



The Impact of Human Resource Management Practices on Employees Performance: The Case of Islamic University of Gaza in Palestine

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ABSTRACT

This article examines the impact of human resource management practices (HRMPs) on employee's performance at Islamic University of Gaza (IUG) in Palestine. In particular, the primary data has been collected via standard questionnaires from a randomly selected sample of 115 employees (faculty and non-faculty members) of IUG. The multiple regression model was used to analyze the data SPSS 22. The findings of this research study have reported that HRMPs (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employee's performance. The contribution of this study is threefold. Firstly, to investigate the relationship between HRMPs and employees performance. Secondly, this research study provides meaningful insight about HRMPs and employees performance at higher education institutions in Palestine. Third, from a practical perspective, the study draws attention to the fact that there is a need to develop HRMPs that can enhance the effectiveness and sustainability of higher education institutions in Palestine. These results of this cross-sectional study can be applicable the similar higher educational institutions in Palestine.

Keywords: Human Resource Management Practices, Employee Performance, Islamic University of Gaza, Palestine

JEL Classifications: M51, M52, M53

1. INTRODUCTION

In any organization, employees are considered the essential strategic asset. Therefore, employees could be a competitive advantage if their organization provides more attention and invest in developing employees' skills at the workplace (Danish and Usman, 2010; Zaharie and Osoian, 2013). Similarly, universities strive to attract the talent, well trained and enthusiastic employees as well as dedicated to their work through carrying out research and training for the development of humanity (Lew, 2009). Prior empirical studies revealed that successful and good effective implementation of some human resources management practices (HRMPs) empowers university employees and improve their performance positively (Shahzad et al., 2008; Chen et al., 2009).

Lew (2009) argue that employees have an important and strategic role in enhancing university positioning in significant fields such as quality of research, academic reputation, and community

service by increasing research contribution to the community and preparing their students to be leaders for future. Therefore, best practices of HRM stimulate university employee's performance which in turn promotes university performance. Thus, universities realize the importance of stimulating university employee's performance; most of the universities are giving more attention from the top management of HRMPs (Sirat, 2006). Accordingly, universities should promote its HRMPs by recruiting the talent academic and administrative staff to enhance university employee performance.

Education sector plays a dynamic role in the developed and developing economies; thus, universities are expected to provide communities, a local and international market with high-skilled graduates. Hence, universities should attract and retain excellent academic and non-academic staff. As a result, this will require 'best practices' of HRM. Further, HRMPs may vary from one employee to another and from organization to another (Nasurdin et al., 2008;

Chen et al., 2009). Consequently, it is justified to conduct a study to examine the effect of “best practices” of HRM on employee’s performance particularly reference to Palestine context.

2. THE HRMPs IN THE CONTEXT OF PALESTINE

Little is known about HRMPs within the Middle East region in general and Palestine in particular (Al-Jabari, 2009). In Palestine, there is a lack of studies demonstrating the effectiveness of HRMPs. Even though scholars believe that some HRMPs theories which initiated and established in the developed countries may apply in the context of Palestine and many other practices are contingent upon contextual circumstances (Al-Jabari, 2013). In this context, Tayeb (1998) denoted several external factors which indirectly influence HRMPs such as (local culture, official policies and sector’s rules and regulations).

Thus, HRMPs are affected by socio-cultural values, religion, economic conditions and legal systems (Tayeb, 1998). Recent research in HRMPs in Palestine i.e., Al-Jabari (2009) revealed that selection, interview and application forms are used by almost all organizations regardless of its size, ownership or sector. Further, at the government sector level in Palestine, recently started to practice clear criteria for recruitment, selection, training, and many other HR practices; here, civil servant bureau and different ministries in cooperation with the ministry of finance start regulating and coordinating many aspects of HRMPs (Al-Jabari, 2011). For that reason, the study will be selective of Western HRMPs to the context of Palestine.

Based on an intensive review of the literature, insufficient empirical studies have been founded on HRMPs in developing countries. Furthermore, most of the studies have been done in the field of HRMPs and employee and organizational level performance especially in developed countries, which are concluded that the HRMPs are the important factors to predict employees performance (Guest, 2002; Wright et al., 2003; Khan, 2010; Quresh et al., 2010; Mellam et al., 2015). Unlikely, in the context of Palestine, no comprehensive studies have been conducted on university employees’ performance to examine the influence of HRMPs on employee’s performance. But few studies have investigated the HRMPs in family businesses and other governmental organizations. Moreover, little is known about HRMPs within the Middle East region in general and Palestine in particular (Al-Jabari, 2009). Further, HRMPs are affected by socio-cultural values, religion, economic conditions and legal systems (Tayeb, 1998). Some research studies have investigated HRMPs and performance, example innovative management model for performance appraisal (Khoury and Analoui, 2004); managerial performance of Palestinian local authorities (Sabri and Jaber, 2007); training and development for small and micro enterprise (Al-Madhoun and Analoui, 2003); the relationship between the HR practices and turnover intention (Dawwas and Zahare, 2014); assessing the current situation for the human resources for the health sector in Palestine and the relationship between HR shortages and main policy choices and strategies

(Hamdan and Defever, 2003). Therefore, unlikely in the context of Palestine no research study has been conducted on University employees’ performance to investigate the impact of HRMPs on employee’s performance.

3. RESEARCH PURPOSE AND SIGNIFICANCE

The purpose of this study is to explore the impact of HRMPs on employee performance at Islamic University of Gaza (IUG) in Palestine and to suggest recommendations for its improvement. The significance of this research study is threefold which can contribute to knowledge and literature. Firstly, to investigate the relationship between HRMPs and employees performance at IUG in Palestine. Secondly, this research study provides meaningful insight about HRMPs and employees performance for academics and professionals for a better understanding of HRMPs problems and challenges at higher education institutions in Palestine. Third, from applicable viewpoint, this study provides more attention to the fact that there is a need to develop HRMPs that can improve the efficiency of higher education institutions in Palestine.

3.1. Research Scope

The current study was conducted at the IUG which is an independent academic institution under the supervision of the Ministry of Higher Education in Palestine with about a total number of (900) employee in both academic and non-academic staff. The results come from a cross-sectional study may not be generalized to the other organizations. The results can be generalized to other universities with maximum care.

3.2. The IUG

Over the last three decades, higher educational (HE) has improved very fast (de Waal and Sultan, 2012). Higher education development in Palestine is a unique due to the fact that this system has been built from scratch in comparison with other HE systems in the region. Moreover, it is rich with its challenging experience, because Palestine is not yet an independent country and the keenness and enthusiasm of the Palestinians to learn, where the-the illiteracy rate in 2014 Palestine was 3.6%, which is considered among the lowest rate in the world (PCBS, 2015). As for higher education, its development is of a relatively recent date (Al-Subu, 2009).

The IUG is an academic institution supervised by the Ministry of Education and Higher Education in Palestine with about 900 employees. It has been established in 1978. IUG is the leading and largest academic institution in Palestine, particularly in the Gaza Strip. IUG provides for its students an academic environment that adheres to Islamic principles as well as Palestinian traditions and customs. It also provides all available resources, including the most up-to-date technology in service of the education process. IUG offers more than 114 programs at different levels including (B.A., Higher Diploma, Masters, Ph.D. and Professional Diploma) for about 20,000 students (Abou-Dagga and AelHoly, 2014).

4. LITERATURE REVIEW

4.1. HRMPs

HRMPs are essential for ideal integration for success in the global business environment. The challenges and trends of HRMPs have been revolutionized over the years. Thus, HRMPs is vital for successful implementation of HR policies effectively and efficiently to achieve the organizational goals (Mathis and Jackson, 2008). Likewise, practices of HRM are valuable for the organization to take practical measures for improving the efficiency of the workers and enhancing commitment among them (Deb, 2006). Moreover, by implementing HRMPs effectively leads to attract motivate, retain employees in order to enhance individual and organizational level performance (Pablos and Lytras, 2008). There is a growing concern based on the belief that human resource should be valued as essential assets rather than a cost for the organization and as a strategic factor which supports and source of sustained competitive advantage (Delaney and Huselid, 1996; Wright et al., 2001; Sun et al., 2007). In addition, successful HRMPs lead to an improved level of individual and organizational performance (Chang and Huang, 2005).

Many researchers have studied the concept of HRMPs and its relationship with individual and organizational outcomes. For example (Kehoe and Wright, 2013) have examined the influence of high-performance HR practice on employees' attitudes and behaviors. They revealed that that high-performance HR practice positively related to employees' attitudes and behaviors which affect the organizational commitment and fully mediate the relationship between employees' retention and HR practices. Furthermore, Vanhala and Ahteela (2011) investigated the relationship between HRMPs and trust; they found that the perceptions of the fairness and functioning of HRMPs are connected to employee's trust.

After reviewing the previous studies which have discussed the concept of HR practices and its relationship with variant variables in the organization. The researchers concluded that HR practices differ from firm to another and from country to another as well as the factors which affect HRMPs. These factors could be internal (e.g., organization size, organization structure, business strategy, organizational culture) or external factors (economic, technological changes, industry characteristics, national culture, legalization and regulations, competitors and globalization). These HRMPs directly or indirectly affect several variables within the organization.

4.2. Recruitment, Selection and Employee Performance

Recruitment and selection are one of the most important HRMPs. It is a process of finding, assessing, and having the right people in the right job. A positive relationship has been reported among recruitment, selection, and other procedures that are used for selection of the applicants effectively which have a significant effect on the firms' profits (Hausdorf and Duncan, 2004). In addition, it is the process of searching the applicants for employment and encouraging potential candidates to apply for jobs (Jain and Saakshi, 2005). Carroll et al. (1999) have been divided

recruitment process into four stages. (a) A review of the need to hire a new staff for an unoccupied post, (b) job analysis, (c) job description, (d) candidate's specifications and qualifications. This selection process affects the employees and organizational performance.

For recruiting managerial/senior applicants, the internet is considered the most popular and effective advertising medium, used by 76% of the organization surveyed (Rioux et al., 2006). However, what is more, important than getting the exact persons in the correct place at the accurate time, it is necessary to guarantee that the employees will participate in a the accomplishing of organizational goals (Bloisi, 2007). The purpose of the employer or organization is to develop a large pool of candidates during recruitment process in order to select the best applicant for the available job position competitive process (Beardwell and Claydon, 2004; Rogelberg, 2006). In reviewing the literature, it has been identified three differences between small and large firms regarding the recruitment process: (i) The number of the job positions, (ii) number of applicants and (iii) and the available fund for the recruitment process (Hausdorf and Duncan, 2004). After reviewing the previous studies, recruitment and selection are the basic HRMPs and would be used as an independent variable in this study. Accordingly, ensuring good and effective recruitment and selection process by the organization leads to improved employee performance.

H1: The selection and recruitment have positively related with employee performance at IUG.

4.3. Training and Development with Employee Performance

Training is one of main HR activities in the organization and helps the firm to achieve its goals. According to Grossman and Salas (2011), training is an organized task of information, skills, and attitudes lead to enhancing performance in a particular situation. Hence, next step follows recruitment and selection is training and development of employees. This process should involve the new recruited and existed employees. However, careful selection of employees does not guarantee that the new staff will perform the tasks effectively, thus, firms should design and implement proper training programs for those employees in order to achieve the tasks assigned to them (Dessler, 2009). Training and development are designed to improve employee performance, competency level and ultimately leads to foster organizational performance. In addition, training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein and Ford, 2002).

Training and development activities allow organizations to adjust, be a competitor, advanced skills, innovate, develop, enhance employees safety, expand service, and reach firm's goals (Salas et al., 2012). Consequently, any organization strives to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce must realize the importance of training and development and its impact on employees and organizational performance (Aguinis and Kraiger, 2009). To remain competitive, organizations must ensure that

their workforce continually learns and develops regardless of the cost of learning (Salas et al., 2012). Similarly, Della-Torre and Solari (2013) have revealed that the perceived employee and organizational performance were positively related to effective training practices.

Prior scholars have found empirical evidence of the influence of training and development on organizational productivity and mutual benefits for employer and employees (Conti, 2005; Ballot et al., 2006; Dearden et al., 2006; Konings, 2008; Rugimbana and Akong'o Dimba, 2010; Ayanda, 2011; Georgiadis and Pitelis, 2012; Omolo et al., 2013).

In the context of Palestine, there are a few studies examined the impact of firm-provided training on performance in Palestine (e.g., Al-Madhoun and Analoui, 2002; Al-Madhoun and Analoui, 2003; 2004; Al-Madhoun, 2006). Based on the above discussion, training and development are essential for the employees' performance and organizational success. Hence, organizations must realize the importance of training and development and adopt a continuous learning perspective; the organization should constantly update its employees' knowledge and skills to stay on cutting edge in order to maintain a competitive edge. Thus, inadequate or unwell-designed trained employees are important obstacles to firm's success. Furthermore, the organizational performance has greatly affected by the way training is designed, provided, and executed. In this study, training and development are considered as an independent variable to examine its influence on employee performance.

H2: The Training and development have positively related with employee performance at IUG.

4.4. Compensation, Rewards, Incentives and Employee Performance

Compensation refers to consideration that is paid to an individual who is working for the organization. Compensation for internal employees is managed by compensation system of the organization which in turn plays an important role in fostering employees' performance and increases their productivity (Kramer and Briffault, 1991). Organization's strategy and business requirements are the main determined of compensation practices (Boyd and Salamin, 2001). Similarly, there are different factors may affect on the individuals' incentives based on their necessity, education, social position, or environments (Gerhart and Rynes, 2003). According to Dubrin (2008), maintaining and establishing an effective compensation system is an important function for the organization. Hence, linking employees' performance with compensation system leads to an overall firm's performance. Therefore, workers should be offered rewards, incentives, and social benefits in order to motivate them to better performance. Pfeffer (1994), has supported this view by emphasizing the influence of incentive pay on the firm's performance. But still, two important questions in literature related, to linking employees' performance with compensation system. (1) How to assess performance? (2) How to decide adequate performance levels? The design of compensation systems in terms of the form of incentive compensation used is critical to the success

of the organization. Hence, Carrier (1994) pointed to reward and compensations systems as key human resources practices that contribute effectively to individual and organizational outcomes. Another study conducted by Carlson et al., (2006), they investigated the financial, non-financial rewards in family business SMEs. They found at each level in the firm, accomplishment of sales-growth used more financial rewards.

The findings of the above study supported by the argument for (Hill and Stevens, 2001), they claimed that the more incentives pay, the better a firm and its employees perform. Hence, Gomez-Mejia et al. (2010) argue that firms can only outperform others when they have a successful business strategy and good compensation system that helps and gets support from the highest-paid executives and down to the lowest-paid employee.

Several scholars have discussed the influence of financial, non-financial rewards on the employees and firms' performance. For example, James (2005) suggests that simple or non-financial incentives such as gratitude and acknowledgment which are expected to enhance communication in the workplace (Frey and Jegen, 2001). Based on the discussion above, compensation and reward systems can be used systematically to motivate employees to perform better; therefore, both the firm and its employees can benefit from this system. Furthermore, compensation and reward system can also reinforce firm's empowerment through good decision making, improve corrective and preventive measures, and can motivate employees to improve their performance. In any organization, employees consider the way their firm rewarding them are more important than how the organization expresses or announce.

However, organizations are considered handling the compensation system is complicated in terms of integration the employees' career goals with firm's objectives as well as remaining the expenditures under control. Based on the literature review, compensation, rewards, and social benefits have been considered as one of the independent variables in order to examine its impact employee and organizational performance.

H3: The Compensation, rewards, and incentives have positively related with employee performance at IUG.

4.5. Performance Appraisal and Employee Performance

Cumming (1993), pointed out that a performance appraisal is an approach to assessing the employee's work performance in a measurable way. The objective of this assessment is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. The primary objective of a performance appraisal is to ensure the maximum utilization of every employee's skills, knowledge, and interests (Arthur, 2008).

Measuring and fostering employees performance is a key determinant of organizational success and competitive advantage (Ployhart et al., 2006). Thus, performance appraisal has been broadly known as an essential process for the

management and development of employees working in an organization (Lee, 1985; Eberhardt and Pooyan, 1988). In addition, selection and training practices might be changed based on the appraisal information with the desired behaviors and attitudes. Nevertheless, professional employees without being motivated to achieve their tasks, their efficiency will be imperfect (Sani, 2012).

Several previous studies investigated the effect of carrying out performance appraisal on individual and organizational level outcomes. For example, Murphy and Margulies (2004) in their study claimed that performance appraisal might benefit in multiple functions such as helping in employee training and for giving pay. Moreover, it is has been known that the objective of the performance system come to be a serious issue. However, numerous firms still do not consider that performance appraisal can achieve several tasks such as provide feedback, training and skill development, and right to use to information and knowledge (Kor and Sundaramurthy, 2009). Another study conducted by Soomro et al. (2011) revealed that HRMPs were correlated positively with the employee performance.

H4: The Performance appraisal positively has related with employee performance at IUG.

5. METHODOLOGY

5.1. Research Framework

This study suggests a theoretical research framework which is developed on the basis of extensive literature review. This study empirically tests the model. The Figure 1 shows the theoretical framework of this research study, has four independent variables includes recruitment and selection, training and development, compensation and incentives, performance appraisal and one dependent variable i.e., Employees' performance.

5.2. Data Collection and Population

Primary data was collected from a sample size of 115 academic and non-academic staff at the IUG via random probability and sampling technique. IUG is an independent academic institution supervised by the Ministry of Higher Education in Palestine with about a total number of 900 employees in both academic and non-academic. The standard questionnaire with tested validity and reliability was used. Multiple regressions were used to predict employees' performance. The data was analyzed via SPSS 22 statistical software.

5.3. Reliability Analysis of Survey Instruments (Measures)

The Cronbach's coefficient (α) is used for measuring the reliability of the survey measurement items i.e., questionnaires and presented the results in Table 1. The individual and accumulative values are listed against each variable which indicates the given items are correct and reliable.

5.4. HRMPs

The HRMPs were measured by 23 items consisted by 4 variables i.e., (recruitment and selection, training and development,

Figure 1: Research model

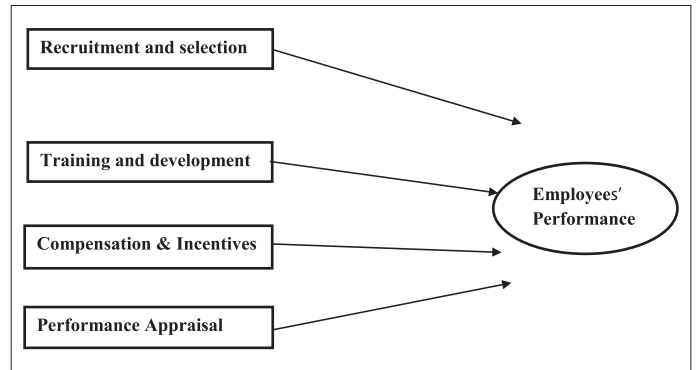


Table 1: Reliability analysis of variables

Variables	Questions/items	Alpha value
Recruitment and selection	6	0.95
Training and development	7	0.93
Compensation and incentives	5	0.71
Performance appraisal	5	0.75
Employee performance	4	0.82
Overall	27	0.90

compensation and incentives, performance appraisal) the HRM policies and practices scale was developed by Demo et al. (2012). The Likert 5 points scale was used. The sample question from Recruitment and Selection was “University widely disseminates information about both external and internal recruitment processes” training and development “I can use knowledge and behaviors learned in training at work” Compensation and incentives I get incentives such as promotions, commissioned functions, awards, bonuses, etc. And a final item from performance appraisal “University discusses competency-based performance appraisal criteria and results with its employees.”

5.5. Employee Performance

The employee performance was measured by four items scale developed by Tessema and Soeters (2006). The sample question was “My performance is better than that of my colleagues with similar qualifications.” The Likert 5 points scale was used to rank the respondents views. The scale reliability value was 0.82.

6. ANALYSIS AND RESULTS

This research study primarily, investigated the linear relationship, the level of significance the influence of HRMPs (recruitment and selection, training and development, compensation and incentives, performance appraisal) over Employees' performance in IUG at Palestine. The analysis of this study includes descriptive statistics, correlation, and multiple regressions.

In terms of respondents, Table 2 shows the demographic information of the respondents. The descriptive analysis has revealed that total of 115 employees of university staff including academic 22.6% and admin staff 77.4%. As far as academic qualifications of respondents are concerned, Table 3 shows that Bachelors' degree holder is 50.4%, 33% of the respondents with

master degree and PhD holders contributing 16.5% of the total respondents. Table 4 shows that 84.3% of the respondents were male and 15.7% were female while Table 5 shows that respondents' years of experience from 2 to 5 years were 18.3%, from 6 to 10 years were 22.6% while respondents' years of experience from 25.2%. Lastly, respondents' years of experience more than 15 years were 33.9% of total respondents.

Table 6 explains the correlation analysis and how variables are related to each other.

The relationships of the entire HRMPs (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employees' performance. All of the variables have a positive relationship; the values are given in above Table 6. All relationships among variables are significant at 0.05 levels. Table 7 shows the summary of hypothesis.

Table 8 shows the multiple regression analysis and found that four factors of HRMPs (i.e., recruitment and selection, training and development, compensation and incentives, performance appraisal) together significantly predicted employees performance while in Table 9, the level of significance F-statistics (27.547) = 27.55, P < 0.05) with an R² = 0.463) means almost 46% employee performance explained by the all the HRMPs collectively.

Table 2: Type of work

Valid	Frequency	Percent	Valid percent	Cumulative percent
Academic staff	26	22.6	22.6	22.6
Admin staff	89	77.4	77.4	100.0
Total	115	100.0	100.0	

Table 3: Academic qualifications

Valid	Frequency	Percent	Valid percent	Cumulative percent
Bachelor	58	50.4	50.4	50.4
Master	38	33.0	33.0	83.5
PhD	19	16.5	16.5	100.0
Total	115	100.0	100.0	

Table 4: Gender

Valid	Frequency	Percent	Valid percent	Cumulative percent
Male	97	84.3	84.3	84.3
Female	18	15.7	15.7	100.0
Total	115	100.0	100.0	

Table 5: Work experience

Valid (years)	Frequency	Percent	Valid percent	Cumulative percent
2-5	21	18.3	18.3	18.3
6-10	26	22.6	22.6	40.9
11-15	29	25.2	25.2	66.1
More than 15	39	33.9	33.9	100.0
Total	115	100.0	100.0	

7. DISCUSSION

The purpose of this study is to explore the impact of HRMPs on employee performance at IUG in Palestine and to suggest recommendations for its improvement. The findings of current research study illustrate that the HRMPs (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employees' performance. The previous results support the findings of the current study. Furthermore, most of the empirical studies have been conducted in the field of HRMPs and employee performance especially developed countries, which

Table 6: Correlation analysis

Variables	RS	T&D	C&R	PA	EP
Recruitment and selection	1				
Training and development	0.167**	1			
Compensation	0.542**	0.163**	1		
Performance appraisal	0.712**	0.143**	0.416**	1	
Employee performance	0.742**	0.640**	0.520**	0.751**	1

**Correlation is significant at 0.05 level (two-tailed)

Table 7: Summary of hypothesis results

Hypotheses	Correlation	Result
H1: The selection and recruitment system have a positive relationship with employee performance	0.742**	Supported
H2: The training development and education has positively related to employee performance	0.640**	Supported
H3: Compensation, incentives, benefits, and rewards system has a positive relationship with employee performance	0.520**	Supported
H4: Performance appraisal system has positively related to employee performance	0.751**	Supported

**Correlation is significant at the 0.05 level (two-tailed)

Table 8: Regression analysis with R²

Model	R	R ²	Adjusted R ²	Standard error of the estimate
1	0.680 ^a	0.463	0.446	0.43571

^aPredictors: (Constant). Performance appraisal, recruitment and selection, training and development, compensation and rewards

Table 9: ANOVA^a

Model	Sum of squares	df	Mean square	F	Sig.
Regression	15.688	3	5.229	27.547	0.000 ^a
Residual	18.225	111	0.190		
Total	33.913	114			

^aDependent variable: Employees' performance. Predictors: (Constant), performance appraisal, recruitment and selection, training and development, compensation and rewards

are concluded that the HRMPs are the important factors to predict employee's performance (e.g., Guest, 2002; Wright et al., 2003; Khan, 2010; Quresh et al., 2010; Mellam et al., 2015). Similarly, universities strive to attract the talent, well trained and enthusiastic employees as well as committed to their work through carrying out research and training for the development of humanity (Lew, 2009). Prior empirical studies reported that effective implementation and best practices of HRM empower university employees and improve their performance positively (Shahzad et al., 2008; Chen et al., 2009). Thus, universities realize the importance of stimulating university employee's performance; many of universities are giving more attention from the top management of HRMPs (Sirat, 2006). Therefore, it is important that universities should improve their HRMPs by recruiting the talent academic and non-academic staff to enhance university employee's performance. Additionally, the individual believe about HRMPs may differ from one employee to another (Shahzad et al., 2008; Chen et al., 2009). For this reason, it is justified to conduct a study to examine the effect of 'best practices' of HRM on employee's performance particularly reference to Palestine context.

8. PRACTICAL IMPLICATIONS, FUTURE RESEARCH AND LIMITATIONS

In order to increase university employee's performance to higher levels and increase their effectiveness, it should emphasize successful implantation of HRMPs i.e., (recruitment and selection, training and development, compensation and incentives, performance appraisal). Thus, future studies should consider a larger sample and other organizations or sectors of Palestine. Similar studies in future should also be carried out among different communities in order to develop a broader understanding of the HRMPs and employee performance. This cross-sectional study has been conducted at IUG in Palestine. The results can be generalized to similar HE institutions across Palestine.

9. CONCLUSION

The purpose of this study is to explore the impact of HRMP on employee performance at IUG) in Palestine and to suggest recommendations for its improvement. The findings of current research study illustrate that the HRMP (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employees' performance. Employees are one of the critical strategic assets for any organization. Likewise, universities should strive to attract the talent, well trained and enthusiastic employees and improve their performance. Successful and good effective implementation of HRMP empowers university employees and improves their performance positively. Employees have an important and strategic role in enhancing university positioning in significant fields such as quality of research, academic reputation, and improving the quality of the academic programs. Therefore, best practices of HRM stimulate university employee's performance which in turn improves university performance. So, universities realize the importance of stimulating university employee's

performance; many universities are giving more attention from the top management of HRMP. Hence, it is vital that the universities should develop their HRMP to enhance university employee performance. Therefore, a study on the employees' assessment of the influence of HRMP on employees' performance with particular reference to Palestine context is justified.

The results can be generalized to similar HE institutions across Palestine. To increase its employee's performance, the university management should implement the HRMP includes (selection, training and development, compensation and rewards, performance appraisal) in order to increase their efficiency on the university performance. The results may not be generalized across the country. The results can be applied to university context only. Thus, future studies should consider a larger sample and other organizations or sector of Palestine. In order to develop a broader understanding of the HRMP and employee performance.

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