

ORIGINAL ARTICLE

ARTICLE ACCEPTED DATE-28th Sep, 2020

AUTHOR'S INTRODUCTION

- *Rania S. Alkhalailah, Zarqa college, Al-Balqa Applied University Al-Salt, Jordan. Email: rania.khalailh@bau.edu.jo*
- *Salameh A. Mjlae *, Prince Abdullah bin Ghazi faculty of IT, Al-Balqa Applied University Al-Salt, Jordan. Email: Dr.s-mjlae@bau.edu.jo*

TITLE

**Influence of Human Resource Management Practices on Employees Performance
at Balqa Applied University**

The purpose of the study was to study the impact on BAU employee performance of human resources management practices. there were 150 employees in the sample. In order to achieve the study, Intent of the collection of data from 150 employees by self-administrated questionnaires. Statistical techniques were used to examination the research hypotheses. then evaluation and analyzing the study hypotheses, the outcomes indicated that there is a significant impact of human resource management practices (performance appraisal, recruitment, manpower planning, training and development and compensation) on employees' performance at BAU in Jordan. The study recommends that BAU has to carry out periodical studies for the purposes of evaluating its employee performance .In addition to implement more fair incentives.

Keywords: Balqa applied University (BAU), Practices, Recruitment, Training and development, Compensation, Performance Appraisal, Employees' performance, Human Resource Management.

1. Introduction

Organizations need human resources in order to achieve success, this means that achievement of desired development and expected objectives can only be achieved through proper use of human resources, since working individuals are basis of success for all organizations and through them the desired development takes place. There is no doubt that human resource has become the human capital and a strategic and intellectual factor for all organizations, and they achieve the competitive advantage of all organizations, and therefore, the organizations that are attracted, selected and appointed, have achieved competitiveness among all organizations. There are many experiences in a number of business organizations that have shown that the human factor is the

factor that depends on the process of change and improvement, otherwise it will lead to failure. Management of human resources is of great importance in business organizations and there have been many statements to show this, such as that management is the art of management of individuals and can only be effective manager if he manages human resources efficiently and effectively, which confirms the importance of the human element in business organizations (Tawari, 2012).

2. Literature Review

Human resources management is one of the intellectual approaches that have a clear link to human resources approach which is based on the fact that human resources management is a partner in formulating the appropriate strategy for business organizations, by balancing what organization aims with what individuals aspire to achieve a compromise between them. Several definitions of human resources management have been emerged. For example Box all and Purcell, (2016) indicated that the management of human resources is the mechanism by which management staff is generated and the company tries to achieve the human performance it needs., while Dressler, (2016) defined human resources management as " a series of practices, policies and sub-strategies used to achieve all human resource activities that management can appropriately employ and to manage human resources ".According to Armstrong, (2016) human resources is a strategic, integrated approach to employment, development and well-being of employees in organizations

We are classified as activities in relation to human resources management "the designed human resource deployments and the organization's improvement aimed in the direction of getting the goals through proficient management of human resources" (Babe& Reddy, 2013)

According to Paul, (2015). The management of human resources is one of the most successful handling and controlling human resources programs. The main component of efficiency and productivity are human resources management practices. Larsen, (2014) said that every company uses diverse approaches in the management of human resources to ensure success. Swathe (2014). Swathe. Human resources practices are characterized as practices which have been established in order to provide human elements to coordinate and achieve maximum human efficiency in organisations.

Management human resources activities include many such practices (management preparation, selection and recruiting, training and development, compensation and performance evaluation). Power preparation relates to the number of workers required for potential work.

The main aim of human resource planning is to assure that the right number and kind people, are at right places and time, performing the most useful. (Subashree and Ganseh, 2017). Deepika, (2016) defined human resources planning as a mechanism to define and ensure the appropriate number of qualified people available to an organisation in due course, perform jobs that meet the needs of the company and satisfy the individuals affected. As for recruitment and selection (Zirra, et al., 2017) Recruitment is a method that seeks to seek vacancy applicants and to allow them to apply for jobs in the business. recruitment focuses on the precise identification of the business and its requirements (capabilities, skills and Individual) which enables him to perform better), and then determine the appropriate numbers of thousands needed to perform Specific volume of work during a specified time period (Bratton & Gold, 2017). Others define recruitment as an activity

through which needs are explored organization of human resources to access them or get the best applicants to ensure the operation of operations organization, including searches for qualified human resources in the labor market available to fill vacancies and explore potential candidates in preparation for choosing the best and fix them in those functions (Noe, et al., 2015). Tammana et al.(2018) argued that recruiting is a systemic mechanism in which many potential candidates for jobs are found and drawn to fill their vacant position in due course. Gamage,(2014) stated that Selection involves the usage of one or more methods to evaluate the applicant's suitability for the purpose of making the correct selection decision with respect to training and development Dessler (2016) defined training as equipping employees with skills needed to successfully perform work. The training and development practice aims to ensure that the human resources who are working in the organization possess the skills, abilities and knowledge necessary to deal with current and future job requirements, increase knowledge of employees and their awareness of the work culture and competitive environment to enhance the quality of the product or service provided In addition to encouraging them to invest opportunities and areas of self-learning to ensure greater flexibility in executing works and avoiding contingencies. Accordingly, the training and development practice is an ongoing, planned and designed process to provide the individual working with the appropriate expertise to reach the required performance. This responsibility does not fall only the direct head of the trainee, but the management of organizations as a whole. Therefore, organizations are trying permanently to develop management training units to improve the performance of staff (Larsen, 2017).

With regard to compensation Adeoye, (2014) Compensations described as one of the main human resources functions like wages, and wages, which are critical determinants of staff motivation to achieve the goal. Finally, performance appraisal Performance

Is defined as "an official system for reviewing and evaluating individual or task forces performance" (Fong et al., 2011).Hennekam and Herrbach (2013). The process of evaluating staff performance is a complex process that is influenced by several factors, which requires all those interested in evaluations to plan to evaluate the performance of employees well through logical steps and be sequential to achieve the objectives of the evaluation (Shawish, 2016). Al-Madhoun, 2015, explained that the process of evaluating the performance of employees is concerned with the process of studying and analyzing their performance in work and observing their behaviors and behaviors while carrying out the tasks entrusted to them to judge the extent of their ability to accomplish these works successfully and efficiently, and their ability to develop themselves and achieve progress for themselves and the organization they work.

2.1. Human Resources management Practices and Employee performance

Various studies handled this topic in different fields and countries, for example Sohrab and Khurram (2011) investigated the impact of three human resources practices on the perceived performance of university teachers in Azad Jammu and Kashmir... The study concluded that compensation practices affect employees' performance. Shafa (2016) explored the influence of Human Resource Management Practices on the Employees performance in Jude's Company. The study concluded that employee's performance is affected by new human resources management practices. The study also concluded that all practices have positive impact on employee's performance. Aidah (2013) evaluated the impact of training on employee performance, using the telecommunication industry in Uganda as case study. the study concluded that there is an influence of training on employees performance . Irum, et al (2014) investigated the impact on employee morale in

Pakistan and how motivation affects employee performance. This suggested that the relationships between motivation and employee performance were substantial and positive. Zuheir (2018) examined the determinants of employees' performance in Jordanian industrial sector and trainings on employee's performance He found that trainings are significant factor for employees' performance Hafsa , et al (2015). Contributions to the perceived performance of employees were examined in human resources management practices, including selection, preparation, career planning, compensation, performance evaluation and employee engagement. he found that the impact of HRM activities on employee performance is economically and statistically significant. Mohammed, et al (2017) indicated HR recruiting and selection processes, training and development, compensation, performance management and succession planning have an effect on employee performance. Hamzah, et al (2014) investigated the impact of HRM practices towards employee performance at MSI in Malaysian. They indicated that recruitment and selection and compensation significantly correlated with the employee performance in MSI. Hassan, (2016) examined the relationship between human resources management practice such Compensation, Career Planning, Performance Appraisal, Training, Employee Involvement and Employee Performance and the indicates that the relation between training and employee performance is positive

2.2. Employee Performance

The concept of performance is a broad concept that involves many terms related to success and failure, it is women that reflect the status of organizations or individuals working in different areas. It is the interaction between behavior and achievement to produce valuable outputs that help to sustain and sustain work at the level of individuals or organizations within what is planned and required by both parties (Shields, et al, 2015)

Guan & Frenkel (2018,65) also described employee performance as the degree to which it can perform a particular activity within the context of its abilities, skills and job requirements. In this regard Hermawati & Mas (2017) considered employee performance of employees as the result of an effort made by a particular individual in the organization and compared it to the job requirements they occupy.Celine (2018) defined employee performance as the results of work based on the quality and quantity achieved by an employee when doing his job. It also identifies work performance as real behavior expressed by all as the completion of work produced by the appropriate employee for his role in the organization

3. problem statement:

Human element is an important element in management process and has a significant impact on achieving performance of high standards . the problem is that the following question should be answered.

1. is there any impact of Human Resources Practices on Employees Performance in BAU from their perspective? The following sub questions are derived.
 1. 1 is there any effect of manpower planning practice on Employees Performance in BAU from their perspective?
 1. 2 is there any effect of recruitment and selection practice on Employees Performance in BAU from their perspective?
 1. 3 is there any effect of training and development practice on Employees Performance in BAU from their perspective?
 1. 4 is there any effect of compensation practice on Employees Performance in BAU from their perspective?
 1. 5 is there any effect of performance appraisal practice on Employees Performance in BAU from their perspective?

4. Research Objectives

This study seeks to achieve the following objective:

Examine impact of human resource practices represented by (performance appraisals, recruitment and selection training , development, compensation and manpower planning) on employees performance in BAU.

5. Research Importance

The relation between human resource practices and employees performance is wide and large topic that has been addressed from different authors. The current study is an attempt to evaluate the impact of human resource management practices on employee performance.

6. Research Hypothesis

The following hypothesis were formulated for the intent of achieving the research objectives:

H0-1 There are no significant impact human resources practices (manpower planning, recruitment and selection , training and development, compensation and performance appraisal) at level ($\alpha= 0.05$) on employees performance of BAU.

The following sub hypotheses are derived:-

H01.1 There is no significant effect of manpower planning at level ($\alpha= 0.05$) on employees performance of BAU.

H01.2 There is no significant effect of recruitment and selection at level ($\alpha= 0.05$) on employees performance of BAU

H01.3 There is no significant effect of training and development level ($\alpha= 0.05$) on employees performance of BAU.

H01.4 There is no significant effect of compensation and development level ($\alpha= 0.05$) on employees performance of BAU.

H01.5 There is no significant effect of performance appraisal at level ($\alpha= 0.05$) on employees performance of BAU.

7. Research methodology

The analytical descriptive methodology is used because it fits with the research topic and describes the phenomena.

7.1. Population and Sampling

Study population represented all employees working at BAU. Due to large number of the population, random sample was selected amounting (150) employees from all levels.

7.2. Research Instrument

A self-administrated questionnaire was designed based on the previous literature for the purpose of obtaining the influence of human resources management practices on employee performance at BAU in Jordan. The questionnaire was designed in two version , the Arabic version given to people who do not talk English, whilst the English form is given to people who don't speak Arabic (if any).

7.3. Data collection methods

There are to methods in which the data is collected.: secondary data was collected first. . Secondary data is obtained from books, Journals, government publications, organizational reports, Internet and previous studies were used in this research. the primary data were obtained by means of self-administered questionnaires distributed throughout the study sample.

7.4. Research Validity

The questionnaire was subject to validation by their findings and changes were taken into account by the number of university staff.

7.5. Research Reliability

Cranach alpha used to test the consistency of the results produced by the scale. The general reliability point, according to this study, was equal to (95.1), as appropriate (Saharan 2016) for each questionnaire variable and the complete questionnaire, Table (1) shows Cranach Alpha values.

Table 1: Instrument reliability

Variable	Cranach Alpha
Manpower planning	86.2
Recruitment and selection	80.8
Training and Development	83.4
Compensation	82.4
Legal Responsibility	88.4
Employee appraisal	90.0
Total Instrument	95.1

7.6. Data Analysis

In terms of employees: experience, level, educational, age, position, and gender, the data analysis for the information collected by the self-administered questionnaire revealed the results represented in table (2).

Table 2: Sample distribution according to Demographic information

Variables	Options	Frequency	Percentage %
Gender	Male	104	69.3
	Female	46	30.7
Age	Less than 25	104	69.3
	25 to less than 35	17	11.3
	35 to less than 45	12	8.0
	45+	17	11.3
Education level	Secondary or less	122	81.3
	Diploma	5	3.3
	BSC	19	12.7
	Higher studies	4	2.7
Experience	Less than 5 years	12	8.0
	5 to less than 10 years	17	11.3
	10 to less than 15	63	42.0
	15+	58	38.7
Position	Employee	107	71.3
	Department Head	15	10.0
	Manager	13	8.7
	Teaching Staff	15	10.0

7.7. Hypothesis testing:

Multiple regression and simple regression are used to find the relationship between dependent variables and independent variables. .

7.7.1. The Main Hypothesis

H0-1 There are no statistically significant impact human resources practices (manpower planning, training and development, compensation and performance appraisal, recruitment and selection) at level (a= 0.05) on employees performance of BAU.

Table 3: Model Summary

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
Human Resources Practices	.850 ^a	.723	.714	.33309

.Table (3) indicates that there is a statistically significant impact of human resources practices on employee performance in BAU since correlation coefficient (R) values is= .850 which indicates that there is a positive relationship between human resources practices and employee performance in BAU. While determination coefficient R² values is = .723 This means that 72.3% of changes in employee performance is due to changes in human resources practices , the rest 37.8% is due to other factors that are not included in the study, so the multiple regression can be carried out.

Table 4: Regression coefficient for main hypothesis

Model	Unstandardized Coefficients	Standardized Coefficient	T	Sig.
-------	-----------------------------	--------------------------	---	------

	B	Std. Error	Beta		
(Constant)	-.335	.236		-1.417	.159
Manpower planning	-.067	.040	-.081	-1.654	.100
Recruitment and Selection	.112	.057	.110	1.952	.053
Training and Development	.296	.076	.253	3.898	.000
Compensation	.266	.092	.223	2.905	.004
Employees Appraisal	.465	.084	.416	5.506	.000

Table (4) shows that the regression coefficients (B) equal-.067, .112.296, .266 and.465 since the significance level for each regression coefficient is less than ($\alpha = 0.05$), except recruitment and selection .it can conclude that there is an impact of human resources practices with all of its dimensions except recruitment and selection on employee performance is significant, therefore, the null hypothesis is rejected and the alternative one is accepted.

The Result: There is a significant impact of human resources practices at ($\alpha=0.05$) level on employee performance in BAU.

7.7.1.1. First Sub-Hypothesis

H01.1 There is no significant impact of manpower planning at level ($\alpha= 0.05$) on employees performance of BAU.

Table 5: Model Summary

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
Manpower planning	.230 ^a	.053	.047	.60780

Table (5) indicates that there is a significant effect of manpower planning on employees performance in BAU since correlation coefficient (R) values is= .230 which indicate that there is a positive relationship between manpower planning and employees performance in BAU. While determination coefficient R^2 values is = .053 this interpret that 5.3 % of variance in employee performance This means that 5.3% of changes in employee performance is due to changes in manpower planning, so the multiple regression can be carried out.

Table 6: Regression coefficient for the first sub- hypothesis

	Unstandardized Coefficients		standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.244	.241		13.479	.000
Manpower Planning	.189	.066	.230	2.881	.005

Table (6) presented that the regression coefficient (B=0.189), t= 2.881 at Sig 0.005) for manpower planning, while this means that there is a significant effect at ($\alpha =0.05$) level of manpower planning as a practice of human resources management on employee performance BAU.

The Result: There is a significant impact of manpower planning practice at ($\alpha=0.05$) level on employee performance in BAU.

7.7.1.2. Second Sub- Hypotheses:

H01.2 There is no statistically significant impact of recruitment and selection at level ($\alpha= 0.05$) on employees performance of BAU.

Table 7: Model Summery

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Recruitment and Selection	.530 ^a	.281	.276	.52956

Table (7) indicates that there is a statistically significant effect of recruitment and selection on employee performance since correlation coefficient (R) values is=.530 which indicate that there is a positive relationship between recruitment and selection and employee performance in BAU While determination coefficient R^2 values is = .281 this interpret that 28.1 % of variance in employee performance This means that 28.1% of changes in employee performance is due to changes in recruitment and selection, so the multiple regression can be carried out.

Table 8: Regression coefficient for the second sub- hypothesis

Model	Unstandardized Coefficients		standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.878	.272		6.904	.000
Recruitment and Selection	.541	.071	.530	7.609	.000

Table (8) presented that the regression coefficient (B=0.541), t=7.609 at Sig 0.00 for recruitment and selection. This means that there is a significant effect at ($\alpha=0.05$ level of recruitment and selection as a practice of human resources management on employee performance in BAU.

The Result: There is a significant impact of recruitment and selection practice at ($\alpha=0.05$) level on employee performance in BAU.

7.7.1.3. Third Sub- Hypotheses:

H01.3 There is no significant effect of training and development level ($\alpha= 0.05$) on employees performance of BAU.

Table 9: Model Summery

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate
Training and development	.726 ^a	.527	.524	.42936

.Table (9) indicates that there is a significant effect of training and development on employee performance in BAU since correlation coefficient (R) values is= .728which indicates that there is a positive relationship between training and development and employee performance in BAU. While determination coefficient R^2 values is = .527 this interpret that 52.7 % of variance in employee performance Which means which 52,7% of employee performance shifts are caused by changes in training and development, so the multiple regression can be carried out.

Table 10: Regression coefficient for the third sub- hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.512	.268		1.913	.058
Training and development	.851	.066	.726	12.853	.000

Table (10) presented that the regression coefficient (B=0.851), t= 12.853 at Sig 0.000) for training and development, this means that there is a significant impact at ($\alpha=0.05$ level of training and development on employee performance in BAU.

The Result: There is a significant impact of training and development practices at ($\alpha=0.05$) level on employee performance in BAU.

7.7.1.4. Fourth Sub-Hypothesis

H01.4 There is no significant impact of compensation at level ($\alpha= 0.05$) on employees performance in BAU.

To test this hypothesis simple regression test was used as follows

Table 11: Model Summery

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Compensation	.750 ^a	.562	.559	.41319

Table (11) shows that the correlation between compensation and employee performance since(R) is equal to 0.750, which indicates a positive relation between the independent and dependent variables. While determination coefficient R^2 values is = .562 this interpret that 56.2 % of variance in employee performance This means that 56.2% of changes in employee performance is due to changes in compensation, so the multiple regression can be carried out.

Table 12: Regression coefficient for the fourth sub- hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.410	.257		1.594	.113

Compensation	.895	.065	.750	13.791	.000
---------------------	------	------	------	--------	------

Table (12) presented that the regression coefficient (B=0.895), t= 13.791 at Sig 0.000) for compensation. This means that there is a significant effect at ($\alpha=0.05$ level of compensation on employee performance in BAU.

The result: there is a significant effect of compensation at ($\alpha=0.05$ level on employee performance at BAU in Jordan.

7.7.1.5. Fifth Sub-Hypothesis

H01.5 There is no significant effect of performance appraisal at level ($\alpha= 0.05$) on employees performance of BAU.

Table 13: Model Summary

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Performance Appraisal	.800 ^a	.639	.637	.37503

Table (13) shows that the correlation coefficient between performance appraisals and employee performance (R) is equal to 0.800, which indicates a positive relation between the independent and dependent variables. while point coefficient R^2 values is = .639 this interpret that 63.9 % of variance in employee performance, this means that 63.9 percent of workplace changes are due to improvements in efficiency in performance appraisal, so the multiple regression can be carried out.

Table 14: Regression coefficient for the fifth sub- hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients.	T	Sig.
	B	Std. Error	Beta		
(Constant)	.384	.221		1.743	.083
Employee Appraisal	.893	.055	.800	16.203	.000

Table (14) presented that the regression coefficient (B=0.893), t= 18.203 at Sig 0.000) for performance appraisal. This means that there is a significant impact at ($\alpha=0.05$ level of performance appraisal as a practice of human resources management on employee performance in BAU.

The result: there is an impact of employee appraisal at ($\alpha= 0.05$) on employees performance of BAU.

8. Results and Recommendations

The analysis shows that there is an effect generally and severally on human resources activities (management planning, recruitment and selection, training and development, compensating and performance evaluation). such results indicate the importance it deals with one of the main

elements of productivity that lead to organization success, in that BAU should be concentrated implementation of human resource practices and should carry from time to time similar studies.

References

- Adeoye, A. O., & Fields, Z. (2014). Compensation management and employee job satisfaction: A case of Nigeria. *J SocSci*, 41(3), 345-352.
- Aidah Nassazi (2013) *Effects of training on Employee performance. Evidence from Uganda* International Business
- Armstrong M (2016), *Armstrong's Handbook of Strategic Human Resource Management*, London: Kogan Page
- Boxall P and Purcell J (2016), *Strategy and Human Resource Management*, London: Palgrave Macmillan
- Celine, F. (2018). *Effects of Job – Stress on Employee Performance in an Enterprise: A microfinance institution in Cameroon*. Master Thesis, Centria University of Applied Sciences
- Deepika Phutel (2016) A Review on Human Resource Planning, *International Journal of Engineering and Techniques - Volume 2 Issue 1*, pp 81-87
- Dessler, G. (2013). *Human Resource Management*. New Jersey, USA: Pearson Education.
- Dessler, G.(2016). *Human resource management*, Global edition ed). Pearson Education.
- Fong, C., Ooi, K., Tan, B., Lee, V. and Chong, A. (2011). Human Recourses Management Practices and Knowledge Sharing: An Empirical Study. *International Journal of Manpower*, 32(5/6), 704-723.
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37-52
- Guan, X., & Frenkel, S. (2018). How HR practice, work engagement and job crafting influence employee performance. *Chinese Management Studies*.12 (3), 591-607
- Hafsa Shaukat Namrah Ashraf and Shahzad Ghafoor(2015) Impact of Human Resource Management Practices on Employees Performance Middle East Journal of Scientific Research 23 (2): 329-338,
- Hamzah Mohammad A. Al_Qudah,. Abdullah Osman, Hamzah Edris M. Al_Qudah (2014) The Effect of Human Resources Management Practices on Employee Performance, *International Journal of Scientific and Technology Research* Volume 3, \issue 9,
- Hassan, S. (2016)Effect of Human Resources Management Practices on Employee Performance. *International Journal of Scientific & Technology Research* , p 129=134.
- Hennekam, S. and Herrbach, O. (2013), "HRM practices and low occupational status older workers", *Employee Relations*, Vol. 35 No. 3, pp. 339-355.
- Hermawati, A., & Mas, N. (2017).Mediation effect of quality of work life, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and Management*, 59(6), 1143-1158.

- Irum Shahzadi, Ayesha Javed ,Syed Shahzaib Pirzada Farida Khanam and Shagufta Nasreen (2014) Impact of Employee Motivation on Employee Performance, *European Journal of Business and Management* . Vol.6, No.23,
- Laursen, S. L. (2013). From innovation to implementation: Multi-institution pedagogical reform in undergraduate mathematics. In D. King, B. Loch, & L. Rylands (Eds.), *Proceedings of Lighthouse DELTA 2013* (pp. 102–112).
- Mohammed Jibrin-Bida , Abdul Halim Abdul-Majid and ,Abdussalaam Iyanda Ismail (2017) Establishing HR practices-employee performance relationship through literature survey *Journal of Advanced Research in Business and Management Studies* 6, Issue 1 pp 39-49
- Noe, R. A.; Hollen B.; John R.; Gerhrty, B.; Wright, P. M. (2017). *Fundamentals of human resource management*,(3rd ed). Boston: McGraw-Hill.
- Paul Salau, Olumuyiwa Fadugba Oludayo, Oyinlola Comfort Omoniyi and James Olalekan Akinbode,(2015). Modeling the relationship between performance appraisal and organizational productivity in Nigerian Public sector. *EMI*, Vol. 6, Issue 2. P 45
- Sekaran, U., &Bougie, R. (2016).*Research methods for business: A skill building approach*. John Wiley & Sons.
- Shafa Karoo (2016) *The impact of Human Resource Management Practices on the Employees performance Applied Study on Jude company in Lattakia, Syria*, Master, Tichreen University
- Shawish, Mustafa (2016) *Human Resource Management (Personnel Management)*, Amman: Dar Al-Shorouk for Publishing and Distribution,
- Sohrab Ahmad and Khurram Shahzad (2011) HRM and employee performance: A case of university teachers of Azad Jammu and Kashmir (AJK) in Pakistan, *African Journal of Business Management* Vol. 5(13), pp. 5249-5253,
- Subashree A, Ganesh Subramaniam (2017) A comparative study of Manpower Planning, Recruitment & Selection Processes in Public Sector Undertaking Companies in India, *International Journal of Scientific & Engineering Research*, Volume 8, Issue 1, pp1340-1346
- Tamanna Parvin Eva (2018). Recruitment Selection Strategies and Practices in the Private Sector Commercial Banks of Bangladesh: Evidence from Human Resource Practitioners. *European Business & Management*. Vol. 4, No. 1, pp. 28-38.
- Tiwari, P., &Saxena, K. (2012). Human resource management practices: A comprehensive review. *Pakistan Business Review* , 669–705
- Zirra Clifford Tizhe Oaya, Ogbu James Ogbu, and Ojo Grace Remilekun (2017) Impact of Recruitment and Selection Strategy on Employees' Performance: A Study
- Zuheir Mohamed Dahkoul (2018), The determinants of Employee Performance in Jordanian Organizations, *JEFA- V.5-ISS.1*-pp.11-17