26	21.1	38	30.9	<b>3.67</b>	<b>1.127</b>
<b>Y14</b>	8	6.5	28	22.8	19	15.4	40	32.5	28	22.8	<b>3.42</b>	<b>1.248</b>
<b>Y15</b>	6	4.9	15	12.2	27	22.0	43	35.0	32	26.0	<b>3.65</b>	<b>1.138</b>
<b>General average of organizational performance</b>											<b>3.566</b>	<b>1.1267</b>

### 4.3 Testing the Study Hypotheses

#### 4.3.1 Examine the Correlation Between HRM Strategies and Organizational Performance

The table below (13) demonstrates the analysis result of the first main hypothesis that states "there is a measurable positive correlation between human resource management strategies and organizational performance". In order to examine this hypothesis along with its sub-hypotheses the coefficient of Pearson's (r) correlation was administrated.

The table shows that human resource management strategies positively correlated with organizational performance as the Pearson correlation value was (.680\*) at the significance level (0.01) that reached the significant value of (0.000). As a result, the first main hypothesis accepted that states "there is a measurable positive correlation between human resource management strategies and organizational performance".

Table 13 : The Correlation Between HRM Strategies and Organizational Performance

	Organizational performance		
	Pearson Correlation	Sig. (2-tailed)	N
HRM strategies	.680*	.000	123

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

Moreover, the table below (14) explains the analysis result of the five sub-hypotheses that derives from the First main Hypothesis in order to examine the correlation between the five HRM strategies namely: Recruitment and selection, Training and development, Sustain of human resources, Performance appraisal, and Rewards" and organizational performance.

The table shows that the five HRM strategies positively correlated with organizational performance as the Pearson correlation value was (.511\*\*), (.645\*\*), (.648\*\*), (.544\*\*), and (.782\*\*) respectively at the significance level (0.01) and all the correlations reached the significant value of (0.000).

Furthermore, the table illustrates that the strategy of rewards achieved the highest positive correlation with organizational performance as the Pearson correlation value between the two variables is (.782\*\*). However, Recruitment and selection has the weakest positive correlation with organizational performance as the Pearson correlation value between the two variables is (.511\*\*). As a result, the five sub-hypotheses that derive from the first main hypothesis are accepted as well.

Table 14 : The Correlation Between the Five HRM Strategies and Organizational Performance

	Organizational performance		
	Pearson Correlation	Sig. (2-tailed)	N
<b>Recruitment and selection</b>	.511**	.000	123
<b>Training and development</b>	.645**	.000	123
<b>Sustain of human resources</b>	.648**	.000	123
<b>Performance appraisal</b>	.544**	.000	123
<b>Rewards</b>	.782**	.000	123



#### **4.3.2 Examine the Impact of HRM Strategies on Organizational Performance**

In order to examine the second main hypothesis along with the five sub-hypotheses that derives from it that seek to find out the impact of HRM strategies on organizational performance, this dissertation conducted a multiple linear regression analysis.

The second hypotheses were tested according to the decision rule that the Hypotheses is accepting if the value of F calculated is higher than the value of F tabulated, in addition to the level of significance is lower than 0.05.

From the table below, the significance value is 0.000 which is less than 0.05. Consequently, the model is statistically significance in predicting how HRM strategies on impacts organizational performance. At the level of significance 0.05, the value of F calculated was 103.898 that it is higher than the value of F tabulated (4.001) which show that the overall model was significant. The value of R square that reached .680 illustrates that (%68.0) of organizational performance variation is explained by human resource management strategies. The remainder (%32.0) demonstrates that the changes in organizational performance are explained by other elements that have not been studied in the present dissertation.

Therefore, the main second hypotheses is accepted which that states "there is statistically a significant impact of human resource management strategies and organizational performance".

Table 15; The Impact of HRM Strategies on Organizational Performance

	Organizational performance			
	R Square	F calculated	Sig. F Change	T calculated
HRM strategies	.680	103.898	.000	10.193 (.000)

(N=123, df= 1, 121)

In addition, the table below (16) clarify the analysis result of the five sub-hypotheses that derives from the second main hypothesis in order to examine the impact of the five HRM strategies namely "recruitment and selection, training and development, sustain of human resources, performance appraisal, and rewards" on organizational performance.

The table shows that the five HRM strategies impacts on organizational performance as the values of f calculated reached (42.684), (86.061), (87.452), (50.919), and (190.938) respectively. These values are higher than the value of F tabulated (4.001). The values of R square of the five HRM strategies reached (.261), (.416), (.420), (.296), and (.612) respectively. These values illustrate that (%26.1), (%41.6), (%42.0), (%29.6), and (%61.2) of organizational performance variation is explained by the five HRM strategies.

Furthermore, the table illustrates that the strategy of rewards achieved the highest statistically impact on organizational performance as the R square value is (.612). However, recruitment and selection has the weakest impact on organizational performance according to the R square value that it is (.261). Consequently, the five sub- hypotheses that derive from the second main hypothesis are accepted as well.

Table 16 : The Impact of the Five HRM Strategies on Organizational Performance

	<b>Organizational performance</b>			
	<b>R Square</b>	<b>F calculated</b>	<b>Sig. F Change</b>	<b>T calculated</b>
<b>Recruitment and selection</b>	.261	42.684	.000	6.533 (.000)
<b>Training and development</b>	.416	86.061	.000	9.277 (.000)
<b>Sustain of human resources</b>	.420	87.452	.000	9.352 (.000)
<b>Performance appraisal</b>	.296	50.919	.000	7.136 (.000)
<b>Rewards</b>	.612	190.938	.000	13.818 (.000)

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1. Conclusion

This dissertation aimed to examine the role of HRM strategies on organizational performance. The results from this dissertation according to perspectives of academic leaderships were as following:

1. The level of human resource management strategies was high according to the approval degree of their means. The ranks of HRM strategies in terms of ordinals importance was as the following. Firstly, performance appraisal. Secondly, recruitment and selection. Thirdly, rewards. Fourthly, training and development. Finally, sustain of human resources.
2. The level of organizational performance in private universities according to perspectives of academic leaderships was high. The results indicate that private universities focused on basic principles for the quality of work and daily activities.
3. The results of this dissertation state that the application of correct HRM practices leads to increased expertise, technical competence and professionalism among workers. Furthermore, HRM correct practices reduce the time of completion of the contribute work.
4. The results of this dissertation state that HRM correct practices help the management to facilitate the procedures work as well as contribute to accelerating the decision-making process.
5. The results of this dissertation state that private universities depend on various sources to attract human resources to fill available positions along with collecting data and information on applicants for appointment to the purpose of uses it in the recruitment.
6. This dissertation found that private universities offers appropriate training programs to their human resources linked to acts performance in addition to that HR receives proper training appropriate for their future career.

7. This dissertation found that private universities take into accounts the capabilities and skills of their human resources during evaluating the performance of employees also employees usually are assessed through performance standards.
8. The results of this dissertation state that rewards system enhances the university's performance depending on human resources who have contributed to raising the performance of the university in addition to pursue the goals of the university.
9. The results of this dissertation indicate that there was a positive strong correlation between HRM strategies and organizational performance. Moreover, there was a positive strong correlation between the five strategies of HRM that have been examined in this dissertation (recruitment and selection, training and development, sustain of human resources, performance appraisal, and rewards) and organizational performance. The strategy of rewards achieved the highest positive correlation with organizational performance. However, performance appraisal has the weakest positive correlation with organizational performance.
10. The results of this dissertation state that there was statistically an impact of human resource management strategies and organizational performance. Besides, the strategy of rewards achieved the highest statistically impact on organizational performance. On the other hand, recruitment and selection has the weakest impact on organizational performance.

## 5.2. Recommendations

1. The need to focus on the importance of human resource management strategies in organizations through developing the managers' skills. Since HRM is the organization's functioning that dealt with recruitments and selection practices and then hiring the efficient human resources.
2. Organizations should to keep focus on the development of human resources management activities as well as work on updated constantly in order to keep pace with the latest developments in the field of human resource management.
3. Organizations should to rely on diverse sources of attraction and selection of skilled human resources along with diverse experiences and distinctive so they can fill the vacant posts.
4. Organizations should increase and expand the interest on the practices of Human Resources Management (recruitment and selection, training and developing, sustain human resources, performance appraisal, and rewards) in addition to develop these practices along with provide a strategic dimension meets the needs of human resources and organization in an environment that characterized by continuous changes.
5. Organizations have to offers appropriate training programs to human resources who take senior positions that linked to acts their performance. As a result it will improve the performance of the organization.
6. Organization sought to work to sustain skilled human resources, in addition to pay special attention to workers that have unique specialties to encourage them to stay in the organization.
7. Organizations are required to provide fair incentives and rewards depending on the amount and quality of work that completed. Therefore, employees feel their importance for the organization's work and pride that they are members at the organization.
8. Organizations are required to provide human relationships approach at work. Furthermore, all employees have to treats at the organization in a fair and equivalent method.

9. Conduct similar studies in the future include variables other than those variables that covered in the current study in order to obtain advantage from the results along with disseminating recommendations.



## References

- ABASS, S. M.** (2006) Human Resource Management - Strategic entrance, 2nd edition, Dar Wael for publications, Amman, Jordan.
- ABDUL-BAQI, S.** (2000) Human Resources Management", Cairo: University House.
- ABDUL-BAQI, S. E. M.** (1999) Human Resources Department, University House, printing, publishing, distribution, Cairo.
- ABO-GHALI, M. A.** (2016) The Impact of Administrative Ethics on Job Performance in the Ministries of Labor & Social Affairs – Gaza strip. Unpublished master dissertation, Al-Azhar University. Gaza.
- ABO-SHARKH, N. H.** (2010) Assessment of the Impact of Incentives on the Work Performance Level In The Palestinian Telecommunications Company: Employee Prospective. Unpublished master dissertation, Al-Azhar University. Gaza.
- ABR, S. A.** (2013) the impact of strategic planning marketing operations in organizational Performance, A prospective study in the textile industries / Baghdad. The Journal of Administration & Economics. No. 97, PP: 134-157.
- ABU-SHEIKHA, N. A.** (2000), human resource management, Amman: Dar Al-Safa for Publishing and Distribution.
- AGHILI, O. W.** (1991), "Human Resource Management", Zahran Foundation for Publishing and Distribution, Ammann.
- AGHILI, O. W.** (2005) Human Resource Management contemporary: strategic dimension, Wael for Publishing and Distribution, Amman, Jordan.
- AGUINIS , H.** (2007) Performance Management, Pearson prentice hall.
- AL- HITTI, K. A.** (2005) Human Resources Management, Second Edition, Dar Wael Publishing, Amman.
- AL-AHMAR, A. S.** (2007) the impact of human resources management strategies on operations strategy. Unpublished master dissertation. Collage of Administration and economics. University of Baghdad.
- AL-AMERY, S. M., & Al-Ghalibi, Z. M.** (2006), Business and Management, Dar Wael for publication, Amman, Jordan.



- AL-AZZAWI**, B. M. (2014) the role of knowledge management in the Organisational Performance. Baghdad College journal for Economic Sciences. NO. 42, pp: 241-268.
- AL-HITI**, K. A. (2003) the Human Resources Management, Wael for publication, Amman - Jordan.
- AL-HITI**, K. A. (2005) the Human Resources Management, 2ne edition, Wael for publication, Amman - Jordan.
- AL-HUSSEINI**, A.(1994) The relationship of administrative supervision to the efficiency of the performance of employees: an applied study on military hospitals in Riyadh.
- AL-HYASAT**, K. M. (2006) measurement Criteria for Efficiency and Effectiveness of Human Resource Management Strategies in the Jordan's Press Foundations and Their Relationship with Corporate Performance "in the Viewpoint of the Employees" the Jordanian Journal of business administration. Vol. 2, No. 4, PP: 558-583.
- ALI**, H. A. (2003), Human Resource Management, 3rd edition, Dar Wael for publication, Amman, Jordan.
- AL-JUBOURI**, A. A. (2000) The Effect of Competitive Strategies in Enhancing the Strategic Performance of Small Organizations, unpublished Master Thesis, Faculty of Management and Economics, University of Mosul.
- AL-KASASBEH**, M. M., Al-Faouri, A. H., & AL-Emyan, M. S.(2010) the Role of Human Resource Management Functions in the Learning Organization: A Case Study on the Companies of Abu-Ghazaleh Group in Jordan. Jordanian journal of business administration, Vol. 6, No, 1, PP: 163-183.
- AL-KASASBEH**, M.M., Al-Faouri, A. H., and AL-Emyan, M. S. (2010) the Role of Human Resource Management Functions in the Learning Organization: A Case Study on the Companies of Abu-Ghazaleh Group in Jordan. Jordanian Journal of Business Administration. Vol. 6, No.1, PP: 83 – 163.
- AL-MAANI**, A. (2009) Attitudes of Managers in the Jordanian Central Ministries towards the Role of Knowledge Management on Job Performance: A Field Study. Jordanian Journal of Business Administration. Vol. 5, No.3, PP: 371 – 402.
- ALMAHAMID**, S., Twiqatt, A., &Hadadin, R. (2015) the Impact of Customers Relationships Management on Organizational Performance from the perspective

of Jordanian Commercial Banks Managers: An Empirical study. Jordanian journal for business administration, Vo. 11, No. 3, PP: 573-599.

**AL-MAHER**, A. (2000) Human Resources Management, Perspective of the 21st Century, Cairo, 1<sup>st</sup> edition.

**AL-MIHEAWY**, Q, N. (2006) Quality Management Services - Concepts, processes and applications. 1<sup>st</sup> edition, Al-Shroq for publication and distribution.

**AL-NADAWI**, A. B. (2009) Globalization of Human Resource Management, Strategic Perspective, Dar Al-Masirah Publishing, Distribution and Printing, Amman.

**AL-NAJJAR**, N. M. (2012) the role of human resources management on the information industry in the light of the knowledge economy: the case of the Islamic University - Gaza, unpublished Master Thesis, Faculty of Commerce, Islamic University - Gaza, Palestine.

**AL-QADI**, Z. M. (2012) Relationship of Strategic Human Resource Management Practices and performance of Employees and their Impact on Organization Performance "Applied Study on Private Universities in Jordan". Unpublished master dissertation, Middle East University, Jordan.

**AL-QADI**, Z. M. (2012) Relationship of Strategic Human Resource Management Practices and performance of Employees and their Impact on Organization Performance "Applied Study on Private/universities in Jordan". Unpublished master dissertation, Middle East University. Amman.

**AL-QARDAHJI**, M. M. (2013) the Impact of HRM Operations Systems on Organization Agility: An Empirical Investigation in AL/Jomiah Group in Dammam Eastern Region/KSA. Unpublished master dissertation, Middle East University. Amman.

**AL-SALIM**, M., Salih, A. (2002) Human Resource Management - strategic entrance, first edition, the world of modern books for Publishing and Distribution, Amman.

**AL-SALMA**, A. (1985), Human Resources Management Strategy, Dar Gharib for Printing, Publishing and Distribution, Cairo.

**AL-SARAYRA**, A. A., & Al-Xareb, R. K. (2010) the impact of the functions of human resources management on organizational creativity as seen by workers in

the Jordanian telecommunications company: case study, the Jordanian journal studies in business administration, Vol. 6, No. 4, Amman - Jordan.

**AL-ZOUBY**, M. O. (2012) the creative process requirements related to human resources management: a field study on the small to medium business organizations managers in Jordan, Jordanian Journal of Business Administration, Vol. 8, No. 2, Amman.

**AL-ZUBAIDY**, K. D., & **Jasim**, R. J. (2016) The Reflection of Lean Management Approach on Human Resource Management Practices a field research in telecom companies in Iraq (Zain-Asia cell). Journal of the economy and management Science, No. 94, Vol. 55, PP: 1-25.

**ARAY**, S. T. (2008). Effects of Perceived Sufficiency of HRM Practices on Organizational Commitment and Intent to Quit. Unpublished Doctoral Dissertation, Marmara University

**ARMSTRONG**, M. (2006). A Handbook of Human Resource Management Practice. (10th Ed.) . London: Kogan Page Limited.

**ARMSTRONG**, M. (2008), Strategic Human Resource Management: A Guide to action, 4th Edition, Kogan Page, London.

**ARMSTRONG**, M. (2009) Armstrong's Handbook of Human Resource Management Practice, 11<sup>th</sup> Edition, Kogan Page London and Philadelphia.

**ASWATHAPPA** K. (2002) "Human Resource and Personnel Management", Tata McGraw- Hill.

**BAE, JOHNGSEOK**, Lawler, John J. 2000. Organizational and HRM Strategies in Korea: Impact on Firm Performance in an Emerging Economy, Academy of Management Journal, 43 (3).

**BECKER**, B. and **BARRY** Gerhart. 1996. The Impact of Human Resource Management on Organizational Performance Progress and Prospects, Academy of Management Journal, 39.

**BEDEIAN**, A., G. (1993), Management, 3<sup>rd</sup> ed., the Dryden Press, U.S.A.

**BEN-Nemsha**, S. O. (2007) the human resources management strategy to meet the challenges of globalization and the possibility of its application in the civil and security services in Riyadh, unpublished PhD thesis, postgraduate School, Naif Arab University for Security Sciences.

**BERBER, K.** (2000) Human Resources Management and efficiency of organizational performance, University Corporation for Studies, Publishing, and Distribution, 2nd edition, Lebanon.

**BOUZAHRA, M.** (2004) "The Evolution of the Role of Human Resources in Economic Institutions: The Case of Algerian Institutions", International Conference on Human Development and Opportunities for Integration in the Knowledge Economy and Human Competencies, Faculty of Law and Economic Sciences, University of Ouargla, Algeria, 2004.

**BRATTON, J. & GOLD, J.** (2003) Human Resource Management: Theory and Practice third edition London: Palgrave Macmillan

**BURMA, Z. A.** (2014) Human Resource Management and Its Importance for Today's Organizations, International Journal of Education and Social Science, Vol. 1 No. 2, PP: 85-94

**CAMPBELL, J. P.** (1999). The definition and measurement of performance in the new age. In D. R. Ilgen & E. D. Pulakos (Eds.), *the changing nature of performance. Implications for staffing, motivation, and development*, (pp. 399–429). San Francisco: Jossey-Bass.

**CERTO, Samuel C, & CERTO, S. Trevis** (2006) *Modern Management*, 10th Ed, New Jersey.

**CHENG, A., and BROWN, A.,** (1998), Human Resource Management Strategies and Labor Turnover in Hotel Industry: A comparative Study of Australia and Singapore, *The International Journal of Human Resource Management*, Vol. 9, No. 1, Pp. 136-151.

**CRESWELL, J. W.** (2003). *Research Design*. Second Edition, University of Nebraska, Lincoln: Sage Publications: New Delhi.

**DAFT, R. L.** (2003) *Organization Theory and Design*, 9th ed." South – Western College, U.S.A.

**DECENZO, D. A. & ROBBINS, S. P.** (1999) *Human Resource Management: Concepts and Applications*, 6<sup>th</sup> edition (New York: John Wiley).

**DENISI, A. S. & GRIFFIN, R. W.** (2001) *Human Resource Management*. 2<sup>nd</sup> edition, Houghton Mifflin Company.

**DENISI, A. S. & Griffin, R., W.** (2001), *Human Resource Management*, Houghton Mifflin Com., U.S.A.

**DE-NISI,ANGELO S. & GRIFFEN, Rickey W.**(2005)," Human Resource Management" 2th ed, Boston: Houghton Mifflin Company.

**DESSLER, G.** (2003) Human Resource Management, 9<sup>th</sup> edition (New Jersey: Prentice Hall).

**DORA, A., & AL-SABAX, Z. N.** (2008) human resources The twenty-first century, Dar Wael for Publishing and Distribution, first edition, Amman, Jordan.

**FAZARI, M. A. M.** (2009) The impact of recent technological revolution on the evaluation of programs and policies of Human Resource Management: The model of Ministry of Education in Oman, unpublished PhD thesis, Faculty of Economics, University of Tishreen, Syrian Arab Republic.

**FELDMAN, D., S. & ARNOLD, J.** (1983), Managing Individual & Group Behavior in Organization, Mc Grew-Hill, Tokyo-Japan.

**FRED, D . R .** (2007) Strategic Management, Pearson prentice Hall, New Jersey.

**GABRIEL, E. G.** (2016) The Relationship between Job security & Job Performance in the Palestinian Universities at Gaza Strip. Unpublished master dissertation, Al-Azhar University. Gaza.

**GARETH R. & JENNIFER M.** (2004) Essentials of Contemporary Management, the McGraw- Hill Companies.

**GILLEY, J., EGGLAND, S., & GILLEY, A.** (2002). Principles of Human Resource Development. New York: Basic Books.

**HASHEM, Z. M.** (1989) Human Resources Department, Al-Slassel for Printing, Publishing and Distribution, Kuwait.

**HASSAN, R.** (2001) Human Resources Management vision for the future, University House for Publishing, Alexandria, Egypt,

**HASSAN, R.** (2004), Human Resource Management: a futuristic vision, Alexandria: University House.

**HIJAZI, H. M.** (2005) human resources management, Al-Wafaa house for Printing and Publishing. Amman.

**HOFFER, C .W,** (1980) Turn around Strategies, J .B. S, United Kingdom.

**INVANCEVICH, J. M.** (2004) Human Resource Management, 9th ed, The McGraw- Hill Companies.

**INVANCEVICH, John M.** 2004. Human Resource Management, 9th ed, The McGraw- Hill Companies.

- JOHNSON, G.& Scholes, K.** (1997) Exploring corporate strategy , text and cases, 3rd Ed, prentice – Hall co , London .
- KAMOCHE, K., and MUELLER, F.** 1998. Human resource management and the appropriation-learning perspective, Human Relations, 51 (8): 1033-1061.
- KAPLAN, R., & NORTON, D.** (1992) the balanced scorecard-measures that drive performance. Harvard business Review, (January-February): 70-80.
- KATOU A. A.** (2008) Measuring the impact of HRM on organizational performance. Journal of Industrial Engineering and Management. Vol.1, No. 02, PP: 119-142
- KATOU & BUDHWAR.** 2007. The Effect of Human Resource Management Policies on Organizational Performance in Greek Manufacturing Firms, Thunderbird International Business Review. 49(1): 1- 35.
- KHANKA, S, S.,** (2008) Human Resource Management text and cases, S. chand company LTD, Ram Nagar, New Delhi.
- KOTLER P.** (2000) Marketing Management. Prentice Hall Inc., New Jersey.
- KOTLER, P.,** (2000) "Marketing Management", New Jersey: Prentice- Hall.
- LEEDE, J. D., and LOOISE, J. K.** (2005) Innovation and HRM: Towards an Integrated Framework, Creativity and Innovation Management, 14(2): 108- 115.
- MAHNKE, V., Pedersen, T., and VENZIN, M.** (2005) the impact of knowledge management on MNC Subsidiary Performance: The role of absorptive Capacity. Management International Review, Vol. 45. Special issue, pp. 101- 119.
- MFTAHA, S.** (2004) Human Resource Management and Knowledge Management in Skills Competencies, International Conference on Human Development and Opportunities for Integration into the Knowledge Economy and Human Competencies, Faculty of Law and Economic Sciences, University of Ouargla, 9-10 March.
- MONDY, R, Wayne,** (2008) Human Resource Management, 10th Ed, Pearson, prentice Hall, New Jersey.
- MONDY, R.W., & NOE, R. M.** (2005) Human Resource Management. Pearson, New Jersey, USA, 9th Edition.
- NADER A, ABU S.** (2000) Human Resources Department, Dar Al-Safa for Publishing and Distribution, Amman, Jordan, First Edition.

- NASANY, A. and AL-AGHILI, O. W.** (2006), Human Resource Management: strategic entrance, the Directorate of books and academic publications, Syria.
- NASRALLAH, H.** (2001) Human Resources Department, Dar Zahran Publishing and Distribution, Amman.
- NOE, R., Hollenbeck, J., Gerhart, B. & WRIGHT, P.** (2007) Human Resources Management: Gaining A Competitive Advantage, 5<sup>th</sup> Edition, Mc- Grew-Hill Co. New York.
- RABABA'A, A. M.** (2003) Human Resource Management - Specialized management information systems, Dar Al Safa for publication and distribution, Amman.
- RASHID, M. F.** (2004) Human Resources Department, Riyadh: Obeikan Library.
- RAYMOND A. Noe , John R. Hollenbeck et al.** 1996. Human Resource Management: Gaining a Competitive Advantage, 2nd ed, The McGraw- Hill Companies.
- RAYMOND, N., Hollenbeck, J., Gerhart, B., &WRIGHT,P.** (1996) Human Resource Management: Gaining a Competitive Advantage, 2nd ed, The McGraw-Hill Companies.
- SALEH, A. H., & AL-SALIM, M. S.** (2000) Human Resource Management, National Library for printing and publishing, Baghdad, Iraq.
- SEKARAN, U. & BOUGIE, R.** (2010) Research Methods for Business. 6th edition. John Wiley & Sons Ltd: United Kingdom.
- SEKARAN, U.** (2003) Research Method for Business: A Skill Building Approach. 2nd ed. New York: John Wiley & Sons.
- SHATA, I. A.** (2003) the role of human resources management in achieving organizational creativity: a field study on the Qatari commercial banks, unpublished Master Thesis, Yarmouk University, Irbid, Jordan.
- SIAM, M. R.** (2007) the effectiveness of the application requirements of the functions of management and human resources development in the Palestinian police in the Gaza Strip. Unpublished master dissertation, Islamic university, Gaza.
- SIKULA, R. L.** (2001), Organizational: Theory And Design, 7<sup>th</sup> ed., (Ohio: South Western), College Publishing USA.
- SINGH, N. R., & KASSA, B.** (2016) The Impact of Human Resource Management Practice on Organizational Performance - A Study on DebreBrehan

University. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB)*. Vol. 1, Issue: 1, PP: 643-662.

**SLATER, S. & OLSON, E.** (2000) Strategy type & performance: The influence of sales force management. *Strategic Management Journal*, 21: 813-829.

**SMITH, A. & SMITH, E.** (2007) The Role of Training in the in Development of Human Resource Management in Australian Organizations, *Human Resource Development International*, 10 (3): 263 – 279.

**SNELL, S. & BOHLANDER, G.** (2009) *Human Resource Management*, Cengage learning, India private limited.

**SRIMAHIRANI, L.**, (2013) " Strategic Human Resource Management Practice: Mediator Of Total Quality Management And Competitiveness (A study On Small And Medium Enterprises in Kinder southeast Sulawesi)", *International Journal Of Business And Management Invention*. vol 2.

**SULTAN, M.** (2003) *Human resources management*, first edition, Alexandria: New University House for publishing.

**TAPINOS, E., Dyson, R., Medow, S.** (2005) the Impact of Performance Measurement in Strategic planning "International Journal of Productivity and Performance Management). Vol. 54, No. 5.

**TUYGLEN F.**, (1998) *Organizational Process and organizations Effectiveness*.

**WRIGHT** ,P,C.D.Pringle , M.J.Krol & H.A , Panel , (1998) *Strategic Management, Text and cases*, 3rd Ed ,Allyn and Bacom Boston .

**WRIGHT, P., & McMAHAN, G.** (1992). Theoretical Perspectives for Strategic Human Resource Management. *Journal of Management*, 18(2), 295-320.

**WRIGHT, P., Kroll, M., & PARUELL, J.** (1996) *Strategic Management Concepts*, Prentice – Hall.

**ZATARI, A. H. S.** (2013) Practices of Human Resource Strategies and Their Role in Strategic Flexibility in the Palestinian Islamic Banks. Unpublished master dissertation, Middle East University. Amman.

**ZAYED, A.** (2003) *Outstanding Organizational Performance: Theory to Future Organization*, Arab Organization for Administrative Development Research and Study, Cairo.



**ZUELV**, M. H. (1998) workforce management, Majdalawi for publication, 2nd edition, Oman.



## Appendix

### Survey Questionnaire

My name is (Redar Abdulqader Ismael), MSc. (Business Administration) student at University of (Bingol) in (Turkey). Research is being undertaken into the examining the role Human resource Management on organizational Performance as part of the MSc (Business Administration) at the University of (Bingol). Your assistance would be greatly appreciated and your answers will be treated confidentially and you will have full access to the results and findings once the thesis is complete. Please tick the required box to record your response.

#### Section A: Biographical Data

<b>Levels of Education</b>	High Diploma degree	
	BSc. Degree	
	MSc. Degree	
	PhD. Degree	
<b>Scientific position</b>	Assistant Lecturer	
	Lecturer	
	Assistant professor	
	Professor	
<b>Years of Experience</b>	Less than 5 years	
	6-10 years	
	11-15 years	
	More than 16 years	
<b>Gender</b>	Male	
	Female	

		Strongly Agree	Agree	Uncertain	Disagree	Strongly disagreed
<b>1. Human Resource Management strategies</b>						
<b>Recruitment and Selection</b>						
1	Private universities depend on various sources to attract human resources to fill available positions.					
2	Private university concerned to collect data and information on applicants for appointment to the purpose of uses it in the recruitment.					
3	Private universities concerned specifications function in filling available positions.					
4	Private universities concerned and are looking at the standards of merit in the recruitment and selection of human resources.					
5	Private universities eager on the recruitment and selection with diverse expertise.					
<b>Training and Development</b>						
6	The university offers appropriate training programs to human resources who take senior positions.					
7	All employees at the university receive proper training linked to acts performance.					
8	Human Resources at the University receives proper training appropriate for their future career					
9	University managers continue looks after the progress made in the performance of human resources after training.					

10	University's objectives determined by the training programs in light with the training needs					
<b>Sustain of human resources</b>						
11	HR feels that the university's success is reflected materially and morally to them.					
12	The University sustains the excellence human resources for many years.					
13	University pays special attention to employees with unique specialties to encourage them to stay at university.					
14	HR feels an atmosphere of harmony with each other within the university.					
15	The university eager to organize recreational trips of human resources for renewal and self-promotion.					
<b>Performance Appraisal</b>						
16	The employees at the university usually are assessed through performance standards.					
17	The employees receive at the university a part of their salaries based on their performance standards.					
18	The employees are usually informed about their performance through the information provided by their superiors.					
19	Universities managers take into account the capabilities and skills of their human resources during evaluating the performance of employees.					
20	Performance appraisal method at the university is able to express the actual performance of employees.					
<b>Rewards</b>						
21	Rewards system encourages the human resources to pursue the goals of the university.					

22	The review of the incentives and rewards system based on the external competition environment.					
23	Rewards system enhances the university's performance by human resources who have contributed to raising the performance of the university.					
24	The University offers some incentives and rewards to keep the talent and creative abilities.					
25	Rewards system enhances the human resources to achieve the goals of the university.					

		Strongly Agree	Agree	Uncertain	Disagree	Strongly disagreed
<b>2. Organizational Performance</b>						
1	HRM correct practices reduce the time of completion of the contribute work.					
2	HRM correct practices help the management to facilitate the procedures work.					
3	Correct practices of the HRM contribute to accelerating the decision-making process.					
4	HRM correct practices help on transparency and clarity in the work.					
5	HRM correct practices contribute to the reduction of routine and redundancy of not appropriate work.					
6	Private universities focused on basic principles for the quality of work and daily activities.					

7	High quality of work represents fundamental objectives of excellence focus of the university administration.					
8	The quality of work is the basic goals that senior management is seeking to achieve.					
9	Quality of work at the university is the key indicators to evaluate the performance of the employees.					
10	HRM correct practices contribute to improving the design of work.					
11	HRM correct practices contribute to the reduction of labor costs.					
12	Organization adopts training programs for employees on the proper practices for the management of human resources.					
13	HRM correct practices helps to increase The efficiency of performance					
14	HRM correct practices helps on the treatment of labor problems and achieve career goals to work.					
15	The application of correct HRM practices leads to increased expertise, technical competence and professionalism among workers.					

## ÖZGEÇMİŞ



### KİŞİSEL BİLGİLER

AdıSoyadı	Redar Abdulqader Ismael
DoğumYeri	Erbil- Iraq
DoğumTarihi	02/05/1983

### LİSANS EĞİTİM BİLGİLERİ SarbastIssa

Üniversite	Salahadeen Üniversitesi–Irak
Fakülte	İdareveEkonomik
Bölüm	İşletmeBölümü

### YABANCI DİL BİLGİSİ

İngilizce	KPDS (....) ÜDS (...) TOEFL (...) EILTS (...)
Arapça	Iyi

### İŞ DENEYİMİ

ÇalıştığıKurum	Yükseköğretim ve Bilimsel Araştırma Bakanlığı- Kürdistan Tıbbi Uzmanlık Kurulu
Görevi/Pozisyonu	İşçi
TecrübeSüresi	7yıl

### KATILDIĞI

Kurslar	.....
Projeler	.....

### İLETİŞİM

Adress	Irak-Erbil-Salahadin
E-mail	<a href="mailto:redar.qadr@gmail.com">redar.qadr@gmail.com</a>