THE IMPACT OF HRM PRACTICES ON ORGANIZATIONAL PERFORMANCE

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INTRODUCTION
In recent decades, there have been many changes in various areas to the organization world. As a result of these changes, the organizations are put into an intense competition in the areas of quality improvement, increased flexibility, increased reliability, expansion of product lines, emphasizing creativity and briefly organizational performance (Fry et al., 1993). The proper performance of any society’s organizations and institutes which have a lot of impacts in achieving the goals of economic, social and cultural development has undoubtedly been influenced by a utilization of pleasant and efficient human resources (Drucker, 1997). According to most scholars of management, if organizational performance can be improved in today's world, there is no doubt on the destruction of that organization (Chang and Yi, 2002). The organizational performance would be referred to how to perform the mission, tasks and organizational activities and the results of them (Chi and Wu, 2001). In other words, the organizational performance would be considered as an ability to meet the majority of the organization's goals and stakeholder’s satisfaction. In fact, the organizational performance is a complex phenomenon that may be the simplest explanation for it could be regarded the set of activities of the employees’ in order to achieve the objectives of the organization (Aboulfathizadeh, 2011). The performance as a criterion is to measure and to determine the level of efficiency and effectiveness of the organization in a certain time period which are specified by signs in the market, the customer and the sales level (Adams and Siks, 2003). This is a concept recently has become an important and widely used in research management. Especially in research, in which researchers study issues related to organization including structure, strategy and planning. The performance measurement assists managers in decision-making process as well as provides the capability to precisely monitor and control the activities of organization to them (Azevedo et al., 2011). Review of organizational performance makes clear that the criterion can be obtained by evaluation of several measures. Typically, one of these indicators is how much the organization's professional activities have been carried out (Pryeror and Gomez, 2012). The focus of the traditional patterns is often on behavior and operational indicators and criteria. In fact, they focused on the efficiency of the organization, which can be working within simple and relatively stable the work environment. But recent studies show, most organizations today are in complex and dynamic environment (Fremont, 2007). In such an environment, organizations have to learner and transformational; and the researchers believe that a framework should be developed for measuring, planning and improving the performance of today's organizations (Robbins, 2008). HRM practices became defined as a process of identification, selection, recruitment, training and development of human resources in order to achieve organizational objectives and with regard to evolution, and its position, the philosophy is clear that first it is established the necessary coordination between the organization and human resources in order to adopt organizational common goals and that second it is guaranteed achieving organizational goals and human resources (Sherman et al., 1988). There are many perspectives on the context of human resource management practices. McDuffy human applied resource management practices in form of recruitment, paying, promotion and training (McDuffy, 1995). Crane has raised human resource practices in frame of performance management, recruitment and selection, employee engagement and career development (Crane, 2003). Hir et al., have introduced human resources practices to include recruitment, training and development, performance evaluation, career planning, job descriptions, participation and compensation (Hir et al., 2007). The study sought to answer the question of what impact does HRM practices have on organizational performance at the University of Lorestan? In this regard, this study attempts to study and examine the role of human resource management practices, including recruitment, training and
development, performance evaluation, on staff performance at the University of Lorestan. The academic literature generally lacks a consistent interpretation of the meaning of performance (Siegel and Sammeter, 2008) However, in following several definitions of the concept of organizational performance will be presented.

- Organizational performance is accounted as measurable results, decisions and actions of the organization that represents what level being success and achievements. The costs are a central part of the performance, while the performance covers also almost any competitive purpose and spiritual excellence such as reliability, flexibility, quality and speed (Seats and Mancini, 2010).

The performance includes behaviors that people show associated with the organization (Griffin, 2009). The performance is of an overall structure referring to how to do organizational operations. According to Neely et al., (2003), too, the organizational performance was defined as a process of illustrating quality, effectiveness and efficiency of the practices. Through improved performance, the organizations can better meet wishes, needs and the expectations of stakeholders. All organizations need a way to continually improve their performance and the ability depends on design, implement, and develop organizational processes of production inputs and outputs of the organization that itself, relies on continuous development of organizational competencies (Schiuma and Lerro, 2008). Improving the performance focused on outcomes of products and services. Superior leaders and managers to improve the performance of the organization must implement planned and systematic approaches throughout the organization; identify priorities to improve performance and to effectively prevent the occurrence of negative events (Nisbet, 2008). Kamings and Verly have defined improving the performance of the organization as a planned effort under the patronage of senior managers throughout the organization in order to increase the efficiency and effectiveness using the Behavioral Sciences (Koushazadeh, 2012). In fact, measurement and evaluation work as an infrastructure of development and improvement and this is, with greater severity, true in the case of organizational performance, therefore in this field, various models have been developed (Iranzadeh and Barghi, 2009). Defects and deficiencies of traditional performance evaluation system led to a revolution in performance management systems so that the researchers and users moved to create systems which regard objectives and the current environment, and thus different processes for different organizations were created. Also, many frameworks have been proposed to support this process, the goal of these frameworks is to help organizations assess the performance properly (Chen and Huang, 2009).

The system of performance assessment whether at the individual level or the organizational level from the year 1800 in Scotland was drawn by Robert Owen at the textile industry. In this regard, performance evaluation systems in the 90s reached the peak of different models that were presented in this field. These models generally into three categories have been developed: 1) model based on self-assessment, 2) based on approach to measuring and improving business processes, and 3) based on performance management (Busi and Bititici, 2006).

The concept of human resource management was introduced in the mid-eighties and it is intended to provide the procedures for managing staff and help improve the organization's performance (Saadat, 2007).

Human Resource Management is part of the management, emphasizing on contingency system approach with strategic vision of providing, it deals with recruitment and supplying human resources, training and development, the maintenance and finally the effective use of human resources in line with strategic objectives, and in interactions with external and internal features and conditions (Saadat, 2007). The basic goals of human resource management to achieve the desired results of the collective efforts of staff of the organization can be summarized as follows:

- Providing the workforce with minimal cost
- Nurturing and developing the talents and skills
- Maintaining the competent ones and making good relations between them
- Providing material and spiritual needs and satisfaction of personnel, so that making necessary alignment between their personal objectives and goals of the organization (Chen and Huang, 2009).
means a series of operations that after finding the human resources needed for the organization, they are attracted to the organization and recruitment (Abtahi, 2010). To be able to attract and recruit manpower successfully, we must pay attention to the following: (Saadat, 2007):

- Studying and evaluating the future goals of the organization;
- Estimating the human resources involved (analysis of the current status of human resources);
- Prediction of human resources;
- Comparison between the human resources available and needed that leads to determine the deficit or surplus of human resources and labor supply and demand balance;
- Determining the goals and policies of the quantity and quality of human resources;
- Regulation of executive programs (program of selection, recruitment, placement, transportation, education, and improvement);
- Monitoring and evaluating in order to assess how level fulfilling the objectives of human resources programs, and to identify the strengths and weaknesses of programs.

Training and improving the human resources, ongoing and planned efforts by the management would be to improve the level of competence of employees and organizational performance, which is defined in different organizations based on the needs of the organization (Jalilvand, 2008). The most foundational act grounds initiates change in organizations (Azhdari, 2009).

The most important factors that show need for to be educated in the organization will be as follows (Shariatmadari, 2008):

- Horizontal and vertical movement of the organization;
- Entering a new staff organization;
- Rapid advances in science and technology;
- Injection of human relations;
- Moving towards the all-round efficiency of the organization;
- The sophisticated and mechanization of organizations.

The performance evaluation is a process by which a manager evaluates working behaviors of human resource by measuring and comparing them with pre-set criteria and records the results and will bring to the Manpower Department of organization (Hajikarimi and Rangrayzi, 1999).

The results of Shirazi (2014) in analyzing the impact of human resource management practices on human resource maintenance showed the human resource management through the organizational commitment influences on to retaining the staff, but the mediatory effect of job satisfaction was not approved. In each of the cases, recruiting, training and performance evaluation except to service compensation had a significant impact on maintenance of employees through job satisfaction and organizational commitment. The results of Mirzaee (2013) in a study entitled “Examining the factors affecting promoting the efficiency of human resources in industry, mining and commerce Inc. in Tehran showed a significant correlation between all organizational factors (such as participation, proper selection of personnel, payment systems, leadership methods, organizational structure and training programs) and productivity of manpower that employee participation has the greatest impact on productivity.

Jafari (2012), on a research entitled “Evaluating the effect of human resource practices on organizational performance with respect to organizational culture” showed that integrated approach DEA / AHP were used successfully to rank the importance of relevant factors to the human resource practices, organizational performance and their impact on each other. From the perspective of employee, training and employment from a series of factors of human resources, transportation and financial performance from a series of factors of organizational performance have taken more into consideration more than any other factors by the Central Bank's headquarters, respectively.

Faiz (2011) by a research entitled “The effect of education of labor productivity on in the manufacturing industry of Iran” showed a positive and significant relationship between the quality of professionals and productivity of all factors of production of firms in Iran. This result shows that planners and policy-makers by investing in the education and authorities and artisans by using high quality labor can be helpful in improving productivity in the sector.
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In this research, background research results of Tavakoli (1994) and Fathabadi (1994) showed that there is a significant relationship between the increase in staff motivation and sense of responsibility and high performance. Reports of research by Taelli (1995) have also indicated that there is a significant relationship between quality of working life as one of the factors that increase the productivity, and performance of employees and customers’ satisfaction. Mobini (1998) also showed a significant relationship between employee participation in decision-making and performance.

Moufid (2015) in research entitled “The impact of human resource management practices on organizational performance: an experimental study in India Bank” showed that there is a significant relationship between the human resources management practices, including the selection, definition of employment, career planning, employee involvement, performance appraisal system, training and compensation on organizational performance.

- Kichi and Kim (2009) examined the organizational commitment and its relation to performance of employees. The findings show that the dimensions of organizational commitment can have a great impact on performance, so that among dimensions of organizational commitment, emotional commitment has the greatest impact on performance (Kichi and Kim, 2009).

Velkas (2008) in a research entitled “The impact of human resource practices on organizational performance: the example of Greece” showed that human resource management practices, including hiring selectively, non-concentrated compensation Authority's decision, extensive training, information sharing, except for job security, helps to improve organizational performance.

Qureshi (2006) in a research entitled “The impact of human resource management on the performance of employees” showed all the variables of human resource management, including selection, training, career planning, compensation, performance evaluation, job description and employee involvement has a significant relation with the employee's performance.

Bartel (2004), when examining the relationship between human resource management functions and performance of the bank branches, showed the importance of human resource management in the service sector can be more than the manufacturing sector and this is due to direct contact between employees and customers in service organizations.

Earlier, Trpstra and Rozell (1993) found that functions of human resources are associated more and stronger with organizational performance criteria.

Research by Schneider and Baron (1995), the important relationship has found between the functions of human resources and customers’ reports of service quality on a sample of banks.

- Despite evidence of the dramatic impact of policies and practices of human resource management on organizational outcomes, a recent survey of empirical studies have been conducted by Becker and Gerhart (1995), Deleri (1998) and Pouveh and Richardson (1997) show that previous studies have found varying degrees of positive relationship between human resources functions and organizational performance. Some studies show a positive but weak relationship.

- Bot (2002) believes that previous studies would be poor in terms of theoretical determining the effect of attitudes and behaviors staff so that lead human resources functions to organizational performance, especially in service organizations. Thus, organizational outcomes such as customer satisfaction, efficiency and quality of services depend largely on emotion and how to behave the staff while serving on.

The research of Belfild and Mardsen (2002) has shown that there is a significant relationship between improving the working environment and employee performance.

This study sought to evaluate the effect of human resource management practices on organizational performance of Lorestan University, in this regard theoretical principles of each of concepts and variables were collected. A literature review showed that the human resource management practices focused on several factors in various theoretical models and frameworks. In this study, the human resource management practices would be based the model of Hir et al., (2007) that three aspects to be considered of this model include the dimensions, recruitment, training and development, performance evaluation, following a conceptual model is presented in Figure 1-1.
MATERIALS AND METHODS

Method
The research is considered applied and survey one in terms of the purpose, and the nature and methods, respectively. The statistical population included all employees of Lorestan University in 2014 up to 220 people. The sampling method used of this study is a stratified random. The sample size of 140 was selected based on Cochran formula that to prevent loss of sample, 144 were selected. Data collection method in this study is a standard questionnaire to measure HRM practices Siniq (2004) and a standard questionnaire to measure organizational performance Chang and Chen (2002). To check the reliability of the aforementioned questionnaire with Cronbach’s alpha for the whole, for the variable performance of personnel and for the variable human resource management, it was approved 0.847, 0.824 and 0.816, respectively.

RESULTS AND DISCUSSION

Results
In this study 67% of patients were male and 33%, female, 81% of them were married and 19%, single. It was observed that 11% of subjects aged between 26 and 30 years old, 33% between 31 and 35 years old, 27% between 36 and 40 years old, 13% between 41 and 46 years old and 16% older than 46 years old. Having concluded that a greater percentage of subjects were 31 to 35 years old. Also, there were 11% of subjects with experience under 5 years, 28% between 6 and 10 years, 26% between 11 and 15 years, 10% between 16 and 20 years, 13% between 21 and 25 years, and finally 13% between 26 to 30 years; and also the subjects under the study with high school graduates and without Diploma and Diploma of Higher Education and 46% with BS degree and 54% with MS or higher

Table 1-1: Descriptive characteristics of variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>The number of questions</th>
<th>Average score</th>
<th>Minimum score</th>
<th>Maximum score</th>
<th>Score index (average score divided by the number of questions)</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>5</td>
<td>15.73</td>
<td>5</td>
<td>25</td>
<td>3.146</td>
<td>4.67</td>
</tr>
<tr>
<td>Attraction and recruitment</td>
<td>4</td>
<td>10.07</td>
<td>4</td>
<td>20</td>
<td>2.518</td>
<td>3.90</td>
</tr>
<tr>
<td>Performance evaluation</td>
<td>7</td>
<td>19.70</td>
<td>7</td>
<td>35</td>
<td>2.814</td>
<td>6.03</td>
</tr>
</tbody>
</table>

Table 1 2: Results of normal distribution of data

<table>
<thead>
<tr>
<th>Statistics value of test</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>0.74</td>
</tr>
<tr>
<td>Attraction and recruitment</td>
<td>1.22</td>
</tr>
<tr>
<td>Performance evaluation</td>
<td>1.27</td>
</tr>
</tbody>
</table>
Because the significance level for all variables is bigger than the desired error level (0.05). It can be said the normal distribution of data variables.

The analysis of the first sub-hypothesis: "attraction and recruitment impact on organizational performance."

In the first phase, this hypothesis was analyzed using linear regression the result is presented in Table 1-3.

### Table 1-3: Simple linear regression test for the first sub-hypothesis

<table>
<thead>
<tr>
<th>Independent value</th>
<th>Dependent value (regression coefficient)</th>
<th>Correlation coefficient</th>
<th>Determination coefficient</th>
<th>Value of statistics</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.325</td>
<td>0.864</td>
<td>0.726</td>
<td>0.53</td>
<td>36.57</td>
<td>0.001</td>
</tr>
</tbody>
</table>

As seen in Table 1-3, regression coefficient is confirmed between two variables based on simple linear regression test is 0.684 that given the smaller significance level (0.001) than the error level (0.05). In addition, 53% of changes in organizational performance, others fixed, are determined by recruitment and attraction. In following, this hypothesis using structural equation modeling test was studied and tested the results presented in Figure 4-6.

As shown in Figure 4-6 Structural Equation Modeling indicates regression coefficient between two variables is 0.70 and because the amount of chi-square is by 242.625 with significance level of 0.000, therefore this model is approved. Also, the regression coefficients of each indicator of recruitment and organizational performance is provided in Fig and results show the first indicator, variable attraction and recruitment of 0.31 has the lowest impact and the second index by a factor of 0.92, the most impact on organizational performance, and seventh indicator of organizational performance by a factor of 0.27 has been least influenced and first indicator of 0.84 most influenced by the recruitment and attraction index, the following values of the parameters for the evaluation model is presented in Table 1-4.
As seen in Table 1-4, the model is confirmed as a significant level and chi-square value have been confirmed. The value of RMR and NFI higher than 0.95 represents a good fit. Analysis of second sub-hypothesis: "training and development impact on organizational performance." In the first phase, this hypothesis was analyzed using simple linear regression the result is presented in Table 1-5.

As in Table 1-5, regression coefficient is confirmed between two variables based on simple linear regression test is 0.664 that given the smaller significance level (0.008) than the error level (0.05). In addition, 48% of changes in organizational performance, others fixed, were determined by the training and recruitment. In following, this hypothesis using structural equation modeling test were also studied and examined the results presented in Figure 1-3.

Chi-square = 428.345, Degrees of freedom = 139, Probability level = 0.000
RMR= 0.973, NFI= 0.924

Figure 1-3: Structural Equation modeling results for the second sub-hypotheses

As shown in Figure 1-3, Structural Equation Modeling indicates regression coefficient between two variables is 0.71 and because the amount of chi-square is 428.345 with significance level of 0.000, so the
model is confirmed. As well, the regression coefficients of each indicators of training and organizational performance are provided in Figure. The results show that the first and fourth of training variable by a factor of 0.72 has the least impact and the second indicator by a factor of 0.82, the greatest impact on organizational performance and seventh indicator of organizational performance by a factor of 0.43 has been lowest influenced and fourth indicator by a factor of 0.88, the greatest influenced by the training, the following values to assess the model are presented in Table 4-11.

Table 1-6: Evaluative indicators of structural equation modeling analysis for sub-second hypothesis

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMR</td>
<td>0.973</td>
<td>Good fit</td>
</tr>
<tr>
<td>NFI</td>
<td>0.924</td>
<td>Good fit</td>
</tr>
<tr>
<td>Chi-square</td>
<td>428.345</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Significance level</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

As seen in Table 1-6, the model is confirmed as a significant level and chi-square value have been confirmed. The RMR indicator value higher than 0.95 represents a good fit, but there approved NFI indicator is lower than of 0.95 the fitness would be mediated.

- Analysis of the third sub-hypothesis of the research: "evaluation of the performance impacts on organizational performance."

In the first phase, this hypothesis was analyzed using simple linear regression the result is presented in Table 4-12.

Table 1-7: Simple linear regression test for the third sub-hypothesis

<table>
<thead>
<tr>
<th>Independent value (regression value)</th>
<th>Dependent value (regression value)</th>
<th>Correlation coefficient</th>
<th>Determination coefficient</th>
<th>Value of statistics</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.024</td>
<td>0.556</td>
<td>0.523</td>
<td>0.27</td>
<td>18.04</td>
<td>0.031</td>
</tr>
</tbody>
</table>

Figures: [Figure 1-4: Structural Equation modeling results for the third sub-hypotheses]

Chi-square = 460.090, Degrees of freedom = 139, Probability level = .000
RMR= 0.981, NFI= 0.976
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As seen in Table 1-7, regression coefficient is confirmed between two variables based on simple linear regression is 0.556 that given the smaller significance level (0.031) than the error (0.05). In addition, 27% of changes in organizational performance by assessing the performance were determined others fixed. In following, this hypothesis was studied and tested by using structural equation modeling the results presented in Figure 1-4.

As shown in Figure 1-4, Structural Equation Modeling indicates regression coefficient between two variables is 0.67 and because the amount of chi-square is 460.090 with significance level of 0.000, so the model is approved. The regression coefficients of each indicator the performance evaluation and organizational performance is presented in Figure, the results show that sixth indicator the variable performance evaluation by a factor of 0.04 has the least impact on and the third indicator by a factor of 0.92 the greatest impact on organizational performance, and seventh indicator by a factor of 0.70 has been least influenced by and the first indicator by factor of 0.85 greatest influenced by the performance evaluation, in following, values of the parameters for the model evaluation is presented in Table 1-8.

Table 1-8: The evaluative indicators of structural equation modeling for third sub-hypothesis

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMR</td>
<td>0.981</td>
<td>Good fit</td>
</tr>
<tr>
<td>NFI</td>
<td>0.976</td>
<td>Good fit</td>
</tr>
<tr>
<td>Chi-square</td>
<td>460.090</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Significance level</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

As seen in Table 1-8, the model is confirmed as significant level and value of chi-square have been confirmed. The RMR and NFI indicators' value higher than of 0.95 represents a good fit.

Conclusion

This study aims to explain the impact of HRM practices on the organizational performance. The results of the first hypothesis of this study showed that attraction and recruitment have significant effects on performance.

In explaining this conclusion, it should be noted that in organizations the managers involved in the process of recruitment of staff and plaid a positive role, accurate and scientific recruitment system be defined, standardized and validated tests be used in the process of recruiting and attracting the staff and the results of the hiring process led to the people with competence and knowledge, insight, skills and good attitudes were hired, as a result, they are assigned to appropriate organizational positions to enhance organizational performance.

The results of the second hypothesis of this study showed that there were significant effects of training and development on organizational performance. In explaining this conclusion, it should be noted that in the organization the training needs get identified through formal mechanisms of performance evaluation any new knowledge and skills in teamwork is transferred to the staff, the programs at work for newly-employed workers will be held, employees at all levels are required to participate in annual training programs and training needs to be identified and dealt with in realistic, usefully and based on the organization's strategy, it allows for organizations to improve over time their performance. The results of the third hypothesis in this study showed that there were significant effects of performance evaluation on the performance of the organization.

In explaining these results should also be noted that in the organizations, performance evaluation would be based on performance feedback and advice, performance evaluation system to be held with all the scientific framework and used formally and coherently, and the results obtained of its great influence on the behavior of individual and group staff and in line with the growth and development of staff and the organization makes evaluation of the performance considered as one of the important tasks to the managers and measured in line with goals and results, so it will enhance organizational performance. The results of this study are consistent with previous results of Mirzaee (2013), Jafari (2012), Faiz (2010), Mofidi (2015), Kichy and Kim (2009), Velkas (2008), Qureshi (2006), Barthel (2004).
In line with the results of this study, it is suggested:

- To facilitate attracting talented people inside the organization and filling vacant positions, make job rotation that good people to be taken in good positions.
- To facilitate attracting talented people outside the organization, use standardized and validated tests in the process of recruiting and hiring employees to employ talented people.
- To increase the effectiveness, efficiency and to improve the content of educational programs, if possible, through formal mechanisms it is evaluated the performance of educational needs which is matched with specialized tasks and the ability of each group of workers that this requires grouping of employees according to their job duties.
- Train teamwork procedure to the staff somehow that employees have the power to make decisions and provide feedback on their performance to improve organizational performance.
- Managers by evaluating evaluations monitor employees' performance progress and provide corrective feedback to them.
- Encourage good practices and prohibit from adverse personnel actions.
- Respond to the needs of the employees who have a right to be informed of the views of employers on their performance.

The active systematic and coherent performance evaluation system is launched.

REFERENCES


