Summary of the PhD thesis:

THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE EMPLOYEE PERFORMANCE AND CAREER MANAGEMENT IN HIGHER EDUCATION IN LEBANON

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II. KEYWORDS:

Human resource management practices, Employee performance, Career management, Higher education, Employee motivation, Organizational effectiveness, Empowerment, Job satisfaction, Training and development, Talent management, Self-efficacy, Distributive justice, Organizational citizenship behavior, Lebanon, Performance evaluation, SPSS.
III. SYNTHESIS

Over the years, the effect of human resource management on organizational performance has been an important topic for many researches. Institutions of higher learning can enhance the quality of employees through implementing training and development programs and activities. Investments in training could enhance the organizational outcomes, while the effectiveness of skilled employees will decrease if motivation is not practiced on a periodic basis.

Educations can practice compensation systems which provide rewards to employees to achieve organizational goals and objectives. Performance management explicitly recognizes in today’s globally competitive environment, all employees’ effort should focus on aiding the company to achieve its strategic goals or objectives.

The main concern of institutions should be its employees and their satisfaction. In order to maintain employee satisfaction, institutions need to make sure to invest in their advancement and development. The problem in this study is not the recruitment process of employees (faculty), or in this case the issue of higher academic institutions. The main concern is the ability of institutions, be they commercial or academic, to enhance employees performance in the workplace, where the employees (faculty) have competencies to work on and enhance.

The doctoral research aims to provide insight to organizations on the impact of human resources practices on employees’ performance, and by that enabling them to improve overall organizational performance. The management of higher education of learning in Lebanon would consider this study as informative and useful to them to enhance the university level.

The doctoral research has its importance highlighted in encouraging human resource management, from recruitment to appraisal application. The purpose of this study is to shed light on the importance of human resource management and performance appraisal. Alongside that, this study will further highlight the crucial role of career development in terms of identifying the criteria for higher education faculty and staff appraisal.

The novelty of the study resides in the fact that it will supply the managers of such institutions of learning and other policy makers with the required knowledge of human resources practices and its applicability in managing activities in the workplace. The study will allow the government in general and the Ministry of Education in specific to develop
and implement human resources management policies that are required to enhance the performance of employees.

The study is based on both primary and secondary data and will build theoretical knowledge in the field of human resources. It will enrich human resource practices in relation to the performance of the university.

The research questions are those pertaining to variables that are questioned by the type of institutions under consideration – in this case, higher education institutions:

- What is the relation between distributive justice, self-efficacy, task performance and organizational citizenship behavior?
- What is the relation between training, self-efficacy, task performance and organizational citizenship behavior?
- What is the relation between working climate, self-efficacy, task performance and organizational citizenship behavior?

The hypotheses and null hypotheses of the doctoral research are the following:

- **Perceived self-efficacy of faculty and task performance:**
  - Null hypothesis: There is no statistically significant relationship between the perceived self-efficacy of faculty and task performance.
  - Hypothesis one: There is a statistically significant relationship between the perceived self-efficacy of faculty and task performance.

- **Distributive justice and task performance:**
  - Null hypothesis: There is no statistically significant relationship between distributive justice and task performance.
  - Hypothesis two: There is a statistically significant relationship between distributive justice and task performance.

- **Organizational climate and task performance:**
  - Null hypothesis: There is no statistically significant relationship between organizational climate and task performance.
  - Hypothesis three: There is a statistically significant relationship between organizational climate and task performance.

- **Training and task performance:**
- **Null hypothesis**: There is no statistically significant relationship between training and task performance.

- **Hypothesis four**: There is a statistically significant relationship between training and task performance.

**Perceived self-efficacy and organizational citizenship behavior:**
- **Null hypothesis**: There is no statistically significant relationship between the perceived self-efficacy and organizational citizenship behavior.

- **Hypothesis five**: There is a statistically significant relationship between the perceived self-efficacy and organizational citizenship behavior.

**Organizational climate and organizational citizenship behavior:**
- **Null hypothesis**: There is no statistically significant relationship between organizational climate and organizational citizenship behavior.

- **Hypothesis six**: There is a statistically significant relationship between organizational climate and organizational citizenship behavior.

**Training and organizational citizenship behavior:**
- **Null hypothesis**: There is no statistically significant relationship between training and organizational citizenship behavior.

- **Hypothesis seven**: There is a statistically significant relationship between training and organizational citizenship behavior.

**Distributive justice and organizational citizenship behavior:**
- **Null hypothesis**: There is no statistically significant relationship between distributive justice and organizational citizenship behavior.

- **Hypothesis eight**: There is a statistically significant relationship between distributive justice and organizational citizenship behavior.

In managing processes and departments, institutions seek to maximize their employee efficiency through adequate appraisal and continuous support and development. The purpose of this study is to define the functions of the human resource departments of institutions, especially those of higher academic institutions. Therefore, in order to achieve the established objectives, the doctoral thesis is structured in five chapters, and the basic coordinates of the five chapters are the following:

**Chapter One, Introduction**, presents the background of the study, including the problem statement, research objectives, significance and a scope of the study. Also, the chapter includes an overview for the structure of the doctoral thesis.
Chapter Two, Theoretical research on performance evaluation and career management of employees, addresses the definition of key terms and previous studies and researches done in the field of human resources in different countries in order to study the impact of human resources and its effect upon the performance of the employees in the workplace.

The literature review focuses on the importance of self-efficacy, distributive justice, training, and work climate and its impact on employees performance taking OCB and task performance as indicators to measure employees’ performance. The chapter concludes that all managers in organizations aim to reduce the rate of turnover in the company and maximize the rate of retention to improve the whole function of an organization and decrease the overhead and training costs on the organization. Employee retention may be described as keeping the talented and competent staff at work because such skilled employees are regarded as a valuable asset to the organization. Retaining employees can be achieved using stimulating and fulfilling their needs at work by several devices such as compensation benefits, monetary rewards, non-monetary rewards, promotions and motivation.

In Chapter Three, Procedures and methodology, it is presented the methodology applied in the study in order to gather information to support the hypothesis and get proper results afterward. The research aims at identifying the human resource department’s application of the recruitment and enrolling process of faculty. It also highlights the differentiation between what the human resource department does to let the performance appraisal run smoothly within the higher educational institutions. Furthermore, this chapter identifies the sample chosen for the study, the variables and the research setting. Finally, it records the instruments employed and explains the applied strategies and the treatment followed.

Chapter Four, Findings, addresses the findings of the research throughout practicing descriptive and inferential statistics to maintain accurate findings in the research. The survey was distributed among 268 respondents in Lebanese Universities for data collection, and the collected information was analyzed using descriptive and inferential statistics. Chi-Square, regression and Pearson Correlation were utilized in the research to validate the stated hypotheses. The SPSS statistical tool was used for analyzing the data collected from the applied questionnaire.

The findings revealed that there is a positive relationship between self-efficacy and OCB since universities which tend to practice self-efficacy in the workplace tend to have a
higher rate of retained employees in the workplace resulting in higher performance. The findings also stated that there is a positive relationship between work climate training and distributive justice and OCB since universities which have the excellent climate regarding sharing knowledge and communication in the workplace tend to have higher performance regarding OCB than universities which do not have a pleasant climate. On the other hand, the findings proved that there is a significant positive relationship between task performance, training, distributive justice, work climate, and self-efficacy. The higher the culture, training and distributive justice are practiced in work, the higher the performance of the employees in the universities will be reflecting the high rate of retention and a lower rate of employee turnover.

Moreover, the chapter presents the results obtained from conducting in-depth interviews with managers in Lebanese universities. It was revealed that motivational strategies are not practiced in the university effectively and efficiently, which is leading to a high turnover in the workplace and a decline in employees’ performance. The concept of fast-track programs is absent from the university. This program works on developing employees skills effectively and efficiently through conducting rotational programs. Fast track programs can ensure career development and organizational commitment and by that enhancing loyalty and trustworthiness. The employee turnover rate is considered high in the universities since motivational strategies are absent from the university and by that potential employees are becoming demotivated and are resigning from their jobs looking for better opportunities to achieve career development. Working climate has a direct effect on the performance of employees in the workplace. The better atmosphere is, the higher the employee retention rate will be ensuring better productivity. The lower the turnover rate is, the higher the organizational citizenship behavior will be. This can be achieved by providing compensation benefits, conducting performance appraisals, training and development, motivation and empowering employees in the workplace.

Chapter Five, Conclusion and recommendations, presents a general summary of the findings which were collected using both quantitative and qualitative methods. The quantitative methods were implemented through distributing a set of questionnaires over respondents for data collection, and this data was analyzed using the SPSS statistical tool using both inferential and descriptive statistics.

Quantitative results also revealed that ensuring work climate, self-efficacy, and providing training and development programs will enhance performance in the workplace and lead to organizational citizenship behavior. The research findings proved that universities
which practice training and development programs to enhance instructors` skills and experience tend to have higher performance and retention rate than universities which do not implement such programs. Furthermore, distributive justice played an essential role in enhancing the performance of employees in the workplace, the higher the distributive justice is, the higher the performance of employees will be in the workplace.

**Linking the findings of the research to the literature review**

The findings of the research had complied with the literature review which provides an added value for the research since the field findings complied with the theoretical findings. Practicing innovation is an essential role in achieving organizational success. The higher the workplace environment is innovative, the higher the employees will be motivated to enhance their productivity in the workplace and boost performance. Universities can enhance the instructors to innovate throughout providing them with the required tools and rewarding profits. Providing resources regarding money, time and people can support innovation and enhance task performance in the workplace. Universities can develop innovative ideas with marketing potentials by setting the required budgets for further development.

Unfortunately, Lebanese Universities do not implement innovation and creativity in the workplace, and by that, the performance will decline. The main reason is the absence of awareness among the top management in Lebanese Universities. This is affecting the employees’ performance leading to a decline in performance regarding satisfaction and retention rate.

The research findings proved that **distributive justice** is the main factor which effects employees’ performance in the universities. This is due to the fact that if fairness is applied in the workplace, the employee will be able to be more productive in the workplace. In addition to that, the findings showed weak relation between training, self-efficacy and employees performance. However, it is recommended to implement the following to boost enhance training and self-efficacy.

- Implementing Fast Track Programs to enhance career growth.
- Implementing training and development programs in a fair way to enhance performance.
- Conducting performance appraisals based on performance and not intermediaries or referrals.
- Study employees’ needs, and work on satisfying these needs.
Enhance employee engagement and involvement in taking decisions in the workplace this would make the employee emotionally attached to the organization he is working in.

Enhance upward and downward communication in the workplace to make the employee more confident.

Compensate employees’ based on their needs.

Always implement rotational programs in the workplace.

Enhance working conditions and work climate to boost employees’ performance.

In the academic and research context of Lebanon, good practices can be taken from the world’s top universities on the development axes identified for human resources strategy, namely: leadership and empowerment to stimulate participation and democratic participatory processes; multi-disciplinary teams of research and innovation; permanent improvement in areas such as international experience exchanges, project management, research grants, intercultural communication, entrepreneurship, budgeting and financial management; cultivating partnerships with employers and professional associations by organizing career events, alumni meetings, career guidance and counseling services.
IV. SELECTED REFERENCES


