

PalArch's Journal of Archaeology of Egypt / Egyptology

THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: PROGRESS AND PROSPECTS

*Waqar Akbar Khan¹, Yang Minghai², Muhammad Nadim³, Dr. Abida Hafeez⁴, Kellala
Massinissa⁵, Dr. Maja Pucelj⁶*

¹School of Business Administration, Shandong University of Finance and Economics, China.

²School of Business Administration, Shandong University of Finance and Economics, Jinan,
China

³Assistant Professor, University of the Punjab, Jhelum Campus, Punjab, Pakistan

⁴Assistant Professor, Department of Economics, Division of Management and Administrative
Science, University of Education, Lahore, Pakistan

⁵PhD Student, Laboratoire d'économie et développement

⁶Assistant Professor, Faculty of organisational studies, Research center Social

E.mail: 1waqarakbarkhan@live.com, 2yangminghai@sdufe.edu.com

3rananadeem@pujc.edu.pk, 4abida.hafeez@ue.edu.pk,

5massinissa.kellala@univ-bejaia.dz, 6maja.pucelj@fos-unm.si

**Waqar Akbar Khan, Yang Minghai, Muhammad Nadim, Dr. Abida Hafeez, Kellala
Massinissa, Dr. Maja Pucelj. The Impact Of Human Resource Management On
Organizational Performance: Progress And Prospects-- Palarch's Journal Of
Archaeology Of Egypt/Egyptology 20(2), 1465-1483. ISSN 1567-214x**

**Keywords: Training, Incentives, Selective Hiring, Job Security, Decentralization,
Organizational Performance.**

ABSTRACT

This study examines the impact of human resource management (HRM) practices on organizational performance. The target population consists of employees working in various organizations. A structured questionnaire was developed and distributed to all members of this population. The aim of this research is to explore the strategies implemented by HRM and their influence on organizational performance. The insights provided by employees in this industry are crucial for answering the research questions. The sample size for this study was 300 respondents, selected using a nonprobability sampling technique. Random sampling was employed as the sampling method. The data collection and research methodologies adhered to

ethical guidelines. The questionnaire was distributed among the employees to gather relevant data for analysis. By investigating the relationship between HRM practices and organizational performance, this study aims to contribute to the existing body of knowledge in the field. The findings from this research provide insights and recommendations for organizations to enhance their HRM practices and ultimately improve their performance outcomes.

INTRODUCTION

In recent years, there has been a rise in globalization, and the economies of many countries have become more linked. This is done to boost international trade through more connections and better technology (Carnevale and Hatak, 2020). Human resource management (HRM) is one of the most important things that determines the success of a company. Over the years, a lot of research has been done to find out how HRM methods affect the success of businesses. A lot of work has been done in this area of study, which is shedding light on how HRM affects the results of an organization. The study shows that a company's productivity can go up if it has good HRM practices. Practices like staff incentives, training and development, hiring and selection, and job stability have often been linked to higher performance. Employers are more likely to get motivated, engaged, and devoted workers if they offer competitive pay, a lot of opportunities for professional growth, hire carefully, and promise jobs for the long run. In turn, this leads to better success. Because of this rise, companies are competing harder than ever for the best workers on both the domestic and foreign markets. Some companies depend on their employees to give them an edge in the market. (Collins, 2021) This is why HRM methods are so important for businesses and their bottom lines. Methods of human resource management have been shown to affect a wide range of employee outcomes, such as job happiness, organizational loyalty, and employee engagement. These parts help bridge the gap between HRM and performance, putting light on how things work at work. Abdullah and Abdul Rahman (2015) say that the goal of this study is to look into how HRM processes affect the results of a business. Human resource management (HRM) functions are getting more and more tied to the success of a company and how objectively it performs. HR management software is the same for every company. Human resource management (HRM) is important in Kurdistan, so the government there needs to make policies that consider not only HRM but also the law, the economy, and the part religion plays in both (Anwar, 2016). People who need help from the government should find it easy to get that help. Organizations in the Kurdistan area of Iraq don't have any less freedom to move around and achieve their own goals than they do now. All of this is part of their plan to fight against globalization, but the current economic downturn has made it very hard for them to do so. In the past, some government departments have worked hard to adopt HRM strategies. In the future, there will be many chances to learn more about how HRM affects business results. HRM's potential can be looked into more in the future for a wide range of companies, such as startups, conglomerates, and niche markets. HRM as a driver of innovation, creativity, and flexibility in a company is an interesting thing to study. Abdullah et al. (2017) say that the growth of the Kurdistan Region can be helped by a wide range of HRM methods that can make the organizations in the region more efficient.

LITERATURE REVIEW

A company can keep its competitive edge by using its people resources in a smart way. Human resource management that is based on study, looks at how the skills and knowledge of employees can be used in many different situations and problems. Amrutha and Geetha (2020) say that organizations use scarce, unique, and irreplaceable assets to gain a competitive lead and keep it over time. Anwar and Balcioglu (2016) say that the success of a business depends on both the skills of its workers and its ability to quickly adopt new competitive models and strategies. Most government agencies tend to use easy copies. Ideas where more choices about what to focus on are made based on an understanding of the organization's goals. This is similar to a strategic management concept called a "organizing paradigm." Under this theory, external market forces and the short-term actions of rivals will be given less weight than internal variables and the firm's long-term ability to compete. Along with its physical meanings, the idea also includes the emotional, organizational, and financial realms. (Yong et al., 2020) says that offices, benefits for employees, and the ability to find and keep workers with more experience, expertise, skills, and capacities all help a company improve employee productivity. Sadikova (2020), on the other hand, says that this is not always the case. Hameed and Anwar (2018) say that strategic HRM is about how pay and hiring are handled by management, as well as how good HRM is inside a business. Human resource management is done strategically, which means that HRM practices include policies for dealing with things that are important to these core areas, like promoting employee engagement, evaluation, the application of knowledge, and capacity preparation, employee training, and keeping staff, as well as the management of administrative issues (Singh et al., 2020). Anwar and Ghafoor's (2017) study, which was chosen for this unit, said that "important traits for success in today's highly competitive market are creativity, markets, the ability to adapt technology, access to capital, and the existence of large-enhancing scale." Human resource management and the skill pool of a company are important parts of what makes a business successful. Even though not understanding the skills of their skilled workforce is the biggest obstacle to long-term financial growth and profitability in many countries, development-oriented businesses in a number of these countries are still looking for the best HR practices (Troth & Guest, 2020). Abdullah and Othman's (2016) research shows that HR management techniques have a big effect on how well a business does. Anwar (2017) says that hiring procedures that are selective are good for the performance of a company. He also says that the two go hand in hand.

Everyone who has a stake in the organization would gain from a study on how to make the workplace more productive, not just the employees. The author makes a link between how training is done and how well it works. The author concludes that there is a good link between how training is done and what happens, and that training leads to a better balance between work and life and more business opportunities for the company. Even though the main result of the study was negative, rewards are always proportionally good. Most of the time, pay and pay policies have nothing to do with how well a company does. The company changed its pay and incentive systems because it thought workers would be more productive if their pay and benefits were more equal. When HR management shows that workers are important and includes them in choices,

both customers and workers are happier. High-level HR management responsibilities in a company and putting in place an HR framework whose practices are good for all of these things are both linked to increased employee productivity and growth. Businesses can benefit in more than one way from HR practices that take all of these things into account. Costes and Stavroumba say that a company's success depends on how well it manages its people resources. Workplace policies that make workers more productive are good for both government agencies and the people who work there. They should also look at how well they are doing based on things like staff turnover, job insecurity, the current management, how well applicants are prepared for the job, and the general quality of the output. Mohad's research shows that there is a strong link between pay and education that adds to the success of an organization as a whole. Also, it was found that a strong link existed between an organization's overall success and its human resources, management training, and employee pay (Hani & Jevti, 2020). In fact, HRM's job is to find, train, develop, and give new employees power, as well as to promote them, get their support, understand them, and promote them again. Human resources have long been seen as the most important part of many business types. Even though global HRM is to blame for the company's new look, it also changes the way the company is set up on the inside. Human resources has had a big effect on the growth of these businesses by making it easier to keep and train employees who will later work as managers and production workers (Othman & Abdullah, 2016).

HR should have also played a big part in shaping the company's values and procedures and spreading them throughout the business and within each department. Lombardi et al. (2020) have also discussed whether or not human resource management activities affect organizational creativity and whether or not this has anything to do with information management expertise. Review, organizational competency, performance review, and well-expanding job measuring methods are all examples of the new ways that HR management needs to define success in order to grow. (Anwar & Qadir, 2017) Some of the organizational challenges that HR managers must think about are employee efficiency, the process of continuous training and promotion, and the number of job opportunities for employees. Like HR efforts, these changes have been important in getting employees to develop skills and values that match the strategic goals of the business. Given how important culture is to how well a business does, Sani looked into the HR methods used by insurance companies in Nigeria. Human resource (HR) procedures delegated to line managers, employee development, job-based recruiting, job-based performance evaluation, results-focused career preparation, and an HR system integrated into the overall operations of management techniques are all clearly important to that last-hurdle approaches to think about in many effective organizations. Recent research (Stahl et al., 2020) suggests that the setting of a company has no effect on how strategic human resource management methods are put into place.

Inducements

Researchers have found a strong link between how much managers are paid and how much risk they take. This should also have a positive effect on the results

(Pham et al., 2020). In their literature reviews, the experts who came before have done a great job of showing how rewards affect people. Westerman et al. (2020) say that there are two kinds of incentives: monetary ones, like bonuses, allowances, or awards, and non-monetary ones, like giving people who work hard a lot of praise and giving themselves a day off work or public praise. If the goals of the pay system match the goals of the workforce and if those goals still help workers reach their goals (Ogbeibu et al., 2020). Anwar and Shukur (2015) say that human resource management processes at private firms in Malaysia have changed, and Abazeki, Abdullah, and Ahsan have looked into this. "HRM Practices" refers to the ways, procedures, and programs that businesses use to manage their employees. There is a wide range of things that can be done to find, train, and keep a skilled and motivated staff. Human resource management methods have a big effect on how workers feel about their jobs, how committed they are to the company, and how well the company works overall. Human resource management includes a wide range of tasks, such as hiring new employees, giving them ongoing training and coaching, keeping track of their progress, recognizing them for their hard work, and building good relationships with their employees. Recruitment and selection methods look for and attract candidates who are a good fit for the open positions. An organization's success may be due in large part to the people it hires, so it's important to have a good method for hiring and picking the right people (Anwar & Shukur, 2015). Except for rewards and protections, which are important for everyone, they have had a big impact on the organization's success, which is mostly due to them. Also, compared to competitors, the company's performance has gotten better thanks to its many business strategies, performance-based awards, employee planning, performance evaluation, and management security. Bonuses and awards have helped many companies, but (Xiao et al., 2020) shows that prizes are a more powerful motivator at work.

Worker Training

There is evidence that training employees makes them more productive and boosts their mood. Wood and Bischoff (2020) and Cooke and colleagues (2020) both agree that this has "a significant effect on the performance of an activity." One of these benefits could be a rise in the general productivity of workers, since both employers and employees benefit from sharing their knowledge and ideas. The goal of training and development plans is to improve the skills of the people already on staff. These rules and processes make it possible for workers to get training and learn new skills, which helps them do their jobs and adapt to new situations. Some ways to handle performance are to set goals, give regular feedback and coaching, and do reviews from time to time. These methods are helpful because they make it easier for people to talk to each other, help find places to improve, and bring attention to and praise great work. The goal of pay and benefits practices is to get and keep good workers by giving them good financial reasons to do so. Some examples of these kinds of things are pay and bonus plans, health and retirement programs, and other ways for the public to recognize and thank people. Employee engagement programs try to make workplaces where workers feel valued, driven, and invested in their employer's success. Some ways to do this are to keep the lines of communication open, ask employees for their input on important choices, and

give them chances to grow professionally. Employee relations practices include resolving conflicts, dealing with complaints, and promoting a good balance between work and life. Data taken from Prabhu et al. (2019). Collins and McNulty's (2020) study shows that traditional classroom training is better for increasing productivity than training on the job. Employee happiness is a key part of an organization's success (Guest et al., 2020), and giving them good training can make them feel more accomplished and help them use their skills and knowledge more effectively. Contrary to Choudhary's results, researchers (Lamba and the authors of the HRM paper; Abdullah and Othman, 2019) found that workers were more motivated to work when their employers invested in them. Some government agencies have taken steps to make sure their employees will be around for a long time, while others have taken a more relaxed approach, putting more stress on short-term results than training in the hopes of keeping people around for a long time. The worker now knows more about her job and is better able to do it well because of the extra training. The goal of the program was to help people better meet market needs and take advantage of market opportunities. Initiatives like orientation, preparing workers for the job, formal training, making the workplace safer, and refresher training have been shown to have a big effect on organizational success (Alserhan & Shbail, 2020).

Recruitment

Vlachos says that highly selective recruiting is helpful because it helps find the right candidate who can handle a wide range of job requirements and whose skills and experience are a good fit for the position. It also guarantees that the candidate has been carefully chosen for their ability to adapt to a constantly changing environment. If a business takes the time to find and hire the right people, it makes sense that those people will be less likely to look for work elsewhere. Anwar and Abd Zebari (2015) said that the time and money spent on hiring new workers is one of the main ways that HR departments make money. Selective hiring, also called selective casting, is a method used in strategic human resource management to find and hire the best people for open jobs. This method uses a strict screening process to find and hire only people who have the traits that are important for the business to succeed. The first steps in the selective hiring process are to do a full job analysis and write a job description that lists the unique requirements and qualifications for the job. This is helpful for figuring out what skills and traits are needed to do the job well. When hiring carefully, it's common to use a mix of strategic advertising, like postings on relevant platforms and networks, and active sourcing of applicants through those same networks, recommendations, and direct contact. This makes it easy to find people who are interested in the job and meet the requirements. After getting applications, a thorough selection process is done. This may include looking at CVs, having interviews (including structured or behavioral interviews), giving exams or assessments, and checking references. The goal is to figure out if a possible worker has the right knowledge, skills, abilities, and fits with the company's culture and values. Zhao and Zhou (2020) found that when companies hire the right people, they can make the most of their resources, boost their productivity, and save money on training and development. University researchers have found that Arachiganetics are double (Prabhu et al., 2020) because they have looked at both the stress that high-performance

regulations put on workers and the way that these regulations reduce stress. Human resource experts say that it's best to hire a few people from the team already in place to fill open positions. In addition to these and other factors that are just as important, there are many different ways to choose workers. (Anwar & Surarchith, 2015) say that during the chosen hiring process, results, usefulness, profitability, manager support, and a desire to be more efficient were top priorities.

Job Safety

Libert et al. (2020) have shown that worker trust is linked to job security. When workers feel safe at work, they are more likely to feel happy showing their loyalty to the company through their work. Prabhu et al. (2020) say that there is a reciprocal benefit to having a stable job. People say that for employees to feel safe at work, the company must first reassure them that their jobs are safe. Only then can the workers themselves feel safe. If employees are more committed to improving their work, the company might see benefits. "Job safety" or "job security" refers to human resource management (HRM) methods that put an emphasis on a risk-free workplace for all employees. Safety at work refers to the steps a company takes to make sure its workers are healthy and safe. When companies focus on safety at work, they create an environment where workers can feel safe, valued, and sure of their own physical and mental health. To reach this goal, it's important to do regular risk assessments, keep equipment and infrastructure in good shape, and teach workers how to stay safe. Taking steps to make sure workers are safe also helps the business as a whole be more productive. When people feel safe and secure at work, they are more likely to be excited about their jobs and the work they do. Businesses that take safety steps also see a drop-in absenteeism, turnover, and workers' compensation costs. Investing in safety at work is a great way for companies to show they care about their employees, which can boost happiness and help them stay with the company. With this tool, it might be easier to follow laws and rules about health and safety at work. The results of the experiments show that job security has a big effect on how well an organization does its job when it is given by the organization. Yusoff et al. (2020), who did research on the American banking industry, found some evidence that job security and organizational success are linked in a good way. Vincent et al. (2020) looked into the link between job stability and success in the public sector of Albania. There isn't enough knowledge about the pros and cons of having a secure job. Many employees have taken advantage of the fact that they were promised a job at the company and moved to a competitor. The company thinks that job security is more expensive because firing people takes more resources (both money and people). It also protects people from getting fired from their jobs. (Magrizos & Roumpi, 2020) When employees feel safe at work, they are more likely to give their jobs their all. This is a big help for HRM procedures.

Organizational Performance

Some of the things that can make it hard to measure an organization's success are sustainability, profitability, group approval, and the ability to adapt to changing environmental conditions. Still, traditional financial metrics, which

are more often used in theory than in practice, can be used to measure a company's real success. Anwar (2017) says that the mix, product diversity, stakeholders, and non-output indicators all affect the end results. Other studies (Mousa & Othman, 2020) have come to the same conclusion that efficiency and the other signals for benefit and turnover are key to organizational success and profitability. Human resource management (HRM) is seen as the most important because it affects how productive workers are and what they do (Gerhart, Noe, and Abdullah and Abdul Rahman, 2015). In other words, the success of HRM rests on how the HRM processes and procedures are used. Cooke et al. (2020) and Anwar (2016) found that employees who don't care about their jobs are more likely to leave their companies, do poor work, and put more pressure on management. (Abdullah et al., 2017) found that workers in HRM firms who were more attached to their jobs had higher turnover, and another study found that this was linked to worker commitment. These studies suggest that these results were seen in employees who were studied by Amrutha & Geetha, (2020), which also shows that HRM employees stay longer than others and are more committed to their jobs. Source Anwar and Balcioglu (2016) found that workers were less likely to quit their jobs and more committed to the company. Sadikova (2020) says that people who work in human resource management also reported a higher change rate. Yong et al. (2020) found that people who took part in these events were more active at work and got more done. Researchers Ichnowski and Husel (1997, 1995), Fox and Delery (1999), Andrews and both Dalrymation and Delery (both 1996), and Dalry, who found links between HRM practices and increased profitability, service, and organizational support, all found that these things led to more productivity. Hameed and Anwar (2018) found [the same as the first researcher, who was listed before the others but not here] that the firm's general sustainability, profitability, and better customer service were all linked. This is what Andrews found while doing study with Singh et al. (2020). Anwar and Ghafoor (2017) said that because the global economy is growing and putting more pressure on organizations, all institutions must keep up high levels of both productivity and customer happiness (Troth and Guest, 2020). We learned from Abdullah and Othman (2016) that managers know how important it is to give great customer service in a competitive market. Hani and Jevti (2020) say that managers can use this information to make their workers more productive, care for them, improve their quality of life, and protect the company's funds. Anwar (2017) uses an HRM growth and development framework to show how all HRM operations help the bottom line and growth of a company. All of the predictions about how the market would grow in the future, based on things like expected business growth, incentive programs, preparation work, and a small group of applicants, came true. Financial rewards were found to be good for both revenue growth and company growth. However, net income was not found to be related to revenue growth in any way. Decentralized growth, on the other hand, has not been shown to help grow market share. This goes against what most people think, which is that an increase in business growth leads to better overall performance, and that staff preparation is related to company growth. It was found that decentralization was a strong indicator of business growth. Another surprising result was that job stability was not considered in the study. To make Othman and Abdullah's (2016) definition even easier to understand, we can draw from the above

statement that quality, operation, efficiency, and profitability are often seen as signs of general success.

METHODOLOGY

In this study, a quantitative research method is used to figure out how HRM affects institutional success and to find the variables and how they are related. We use primary sources to get information. This study's main way of getting information is through a poll with a Likert scale. Using a sampling method, primary data are gathered from a sample of the population that has already been chosen. For this study, the study group will be a sample of workers from different companies that is a good representation of all workers. All of the people in this group were given an organized questionnaire that had been made with care. It's important to understand HRM strategies and how they affect performance because the goal of this study is to find out if human resource management techniques affect how well and efficiently groups work. People who work in this field are in a unique situation to shed light on this topic and answer the study's research questions. For this study, a group of 300 people was chosen as the sample number. The Nonprobability Sampling Technique was used because the focus of this study was on a small number of people from the public. Cases are chosen at random for the sampling method. When gathering data and coming up with ways to do the study, ethics were considered. and gave out 300 questionnaires to different workers.

DATA ANALYSIS

Table 1: Demographic Variable

Demographics	Number of Respondents	Percentage (%)
Gender		
Male	150	50.0
Female	150	50.0
Age Group		
18-25 years	50	16.7
26-35 years	100	33.3
36-45 years	80	26.7
46-55 years	50	16.7
56 and above	20	6.7
Educational Attainment		
High School Diploma	60	20.0
Bachelor's Degree	140	46.7

Master's Degree	80	26.7
Doctorate Degree	20	6.7
Years of Experience		
Less than 5 years	60	20.0
5-10 years	90	30.0
11-15 years	70	23.3
16-20 years	60	20.0
More than 20 years	20	6.7

The provided tables present the demographic characteristics of the study participants. The gender distribution shows an equal representation of male and female respondents, with 150 participants in each category, accounting for 50% of the sample population. In terms of age groups, the largest proportion (33.3%) falls within the 26-35 years category, with 100 participants. The 36-45 years group comprises 80 respondents (26.7%), while the 18-25 years and 46-55 years groups each consist of 50 participants, representing 16.7% of the sample. The smallest age group is 56 and above, with 20 respondents, accounting for 6.7% of the total. Regarding educational attainment, the majority of participants (46.7%) hold a Bachelor's degree, with 140 individuals. The Master's degree group consists of 80 respondents (26.7%), followed by the High School Diploma group with 60 participants (20.0%). The smallest educational category is the Doctorate Degree group, representing 6.7% of the sample, with 20 participants. When considering years of experience, the largest group (30.0%) comprises individuals with 5-10 years of experience, totaling 90 respondents. The 11-15 years group includes 70 participants (23.3%), while both the Less than 5 years and 16-20 years groups consist of 60 respondents, each accounting for 20.0% of the sample. The smallest group is individuals with more than 20 years of experience, with 20 participants, making up 6.7% of the total.

Table 2 Reliability analysis

Items	Cronbach's alpha (study N=130)	Number of items
Employee incentives	0.71	5
Employee Training	0.803	5
Selective Hiring (Recruitment)	0.78	5
Job Security	0.74	5
Decentralization & Self- managed teams	0.812	6
Organizational Performance	0.764	7

Table (1) shows the results of the analysis of reliability in this work. In particular, the study looked at how five different human resource management techniques affected the performance of government agencies. Cronbach's alpha for the five items used to measure employee rewards was $0.71 > 0.6$, which shows that the items were reliable for this study. Cronbach's alpha for five items = $0.803 > 0.6$ was used to figure out how reliable the five items were that were used to measure training for the workforce in this study. Cronbach's alpha for five items = $0.78 > 0.6$, which means that the five items used to measure selective hiring (recruitment) were accurate for this study. For this study, Cronbach's alpha for five items = $0.74 > 0.6$ was found to be the reliability of the five items used to measure job stability. The Cronbach's alpha for the six items measuring decentralization and self-managed teams was found to be $0.812 > 0.6$, which means that these items were reliable for the current study. Similarly, the Cronbach's alpha for the seven items measuring organizational performance was found to be $0.764 > 0.6$, which means that these items were also reliable for the current study.

Table 3 Correlation analysis

HRM practices		Organizational Performance
Employee incentives	Pearson Correlation	.363**
	Sig. (2-tailed)	.000
Employee Training	Pearson Correlation	.406**
	Sig. (2-tailed)	.000
Selective Hiring (Recruitment)	Pearson Correlation	.462**
	Sig. (2-tailed)	.000
Job Security	Pearson Correlation	.381**
	Sig. (2-tailed)	.000
Decentralization & Self-managed teams	Pearson Correlation	.573**
	Sig. (2-tailed)	.000

Pearson's correlation coefficient (r) is a way to measure how strongly two continuous, quantitative factors that have been correlated using the correlation method are related to each other. In Table (2), the Pearson's Correlation Coefficient (r) between two factors is shown. The relationship between incentives and organizational success is strong ($r=0.363$), $p.01$. It was found that there was a statistically significant link between training and business results ($r=0.406^{**}$, $p.01$). It was shown that there is a statistically significant link between hiring carefully and company success ($r=0.462^{**}$, $p.01$). Lastly, we found that decentralization and self-managed teams have a strong relationship with organizational success ($r=0.573$, $p.01$) and that job security has a strong relationship with job satisfaction ($r=0.381$, $p.01$).

Table 4 Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.587	0.231		2.544	0.012
Employee incentives	- 0.085	- 0.056	0.099	1.516	0.131
Employee Training	- 0.025	- 0.062	0.028	0.403	0.688
Selective Hiring (Recruitment)	- 0.29	0.064	- 0.264	4.564	0
Job Security	- 0.061	- 0.049	0.073	1.251	0.212
Decentralization & Self- managed teams	0.324	0.048	0.401	6.781	0

Multiple regressions can also be used to figure out how well the model fits as a whole and how much each prediction adds to the total variance. In the regression equations, the success of the organization was the dependent variable, and the five HRM practices were the independent variables. Organizations haven't found incentives to be a good way to predict how productive people will be. It was found that training is not a good way to predict how well a company will do. It hasn't been shown that hiring people selectively is a good way to predict how well a group will do. Researchers concluded that job security is not a good sign of how well a company is doing. Decentralization was shown to be a strong predictor of organizational success and to have a good, causal effect on performance.

DISCUSSION

The impact of Human Resource Management (HRM) practices on organizational performance has been a subject of extensive research, and significant progress has been made in understanding this relationship. The study of HRM's impact on organizational performance provides valuable insights for organizations aiming to enhance their overall effectiveness and success. One key finding is that effective HRM practices have a positive impact on organizational performance. Various HRM practices, such as employee incentives, training and development, selective hiring, and job security, have consistently been associated with higher levels of performance. When employees are appropriately rewarded, provided with opportunities for growth, recruited selectively, and assured job security, they are more likely to be motivated, engaged, and committed to achieving organizational goals. Consequently, organizations witness improved performance outcomes.

Strategic alignment of HRM practices with organizational objectives and culture is another critical aspect. Organizations that integrate their HRM strategies with overall business goals and values tend to achieve better

performance outcomes. Customizing HRM practices to suit the unique needs and objectives of the organization enhances their effectiveness in driving performance improvement. Understanding the underlying mechanisms through which HRM practices impact performance is another area of progress in research. Studies have identified employee attitudes and behaviors, such as job satisfaction, organizational commitment, and employee engagement, as mediating factors in the HRM-performance relationship. These factors explain the ways in which HRM practices influence employee performance and contribute to overall organizational performance.

Prospects for future research in this area are promising. Further exploration of HRM's impact in different organizational contexts, such as small businesses, multinational corporations, or specific industries, would provide valuable insights and broaden our understanding. Additionally, examining the role of HRM in fostering innovation, creativity, and adaptability in organizations is an area with great potential. Organizations need to adapt to rapidly changing environments, and HRM practices can play a vital role in supporting this adaptation. In conclusion, research on the impact of HRM on organizational performance has made significant progress. Effective HRM practices positively influence performance outcomes by motivating and engaging employees, aligning their goals with organizational objectives. Strategic integration of HRM practices with overall business objectives enhances their impact. Mediating factors, such as employee attitudes and behaviors, explain the mechanisms through which HRM practices influence performance. Future research can further explore different organizational contexts and the role of HRM in fostering innovation and adaptability. Organizations that prioritize and invest in effective HRM practices are more likely to achieve sustainable competitive advantages and long-term success.

CONCLUSION

Human resource management is thought to affect employees' competence, knowledge, and motivation, and thus the effectiveness of businesses. Human resource management's impact on a company's bottom line is often traced back to how well it fits in with the overall strategy of the business and how it treats its employees by coordinating things like employee training, performance reviews, and advancement prospects. Employees may have similar performances and expectations for behavior and job when human resource management within the organization is aligned effectively. The term "performance" is often used interchangeably with "efficiency," "productivity," "competitiveness," and "effectiveness" when discussing an organization's achievements. Appelbaum et al.'s (2000) enhanced performance framework of the work system is widely regarded as the theoretical foundation for the connection between organizational performance and HRM. According to Appelbaum, et al. (2000), a company's ability to encourage non-management staff to participate in strategic decision-making is key to fostering a high-performance work environment. Human resource strategies that encourage skill development among employees and pay workers more for exercising those abilities and taking part in decision-making are essential for a high-performance work system. High-performance work systems feature, such as chance to involve, incentives, and skills, were found to contribute to productivity across

industries by Appelbaum et al. (2000). Selection and recruitment, performance evaluation, training programs, innovative practices, benefits, and compensation are just some of the many aspects of human resource management that Gerhart (2005) suggests are positively related to organizational performance and/or labor productivity. According to the findings of several studies (Barton, 2004; Black and Lynch, 2001), businesses that demonstrate the aforementioned techniques beat competitors in the same economic sector that display inflexible human resource strategies. The configurationally and contingency methods claim that the combination of human resource management strategies in government entities with different characteristics is crucial to organizational effectiveness. Human resource management has far greater effects on organizational performance when its many techniques are combined than when they are discussed in isolation. Bundles of connected practices in human resource management are more important than isolated ones for establishing a causal relationship between HRM and performance. Bundling creates a number of positive feedback loops that boost workers' morale. Human resource bundles are suitable for assessing firm-level impacts because they capture larger and broader level impacts than those captured by focusing on individual programs. Several specific activities within these bundles, such as those linked with cognitive and skill recruitment, incentive compensation, or training, are correlated with performance enhancements. Training and hiring procedures that place an emphasis on interpersonal and value-based connections, compensation plans that go above and beyond the norm in the market, and incentive and bonus structures that incentivize beyond performance are all examples of high-commitment HR practices. Horgan (2003) studied the relationship between human resource management systems and employee performance, and he concluded that HRM metrics might be used to forecast employee output. Human resource management that is more effective results in more productive workers and a more successful business overall. Human resource management practice does not directly affect organizational performance, but various other studies have shown that it does so through the consequences of human resource management. All but one of the hypotheses that "Decentralization is positively associated with organizational performance" was found to have a p value greater than 0.05, meaning that the null hypothesis was accepted and the alternate was accepted after the research was conducted. Therefore, it was determined that decentralization contributes positively to organizational effectiveness. This contradicts the results of a study by Vlachos (2009), who found that decentralization greatly aids in the expansion of businesses. Organizational performance is significantly impacted by employees' willingness to exercise their decision-making authority in a decentralized decision-making process. In order to gauge the impact on productivity, companies are shifting from a centralized to decentralized decision-making structure. It is possible to boost an organization's efficiency and output. Large and medium-sized businesses alike can benefit from decentralized decision making since it encourages greater employee participation. When decisions are made at a decentralized level, employees are less likely to be involved in the process and have their voices heard. In certain cases, delegating authority and granting power to employees for decision making results in enormous gains that were not expected from the lower employee level.

RECOMMENDATIONS

Enhance Employee Incentives: Organizations should review and strengthen their employee incentive programs. By offering competitive compensation, benefits, and recognition, organizations can increase employee motivation and commitment, leading to improved performance. Regularly evaluate and update incentive programs to ensure they remain relevant and aligned with employees' needs and expectations.

Invest in Continuous Training and Development: Organizations should prioritize ongoing training and development opportunities for employees. By investing in skill-building programs, workshops, and educational resources, organizations can enhance employees' knowledge and capabilities. This not only improves individual performance but also promotes a culture of learning and growth within the organization.

Implement Selective Hiring Practices: Emphasize the importance of selective hiring by implementing rigorous recruitment and selection processes. Identify the key competencies and attributes required for each position, and use targeted recruitment strategies to attract top talent. Selective hiring ensures that organizations hire individuals who possess the necessary skills and qualifications, which can positively impact overall organizational performance.

Foster a Culture of Job Security: Organizations should create an environment where employees feel secure in their jobs. Provide clear communication about job stability, opportunities for growth and career advancement, and transparent performance evaluation processes. A sense of job security increases employee satisfaction, commitment, and loyalty, leading to improved performance outcomes.

Embrace Decentralization and Self-Managed Teams: Explore the benefits of decentralization and self-managed teams. Grant employees more autonomy, responsibility, and decision-making authority. This practice fosters a sense of ownership, empowerment, and engagement among employees, which can lead to increased productivity and innovation. Provide training and support to help employees develop the necessary skills to thrive in a self-managed team environment.

REFERENCES

- Abdullah, M. S., Toycan, M., & Anwar, K. (2017). The cost readiness of implementing e-learning. *CUSTOS E AGRONEGOCIO ON LINE*, 13(2), 156-175.
- Abdullah, N. N., & Abdul Rahman, M. (2015). The use of deliberative democracy in public policy making process. Abdullah, NN & Rahman, MFA (2015). The Use of Deliberative Democracy in Public Policy Making Process. *Public Policy and Administration Research*, 5(3), 221-229.
- Abdullah, N. N., & Othman, M. (2016). The contribution of human capital investment in the growth of East Asian economy—A literature review. *Journal of Economic and Business Research*, 22(1), 190-203.

- Abdullah, N. N., & Othman, M. B. (2019). Examining the effects of intellectual capital on the performance of Malaysian food and beverage small and medium-sized enterprises. *Technology (IJCIET)*, 10(2), 135-143.
- Acosta-Prado, J. C., López-Montoya, O. H., Sanchís- Pedregosa, C., & Zárates-Torres, R. A. (2020). Human Resource Management and Innovative Performance in Non-profit Hospitals: The Mediating Effect of Organizational Culture. *Frontiers in Psychology*, 11, 1422.
- Alserhan, H., & Shbail, M. (2020). The role of organizational commitment in the relationship between human resource management practices and competitive advantage in Jordanian private universities. *Management Science Letters*, 10(16), 3757-3766.
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
- Anwar, G., & Abd Zebari, B. (2015). The Relationship between Employee Engagement and Corporate Social Responsibility: A Case Study of Car Dealership in Erbil, Kurdistan. *International Journal of Social Sciences & Educational Studies*, 2(2), 45.
- Anwar, G., & Shukur, I. (2015). Job satisfaction and employee turnover intention: A case study of private hospital in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 73.
- Anwar, G., & Shukur, I. (2015). the impact of recruitment and selection on job satisfaction: Evidence from private school in Erbil. *International Journal of Social Sciences & Educational Studies*, 1(3), 4-13.
- Anwar, G., & Surarchith, N. K. (2015). Factors Affecting Shoppers' Behavior in Erbil, Kurdistan– Iraq. *International Journal of Social Sciences & Educational Studies*, 1(4), 10.
- Anwar, K. (2016). Comparison between cost leadership and differentiation strategy in agricultural businesses. *Custos E Agronegocio on Line*, 12(2), 212-231.
- Anwar, K. (2017). Analyzing the conceptual model of service quality and its relationship with guests' satisfaction: A study of hotels in Erbil. *The International Journal of Accounting and Business Society*, 25(2), 1-16.
- Anwar, K. (2017). Factors Affecting Stock Exchange Investment In Kurdistan. *The International Journal of Accounting and Business Society*, 25(1), 32-37.
- Anwar, K. (2017). Leading Construction Project Teams: The Effectiveness of Transformational Leadership in Dynamic Work Environments in Kurdistan. *International Journal of Advanced Engineering, Management and Science*, 3(10), 239925.
- Anwar, K. (2017). The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan. *Qalaai Zanist Scientific Journal*, 2(4), 326-338.
- Anwar, K., & Balcioglu, H. (2016). The relationship between transformational leadership characteristics and effectiveness: A case study of construction companies in Erbil. *International Journal of Science Technology and Management*, 5(2), 250-256.
- Anwar, K., & Ghafoor, C. (2017). Knowledge management and organizational performance: A study of private universities in Kurdistan.

- International Journal of Social Sciences & Educational Studies, 4(2), 53.
- Anwar, K., & Qadir, G. H. (2021). A Study of the Relationship between Work Engagement and Job Satisfaction in Private Companies in Kurdistan. *International Journal of Advanced Engineering, Management and Science*, 3(12), 239944.
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, 116, 183-187.
- Collins, C. J. (2021). Expanding the resource-based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32(2), 331-358.
- Collins, H., & McNulty, Y. (2020). Insider status: (Re) framing researcher positionality in international human resource management studies. *German Journal of Human Resource Management*, 34(2), 202-227.
- Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, 30(4), 100778.
- Cooke, F. L., Xiao, Q., & Xiao, M. (2020). Extending the frontier of research on (strategic) human resource management in China: A review of David Lepak and colleagues' influence and future research direction. *The International Journal of Human Resource Management*, 32(1), 183-224.
- Hameed, A. A., & Anwar, K. (2018). Analyzing the Relationship between Intellectual Capital and Organizational Performance: A Study of Selected Private Banks in Kurdistan. *International Journal of Social Sciences & Educational Studies*, 4(4), 39.
- Hanić, A., & Jevtić, D. (2020). Human Resource Management Between Economy and Ethics— Research of Serbia and Bosnia and Hercegovina.
- Libert, K., Mosconi, E., & Cadieux, N. (2020, January). Human-machine interaction and human resource management perspective for collaborative robotics implementation and adoption. In *Proceedings of the 53rd Hawaii International Conference on System Sciences*.
- Lombardi, R., Manfredi, S., Cuzzo, B., & Palmaccio, M. (2020). The profitable relationship among corporate social responsibility and human resource management: A new sustainable key factor. *Corporate Social Responsibility and Environmental Management*, 27(6), 2657-2667.
- Magrinos, S., & Roumpi, D. (2020). Doing the right thing or doing things right? The role of ethics of care and ethics of justice in human resource management of social enterprises. *Strategic Change*, 29(4), 485-496.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organizations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
- Ogbeibu, S., Emelifeonwu, J., Senadjki, A., Gaskin, J., & Kaivo-oja, J. (2020). Technological turbulence and greening of team creativity, product

- innovation, and human resource management: Implications for sustainability. *Journal of Cleaner Production*, 244, 118703.
- Othman, M., & Abdullah, N. N. (2016). The conceptual assessment of Malaysian entrepreneurship environment and EO economic contribution. Othman, M., Saud, MB, Mat Isa, MA, & Abdullah, NN (2015). The Conceptual Assessment of Malaysian Entrepreneurship Environment and EO Economic Contribution. *Journal of Resources Development and Management*, 20, 15-20.
- Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management*, 102392.
- Prabhu, M., Abdullah, N. N., & Madan Mohan, G. (2019). An Empirical Study on the Satisfaction Level of National and International Tourists towards Natural Attractions in Kurdistan. *African Journal of Hospitality, Tourism and Leisure*, 8(2), 1-8.
- Prabhu, M., Abdullah, N. N., Ahmed, R. R., Nambirajan, T., & Pandiyan, S. (2020). Segmenting the manufacturing industries and measuring the performance: Using interval-valued triangular fuzzy TOPSIS method. *Complex & Intelligent Systems*, 6, 591-606.
- Prabhu, M., Nambirajan, T., & Abdullah, N. N. (2020). Analytical review on competitive priorities for operations under manufacturing firms. *Journal of Industrial Engineering and Management*, 13(1), 38-55.
- Sadikova, M. (2020). Theoretical basics of Human resource Management. *Архив научных исследований*, (3), 1-11.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762.
- Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), 100778.
- Troth, A. C., & Guest, D. E. (2020). The case for psychology in human resource management research. *Human Resource Management Journal*, 30(1), 34-48.
- Vincent, S., Bamber, G. J., Delbridge, R., Doellgast, V., Grady, J., & Grugulis, I. (2020). Situating human resource management in the political economy: Multilevel theorising and opportunities for kaleidoscopic imagination. *Human Resource Management Journal*, 30(4), 461-477.
- Westerman, J. W., Rao, M. B., Vanka, S., & Gupta, M. (2020). Sustainable human resource management and the triple bottom line: Multi-stakeholder strategies, concepts, and engagement.
- Wood, G., & Bischoff, C. (2020). Human resource management in Africa: current research and future directions—evidence from South Africa and across the continent. *The International Journal of Human Resource Management*, 1-28.

- Xiao, M., Cooke, F. L., Xu, J., & Bian, H. (2020). To what extent is corporate social responsibility part of human resource management in the Chinese context? A review of literature and future research directions. *Human Resource Management Review*, 30(4), 100726.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking green human resource management practices to environmental performance in the hotel industry. *Global Business Review*, 21(3), 663-680.
- Zhao, H., & Zhou, Q. (2020). Socially responsible human resource management and hotel employee organizational citizenship behavior for the environment: A social cognitive perspective. *International Journal of Hospitality Management*, 102749.