

The impact of human resource management practices on organizational performance in Organizations

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Received: 10/05/2025 Abstract: Accepted: 24/10/2025 Published: 30/11/2025

Abstract

This study investigates the impact of Human Resource Management (HRM) practices—namely training and development, incentive systems, and participation in decision-making—on organizational performance at the University of Bechar.

A descriptive analytical approach was employed, and data were collected via a structured questionnaire administered to a sample of university employees. A total of 80 valid responses were analyzed using SPSS version 25, applying descriptive statistics and multiple regression analysis.

Findings revealed a positive and statistically significant effect of all three HRM dimensions on organizational performance. Among them, incentive systems were found to be the most influential, followed by participation in decision-making and training and development. The regression model accounted for approximately 35.3% of the variance in organizational performance.

Based on these results, the study underscores the need for implementing more effective and transparent HRM policies that enhance employee motivation, engagement, and the quality of professional development—factors that demonstrably contribute to improved organizational outcomes.

Additionally, the findings reflect a strong orientation among employees toward advancing their institution's academic standing through sustained and systematic efforts aimed at achieving institutional excellence.

Keywords: Human Resource Management, training, development, incentive systems, organizational performance

Introduction

Human Resource Management (HRM) has become the backbone of modern management and one of the most influential functions in building competitive advantage for organizations. Amid

the rapid economic, social, and technological transformations taking place globally, reliance on financial or technical resources alone is no longer sufficient to achieve success—despite their importance. Instead, the human element has emerged as the driving force behind any strategic transformation, and intellectual capital has become the unique resource capable of innovation, adaptability, and achieving goals with maximum efficiency.

In this context, HRM practices have gained increasing attention from both researchers and practitioners. Numerous studies have demonstrated a strong correlation between the quality of these practices and the level of organizational performance. Practices such as employee training and development, motivation, and involvement in decision-making have direct and positive impacts on productivity, service quality, and fostering employee loyalty and organizational commitment.

Research Problem

Despite this growing body of research, the practical implementation of HRM practices in many institutions still faces numerous challenges. These include the weak alignment between HR policies and strategic objectives, limited incentive systems, lack of effective training plans, and low levels of employee participation in decision-making. Accordingly, the central research question of this study can be formulated as follows:

To what extent do human resource management practices—specifically training and development, incentive systems, and participation in decision-making—affect organizational performance?

Research Hypotheses

This study is based on the following general hypothesis:

- **H0:** There is no statistically significant relationship between HRM practices and organizational performance in the institution under study.

From this general hypothesis, the following sub-hypotheses are derived:

- **H0.1:** Training and development practices have no statistically significant effect on organizational performance.
- **H0.2:** Incentive systems have no statistically significant effect on organizational performance.
- **H0.3:** Employee participation in decision-making has no statistically significant effect on organizational performance.

Significance of the Study

The significance of this study stems from several aspects. First, it contributes to enriching the literature on the relationship between HRM and organizational performance, especially in organizations seeking competitive advantage. Second, it offers a scientific diagnosis of the level of implementation of HRM practices in the institution under study, while proposing practical recommendations to improve performance. Additionally, it highlights mechanisms for supporting human capital as a key entry point for achieving institutional excellence.

Objectives of the Study

This study aims to achieve the following objectives:

1. Measure the extent to which HRM practices are applied in the institution under study.
2. Analyze the impact of training and development, incentive systems, and participation in decision-making on organizational performance.
3. Provide suggestions to enhance organizational performance by strengthening the role of human resource management.

Research Methodology

This study adopts a **descriptive-analytical approach** to examine the relationship between HRM practices—represented by three dimensions: training and development, incentive systems, and participation in decision-making (independent variables)—and organizational performance (dependent variable). Data were collected using a structured questionnaire administered to a sample of employees at the University of Béchar. The data were analyzed using SPSS software through descriptive statistics, multiple linear regression, and tests for reliability and validity.

Structure of the Study

The study is divided into the following main sections:

1. **Literature Review:** Presents previous studies that examined the relationship between HRM practices and organizational performance.
2. **Theoretical Framework:** Includes fundamental concepts related to HRM and organizational performance.
3. **Applied Study:** Presents the methodological procedures, data analysis, hypothesis testing, discussion of results, and practical recommendations for future implementation.

1.Literature Review: Previous studies that investigated the relationship between human resource management practices and organizational performance will be presented and analyzed.

1.1Previous Studies:

Several studies have examined the impact of human resource management (HRM) practices on organizational performance from different perspectives. Hong Zhang (2024) investigated the transformative effect of artificial intelligence (AI) on HRM practices, revealing that integrating AI into recruitment, performance evaluation, and workforce planning significantly enhances organizational efficiency, employee satisfaction, and engagement. Similarly, Batool Jasim Mohammed (2024), in the Iraqi context, explored the relationship between HRM practices, employee well-being, and organizational performance. The study emphasized that fair recruitment and professional training contribute to improved work quality and institutional growth. In the same vein, Preeti Rani (2023) confirmed a positive correlation between HRM practices—particularly recruitment and selection—and organizational performance, highlighting the importance of aligning institutional goals with employee needs. Meanwhile, Mabrouk Abdulgawad Embarek's (2023) study at Libya Telecom in Al-Bayda demonstrated that HR practices such as compensation, training, and performance evaluation have a direct and statistically significant impact on employee performance, underscoring the value of developing effective HR systems. On another front, the study by Raghad Al-Sahafi and Mohammed Al-Qarni (2023) focused on green HRM practices within the Ministry of Human Resources and Social Development in Jeddah, finding a direct positive effect on sustainable performance. However, environmental organizational citizenship behaviors did not mediate this relationship, although statistically significant differences were found based on years of experience. Abeer Abbas Abdulhamid Abbas (2021) examined sustainable HRM practices in the Egyptian hotel sector and found significant positive effects on economic, social, and environmental performance—especially during the COVID-19 pandemic—while also noting variation in organizational capacities to implement sustainability strategies. Abdulrahman Alshammari (2020) explored the mediating role of knowledge management capabilities and the moderating effect of organizational learning in the relationship between HRM practices and organizational performance in Saudi service sectors. Using a structural equation model, the study revealed a significant influence of HRM on knowledge capabilities, organizational culture, and learning processes that contribute to enhanced organizational performance. Finally, in a theoretical and analytical paper, Fares Boubaker and Siham Aqqoun (2017) addressed the relationship between HRM and organizational performance by reviewing definitions and measurement approaches of organizational performance and emphasizing HR as a vital source of sustainable competitive advantage. The study concluded that the way human resources are managed plays a fundamental role in organizational performance. However, it also highlighted that the available knowledge on this relationship remains limited, suggesting the need for further research in this crucial area.

.1.2Critical Analysis of Previous Studies:

A review of the previous literature reveals that human resource management (HRM) practices constitute a fundamental pillar in explaining and improving organizational performance. Most studies, whether theoretical or empirical, agree on the existence of a positive relationship between the quality of these practices and the achievement of higher performance levels across economic, social, and environmental dimensions. The approaches to examining this relationship have varied: for example, **Zhang (2024)** focused on the role of artificial intelligence in developing HRM practices, while studies by **Mohammed (2024)** and **Rani (2023)** emphasized

the direct link between training, recruitment, motivation, and both performance and institutional well-being. In contrast, **Alshammari (2020)** integrated intermediate and moderating variables such as knowledge management and organizational learning, giving the study greater methodological depth and complexity.

Despite the value of these contributions, there are several noteworthy observations. First, the majority of the studies focused on specific sectors such as the service, industrial, or tourism sectors, while the university context—particularly in Arab and African countries—has received insufficient empirical attention, which limits the generalizability of results. Second, the scope of HRM practices examined in these studies varies; some focused solely on one component, such as motivation or training, without addressing employee participation in decision-making—a crucial practice that directly affects organizational behavior and professional commitment.

Moreover, many of these studies did not sufficiently consider contextual variables such as local organizational culture and administrative or legislative differences between institutions, which could influence the effectiveness of HRM implementation. Additionally, several studies—especially theoretical ones—did not clearly define their measurement tools or methodologies, which weakens their replicability and comparative value.

Based on this analysis, there is a clear need for applied research focusing on the university sector within the Arab context, to explore how HRM practices can be effectively implemented in this specific environment and how they impact performance quality. Accordingly, the present study seeks to fill this gap by proposing an applied model built upon three integrated dimensions—training and development, incentive systems, and participation in decision-making—and by examining their impact on organizational performance at the University of Béchar, as a representative example of higher education institutions.

2.Theoretical Framework : The basic concepts related to human resource management and organizational performance will be addressed.

2.1.Key Concepts Related to Human Resource Management: The basic concepts related to human resource management will be addressed.

2.1.1.The Concept of Human Resource Management.

Human Resource Management (HRM) is one of the fundamental functions in modern organizations. It involves planning, directing, and developing human capital to achieve organizational objectives and support strategic goals. Several definitions have been provided, which can be summarized as follows:

- HRM is the process of acquiring the right individuals, at the right time, with the required efficiency, to achieve organizational goals (Laetitia, 2016).

- It is also defined as the function that organizes and directs people within the work environment (Guillot, 2017).
- It includes all activities related to personnel management, such as recruitment, professional relations, and implementing HR policies in coordination with all organizational levels (Pieretti, 2015).
- HRM is an integrated system of activities and procedures including planning, execution, monitoring, and coordination of all matters related to employees (Abdul Bari Ibrahim Durra, 2008).
- It is considered a coherent set of policies aligned with the strategic goals of the organization and integrated within the stages of strategic management (Wasfi, 2008).

Based on the above, **Human Resource Management (HRM)** can be defined as a strategic and integrated organizational function concerned with attracting, selecting, developing, motivating, and organizing individuals through a coherent system of policies and activities. Its goal is to optimize the utilization of human potential, align workforce capabilities with organizational needs, and support both operational and strategic objectives—thereby contributing to the achievement of sustainable competitive advantage.

2.1.2 Objectives of Human Resource Management

HRM aims to achieve a variety of goals, which can be classified as follows (Darbikh, 2016):

- **Social Objectives:** Complying with labor laws and providing a suitable work environment that promotes employee development and protection.
- **Organizational Objectives:** Coordinating with other departments and providing administrative support regarding workforce matters.
- **Functional Objectives:** Performing essential HR functions according to the needs of employees and the organization.
- **Human Objectives:** Addressing employees' psychological and social needs, recognizing them as central to the production process.

2.1.3 Functions of Human Resource Management

HRM functions are diverse and include the following key activities:

- **Human Resource Planning:** Forecasting the future workforce needs of the organization in terms of quantity and quality, and aligning them with strategic plans (Gharbi, 2000).
- **Recruitment:** Searching for and attracting qualified candidates through effective channels (Barbar, 1997).
- **Selection and Hiring:** Objectively evaluating applicants and choosing the most suitable for each position (Abdel-Baqi, 1998).
- **Training and Development:** Equipping employees with necessary skills and knowledge to meet job demands and technological advancements.

- **Performance Appraisal:** Systematically measuring employees' performance to determine achievements, provide motivation, or make corrections (Madkour, 1998).
- **Compensation and Benefits:** Designing fair and motivating systems of wages, bonuses, and incentives to ensure job satisfaction.
- **Promotion and Career Progression:** Providing opportunities for employees to move to higher positions based on merit and performance (Al-Moussawi, 2006).
- **Job Analysis and Description:** Clearly outlining the tasks, responsibilities, and qualifications for each position (Al-Waleed, 2009).
- **Health and Safety:** Ensuring a safe and healthy work environment and implementing occupational safety programs.
- **Labor Relations:** Representing the organization in dealings with unions and labor authorities and fostering social dialogue (Suhaila, 2002).

2.1.4 Characteristics of Human Resource Management

HRM is characterized by several features that make it a vital and strategic function within any organization (Amin, 2019):

- **Strategic Function:** It supports the overall objectives of the organization by aligning HR practices with strategic plans.
- **Participatory Function:** Involves managers at all levels, which enhances operational efficiency.
- **Innovative and Dynamic:** Responds to internal and external changes through continuous development of its tools and methods.
- **Individual and Collective Management:** Balances the management of individuals as separate units and the group as a whole.
- **Quantitative and Qualitative Management:** Considers both the number of employees and the quality of their competencies.
- **Short and Long-Term Management:** Deals with immediate tasks and long-range policies simultaneously.
- **Formal and Informal Management:** Manages both formal and informal relationships within the organization.
- **Custodian of Organizational Culture:** Promotes and preserves organizational and cultural values among all employees, especially new hires (Laetitia L. , 2016).

2.2.Key Concepts Related to Organizational Performance : The basic concepts related to organizational performance will be addressed.

2.2.1.Definition of Organizational Performance.

There are several definitions, and we will mention the following:

- Organizational performance is defined as the outcome of individuals' behavior within the context of the procedures they encounter while carrying out tasks, aiming to achieve predetermined objectives (Bawab, 2015).
- It also reflects the desired results that the organization strives to attain, especially in comparison to its competitors in the market (Jon, 2009).
- Organizational performance refers to the actual outputs or results of the institution as measured against its planned objectives (Henri, 2004).
- It also denotes the extent to which the organization effectively achieves its intended goals (Doriath, 1999).
- Furthermore, organizational performance is a purposeful work behavior that does not solely stem from individual internal drives, but is rather the result of interaction and alignment between internal and external influencing factors (Mohsen Mansour Al-Ghalbi, 2009).
- It reflects the organization's ability to achieve its long-term objectives and its efficiency in utilizing available resources towards the intended goals. Performance is a function of the organization's overall activities and serves as a mirror of its general state, with all stakeholders striving to enhance optimal performance .(Al-Ghalbi, 2009)
- Performance is also viewed as a reflection of how an organization utilizes its financial and human resources, and how efficiently and effectively these resources are exploited to enable the organization to achieve its goals (Hassan, 2000).
- In other words, performance is the result of the interaction between two fundamental elements: the method of utilizing the organization's resources—referred to as efficiency—and the extent to which objectives are achieved through such utilization—referred to as effectiveness (Al-Dawi, 2010).
- Thus, performance can be expressed as the difference between the value delivered to the market and the total value consumed, which represents the cost of various organizational activities (Lorenzo, 1996).

Based on the foregoing, we can conclude that Organizational performance refers to the quantitative and qualitative outcomes of individual behaviors and organizational activities. It reflects the extent to which available resources (human, financial, and material) are utilized efficiently and effectively to achieve planned objectives, both in the short and long term, within a dynamic internal and external environment. Performance also indicates the organization's ability to create added value by generating results that outperform competitors, serving as a mirror of its overall status and a key indicator of its sustainability and competitiveness.

2.2.2. The Importance of Measuring Organizational Performance

Measuring organizational performance plays a vital role in ensuring the success of organizations. Its importance includes the following aspects (Waggoner, 1999):

- **Enhancing Continuous Improvement and Strategic Planning:**

Measuring organizational performance fosters a culture of continuous improvement and enables

managers to adopt long-term strategic perspectives in decision-making and planning, ensuring the achievement of measurable and evolving objectives.

- **Improving Internal Communication and Allocating Resources Efficiently:**

It contributes to developing precise and effective internal communication mechanisms, allowing for early identification and correction of weaknesses, while guiding organizational resources toward activities that generate the highest added value at the lowest possible cost.

- **Establishing an Effective Performance System and Promoting Positive Organizational Behavior:**

It supports the development of an integrated system for effective performance planning and control, while also enhancing individual motivation and encouraging the adoption of constructive organizational behaviors that align with institutional goals and strengthen employee commitment.

In addition to supporting all improvement initiatives, Strengthening internal communication, fostering a sense of responsibility among all members, and increasing employee motivation (Sinclair, 2000).

2.2.3.Objectives of Organizational Performance

- **Providing Strategic Insight for Decision-Making:**

Organizational performance aims to equip top management with comprehensive and accurate information through systematic performance evaluations. This serves as a reliable foundation for developing effective strategies, supporting forecasting efforts, and anticipating future trends based on the analysis of employee behavior and organizational patterns (Hassoun, 2024).

- **Optimizing Resource Utilization and Addressing Organizational Gaps:**

It seeks to ensure the optimal use of organizational resources to achieve maximum outcomes at minimal cost, while also identifying operational weaknesses and implementing appropriate corrective measures to enhance efficiency and overall organizational effectiveness (Jaafar, 2011).

2.2.4.Key Indicators of Performance Evaluation

The evaluation of performance typically involves three main indicators (AbdelKarim, 2016):

- **Effectiveness:** This relates to the extent to which organizational activities yield expected or anticipated results.
- **Efficiency:** Refers to achieving maximum output with the least input. It reflects the ratio between inputs and outputs, indicating how well resources are utilized in each activity.
- **Economy:** Focuses on converting inputs into outputs at the lowest possible cost.

2.2.5.Performance Evaluation Criteria

Several criteria are used to evaluate performance, including:

- **Behavior:** Employee behavior within the organization is a key element of performance evaluation. Although it is difficult to measure, it contextualizes achieved results and informs future development planning. Examples of such behaviors include cooperation, work discipline, and initiative, all of which require continuous monitoring (Durra, 2008).
- **Personality:** This criterion includes the personal traits and characteristics that distinguish individuals within the organization. It is more subjective and difficult to measure due to its intangible nature (Aqili, 2009).
- **Results:** The efforts of employees translated into measurable outcomes such as quantity, quality, cost, time, and return. Results represent targeted goals and are evaluated by comparing actual achievements with predetermined benchmarks (Karima, 2017).

3. Applied Study: Presents the methodological procedures, data analysis, hypothesis testing, discussion of results, and practical recommendations for future implementation.

3.1. Study Population:

target group for assessing the impact of Human Resource Management (HRM) practices on organizational performance. For data collection purposes, **150 questionnaires** were distributed, out of which **80 valid responses** were retrieved and used for statistical analysis, forming the actual sample of the study.

3.2. Statistical Analysis and Hypothesis Testing: Before testing hypotheses, we ensure the validity and reliability of the study instrument.

3.2.1. Validity and Reliability of the Study Instrument:

To ensure the validity and reliability of the questionnaire, and the credibility of the responses regarding each variable, **Cronbach's Alpha coefficient** was applied using **SPSS version 25**. The results obtained are presented in the following table:

Table 01: Cronbach's Alpha Coefficient for Internal Consistency of Questionnaire Items

Reliability Statistics	
Cronbach's Alpha coefficient	N of Items
0,7780	56

Source: SPSS25 outputs

It is observed from the table that the Cronbach's Alpha coefficient reached **0.778 (77.8%)**, indicating that the internal consistency of the questionnaire responses is acceptable, as it exceeds the threshold of **70%**. This reflects a high level of reliability of the measurement tool and the

possibility of relying on it in the current study.

This means that the questionnaire items are coherent and measure the intended concept reliably, and can be depended upon to produce consistent results across different times and settings. In other words, if the same questionnaire were to be administered in another place and time, it would likely yield similar outcomes.

3.2.2.Descriptive Statistics of Study Sample Responses:

A-Mean and Standard Deviation Values for the Sample Responses to the Human Resource Management Practices Variable and Its Dimensions

Table 2: Mean and Standard Deviation Values for the Training and Development Dimension

Statements	Mean	Standard Deviation	Level Based on Means
The university organizes regular training sessions for employees.	2,24	0,8610	Medium
My training needs are identified in coordination with the administration.	2,18	0,9010	Medium
The training I receive aligns with the nature of my work at the university.	2,35	0,8810	High
After the training courses, their effectiveness is evaluated.	1,61	0,7720	Low
The university encourages employees to improve their professional skills.	2,22	0,9110	Medium
The university provides training opportunities in various fields.	2,21	0,8660	Medium
Training programs match the daily work requirements.	1,96	0,8510	Medium
I am involved in selecting the type of training I need.	2,26	0,8880	Medium
Training is provided when new tools or technologies are introduced.	2,17	0,9200	Medium
The university is keen on developing human competencies.	1,65	0,7670	Low
I benefit from training in improving my practical performance.	2,21	0,8580	Medium
Training improves the quality of the services I provide.	1,60	0,8460	Low
Experts supervise the training courses.	1,68	0,8780	Medium

The university encourages participation in external seminars.	1,72	0,8550	Medium
The impact of training on actual performance is assessed.	2,14	0,8130	Medium
Training and Development	2,0075	0,31305	Medium

Source: Prepared by the researchers based on SPSS25 outputs.

The statistical analysis results for the "**Training and Development**" dimension showed that the mean scores for all items ranged between **(1.60 – 2.35)**, indicating that employees at the university generally evaluate this dimension at a **moderate level**. The overall mean for this dimension was **(2.007)**, reflecting the presence of existing training practices, albeit insufficient or not optimally implemented. It also indicates that the studied sample is very keen for their university to be among the top and unique universities.

Standard deviation values ranged from **(0.767 – 0.920)**, indicating a **moderate level of homogeneity** in participants' responses. The overall standard deviation of **(0.313)** reinforces this consistency and suggests that employees have a relatively shared perception of the level of training at the university.

Accordingly, these results reflect a **moderate reality of training and development practices**, highlighting the need to improve **planning, follow-up, and evaluation mechanisms** in this vital aspect of human resource management. This reflects their diligent and continuous efforts to lead their institution to prominence.

Table 03: Mean and Standard Deviation Values for the Incentive Systems Dimension

Statements	Mean	Standard Deviation	Level Based on Means
The university encourages the submission of new ideas.	2.35	0.8780	Medium
Rewards are granted based on performance evaluation.	2.78	0.5950	High
I am motivated when I perform my tasks with precision.	2.37	0.8580	High
Available incentives encourage me to exert more effort.	2.53	0.7780	High

I am motivated to participate in work improvement.	2.64	0.7010	High
The incentive system strengthens my belonging to the university.	2.08	0.8920	Medium
I participate in improving the incentive system.	1.98	0.8870	Medium
There is variety in the applied incentive methods.	2.18	0.8560	Medium
I feel that efforts are appreciated by the administration.	1.89	0.8910	Medium
The promotion system is based on competence and merit.	1.81	0.8440	Medium
Incentive Systems	2.2463	0.4752	Medium

Source: Prepared by the researchers based on SPSS25 outputs.

It is observed from the table results that the arithmetic means of the items under the dimension of "Incentive Systems" ranged between (1.81 – 2.78), indicating that the respondents' assessment of the level of motivation within the University of Béchar falls within a moderate level. This moderate trend is confirmed by the overall mean for this dimension, which reached (2.24). This suggests that employees recognize the presence of certain motivational aspects at the university, particularly those related to performance-based rewards, which recorded the highest means. However, other aspects such as moral recognition and fairness in promotion were not strongly present in daily practice, which is reflected in the low ratings of some items. As for the standard deviations, they ranged between (0.595 – 0.892), indicating a relative but acceptable variation in the respondents' opinions regarding the availability of incentive systems. This is further supported by the overall standard deviation of (0.475), which reflects an acceptable level of consistency among the responses. Accordingly, the results indicate that the incentive system at the university still requires comprehensive development and activation, both in terms of diversity, transparency, and fairness, to ensure sustainable employee motivation that contributes to enhancing their performance and increasing their drive.

Table 04: Mean and Standard Deviation Values for the Decision-Making Participation Dimension

Statements	Mean	Standard Deviation	Level Based on Means
The university encourages submitting suggestions.	2.59	0.7510	High
I am sometimes consulted on administrative decisions.	2.72	0.6160	High
Participation in decision-making strengthens my loyalty to work.	2.32	0.8420	Medium
I am involved in solving work-related problems.	2.35	0.8690	High
I feel like I am part of an integrated team.	1.71	0.8680	Medium
I participate in discussing service improvement plans.	2.14	0.8930	Medium
Management encourages group thinking.	2.51	0.7810	High
I contribute to setting task priorities.	2.34	0.8170	Medium
Management allows me to freely express my opinion.	2.54	0.7820	High
The university encourages submitting suggestions. (duplicate)	1.51	0.7790	Low
Effective communication channels exist between employees and management.	2.15	0.9100	Medium
I am sometimes consulted on administrative decisions. (duplicate)	1.64	0.8580	Low
Decision-Making Participation (Overall)	2.20	0.313	Medium

Source: Prepared by the researchers based on SPSS25 outputs.

The above table shows that the arithmetic means of the items under the dimension of "Participation in Decision-Making" ranged between (1.51 – 2.72), which indicates that the study sample's assessment of the level of participation at the University of Béchar generally falls within the moderate level. The overall mean for this dimension was (2.19), indicating the existence of some mechanisms for employee participation, although they remain limited in terms

of depth and impact. While there are positive indications of involving employees in some administrative decisions or work-related discussions, the results of certain items showed a weakness in enabling employees to effectively contribute to decision-making, particularly in aspects such as participation in planning and improvement processes. As for the standard deviations, they ranged between (0.616 – 0.910), which are values that reflect a moderate degree of variation in participants' opinions. The overall standard deviation was (0.312), indicating a relative consistency in the sample's evaluations. Accordingly, it can be said that participation in decision-making within the university is still limited in its scope and effectiveness, necessitating a reconsideration of organizational communication methods and the adoption of genuine participatory practices that can enhance job belonging and improve overall performance.

Table 05: Mean and Standard Deviation Values for the Organizational Performance Variable

Statements	Mean	Standard Deviation	Level Based on Means
The university works efficiently to achieve its goals.	2.60	0.7040	High
Work proceeds in an orderly manner across various departments.	2.41	0.8720	High
Employees' performance contributes to improving the university's services.	2.52	0.7800	High
There is effective coordination between the various departments.	2.42	0.8080	High
Management responds quickly to urgent problems.	2.58	0.7610	High
The university is characterized by overall performance quality.	2.29	0.8330	Medium
A spirit of cooperation prevails among employees.	2.35	0.8310	High
The university encourages initiative and creativity.	2.46	0.8120	High
Resources are used efficiently within the university.	1.86	0.8630	Medium
The university strives for continuous improvement.	1.92	0.8590	Medium
The university ensures the effective achievement of its goals.	2.08	0.9110	Medium

Performance evaluation standards are effective.	2.11	0.8800	Medium
The university encourages the submission of suggestions.	2.41	0.8660	High
Periodic meetings are held to discuss employees' achievements.	2.31	0.9200	Medium
Organizational Performance (Overall)	2.2964	0.4153	Medium

Source: Prepared by the researchers based on SPSS25 outputs.

The table results indicate that the arithmetic means of the items under the "Organizational Performance" dimension ranged between (1.85 – 2.60), which means that employees' evaluation of the level of organizational performance at the University of Béchar falls within the moderate range. This is confirmed by the overall mean value for this dimension, which reached (2.29). This result reflects a general perception of the presence of certain acceptable aspects of performance within the university, such as goal achievement, a minimum level of coordination between departments, and a spirit of cooperation among employees. However, the assessment of some other items—such as the efficient use of resources and continuous improvement efforts—was below average, indicating the need to develop and implement strong standards for evaluating employee performance to ensure efficiency.

As for the standard deviations, they ranged between (0.704 – 0.920), which are statistically acceptable limits, indicating a limited degree of variation in the opinions of the respondents. The overall standard deviation was (0.415), reflecting a relatively consistent pattern in the participants' evaluations of organizational performance.

Based on this, it can be concluded that organizational performance at the university is considered acceptable from the employees' perspective, but it does not yet reach the level required to achieve institutional excellence. Therefore, strategic interventions are needed to improve performance quality, enhance the efficiency of internal processes, and increase responsiveness to changes and challenges.

3.3. Hypotheses Testing and Discussion of Study Results

Using multiple regression analysis, the study's field hypotheses—including the main hypothesis and the sub-hypotheses—will be tested.

3.3.1. Conditions for Applying Multiple Regression Analysis:

To apply regression analysis appropriately, certain conditions must be met, which can be summarized as follows:

- Based on the **Central Limit Theorem**, which states that if the sample size is greater than 30, and has a mean (μ) and a variance (δ), then the sampling distribution of the mean approaches a normal distribution.

a. Normal Distribution of Errors:

This means that the errors are normally distributed around their arithmetic mean. Therefore, the condition of normal distribution is fulfilled.

b. No Linear Pattern in Error Distribution (No Multicollinearity of Errors):

This implies that the spread of errors does not follow a specific pattern, indicating the absence of multicollinearity in the errors.

c. Independence of Independent Variables:

Table 6: Correlation matrix between dimensions of human resource management practices.

the Decision-Making Participation Dimension	the Incentive Systems Dimension	the Training and Development Dimension		
0.006	0.236*	1	Pearson Correlation	the Training and Development Dimension
0.961	0.034	80	Sig. (2-tailed)	
80	80		N	
0.094	1	0.236*	Pearson Correlation	the Incentive Systems Dimension
0.411		0.34	Sig. (2-tailed)	
80		80	N	

1	0.094	0.006	Pearson Correlation	the Decision-Making Participation Dimension
	0.411	0.960		
80	80	80	Sig. (2-tailed)	

Source: Prepared by the researchers based on SPSS25 outputs.

The correlation matrix table shows that there is no very strong correlation between the independent variables, and therefore, the issue of multicollinearity at the model level can be disregarded.

Table 7: Results of multicollinearity for dimensions of human resource management practices

Collinearity Statistics		
VIF	Tolerance	
0,943	1,057	the Training and Development Dimension
0,935	1,067	the Incentive Systems Dimension
0,991	1,011	the Decision-Making Participation Dimension

Source: Prepared by the researchers based on SPSS25 outputs.

A **Multicollinearity test** was conducted to verify the independence of the independent variables, represented by the dimensions of Human Resource Management (HRM) practices (Training and Development, Incentive Systems, and Participation in Decision-Making), and to ensure that there is no linear overlap among them that could negatively affect the results of the regression analysis.

This was achieved by relying on two key statistical indicators: **Variance Inflation Factor (VIF)** and **Tolerance**, which are essential tools for detecting the degree of correlation between independent variables. According to statistical standards, the VIF value should not exceed 5, while the Tolerance value should not fall below 0.05 to rule out multicollinearity issues.

The table results showed that all VIF values were well below the acceptable upper limit, indicating an absence of variance inflation and, consequently, a lack of strong correlation among the variables.

Similarly, all Tolerance values exceeded the minimum required threshold, further supporting the assumption of variable independence.

Accordingly, it can be confidently concluded that the dimensions of HRM practices in this study do not suffer from **multicollinearity**, and that each dimension contributes independently to explaining the variation in **organizational performance**, thereby lending statistical credibility to the regression model used for hypothesis testing.

Having ensured the fulfillment of the conditions for applying regression analysis, the study hypotheses can now be tested as follows:

3.2. Multiple Linear Regression Analysis:

We begin with the main hypothesis.

3.2.1. Main Hypothesis:

H0: There is no statistically significant effect of Human Resource Management practices—represented by its three dimensions (Training and Development, Incentive Systems, and Participation in Decision-Making)—on organizational performance at the institution under study, namely, *the University of Béchar*, at the significance level ($\alpha \leq 5\%$).

Table 08: presents the results of the multiple linear regression analysis for the dimensions of Human Resource Management practices.

Model	Correlation Coefficient	Coefficient of Determination	Adjusted Coefficient of Determination	Standard Error of Estimate
1	0.614a	0,377	30	0.33415

Source: Prepared by the researchers based on SPSS25 outputs.

Table 09: Analysis of variance for study variables ANOVAa

Significance Level	F	Mean Square	df	Sum of Squares	Model
0.000b	15.338	1.713	3	5.138	Regression
		0.112	76	8.486	Residuals
			79	13.623	Total

Source: Prepared by the researchers based on SPSS 25 outputs

a. Dependent Variable: Organizational Performance

b. Independent Variables: Training and Development, Incentive Systems, Participation in

Decision-Making

The results of the **Analysis of Variance (ANOVA)**, as shown in **Table 09**, indicated that the significance level reached (0.000), which is much lower than the significance threshold adopted in the study (0.05). This implies that the model used in the study has strong statistical significance and is valid for explaining the relationship between the variables.

Based on this result, the **null hypothesis (H0)**—which states that there is no statistically significant effect of Human Resource Management (HRM) practices in their three dimensions (Training and Development, Incentive Systems, and Participation in Decision-Making) on organizational performance at the University of Béchar—is rejected. Consequently, the **alternative hypothesis (H1)** is accepted, indicating a statistically significant effect of these dimensions collectively on organizational performance.

Regarding the **strength of the relationship between the variables**, the analysis showed that the **correlation coefficient (R)** reached 0.614, or 61.4%, indicating a **moderate positive correlation** between overall HRM practices and organizational performance. Furthermore, the **adjusted coefficient of determination (Adjusted R²)** was approximately 0.353, meaning that around **35.3% of the variation in organizational performance** can be explained by these three dimensions of HRM practices, while the remaining percentage is attributed to other factors outside the scope of the study model.

Accordingly, these results confirm the **importance of HRM practices** as one of the influential factors in improving organizational performance, and they support the **validity of the theoretical model** upon which the study was based.

3.3.2. Testing the Sub-Hypotheses:

Using multiple regression analysis, the sub-hypotheses can be tested as follows:

- **H0.1:** There is no statistically significant effect of the *Training and Development* dimension on organizational performance at the institution under study (University of Béchar) at a significance level ($\alpha \leq 5\%$).
- **H0.2:** There is no statistically significant effect of the *Incentive Systems* dimension on organizational performance at the institution under study (University of Béchar) at a significance level ($\alpha \leq 5\%$).
- **H0.3:** There is no statistically significant effect of the *Participation in Decision-Making* dimension on organizational performance at the institution under study (University of Béchar) at a significance level ($\alpha \leq 5\%$).

Table 10: presents the **coefficients table** for these dimensions.

	t	Standard transactions	Non-standard transactions	Model
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Significance level Sig.		Beta	Std. Error	B	
0.951					Constant
0.033	0,045 2,203	0,206 0,493	0,388 0,125	0,018 0,271	Training and Development
0.000	5,2565 2,878	0,262	0,081 0,122	0,431 0,348	Incentive Systems
0.005					Participation in Decision-Mak

Source: Prepared by the researchers based on SPSS 25 outputs

Firstly, regarding the significance test of the **constant (intercept)** in the regression model, the results in the table indicate that the significance level (sig) was **0.951**, which is much higher than the accepted threshold (0.05). This means that the constant is **not statistically significant**, and thus does not represent a contributing factor in explaining the variation in organizational performance within the model.

As for testing the **three sub-hypotheses** related to the dimensions of Human Resource Management (HRM) practices, the results were as follows:

- Sub-hypothesis 1: Training and Development**
The analysis showed a significance level of **0.033**, which is less than 0.05, indicating that this dimension has a statistically significant effect on organizational performance. Accordingly, the **null hypothesis H0.1** is rejected, and the **alternative hypothesis H1.1** is accepted, which states that *training and development* has a significant effect on organizational performance at the University of Béchar.
- Sub-hypothesis 2: Incentive Systems**
A significance level of **0.000** was recorded, reflecting a very strong statistical significance. This indicates that *incentive systems* are among the most influential factors affecting organizational performance. Therefore, the **null hypothesis H0.2** is rejected, and the **alternative hypothesis H1.2** is accepted, confirming the presence of a significant effect for this dimension.
- Sub-hypothesis 3: Participation in Decision-Making**
The significance value was **0.005**, which is also below the accepted threshold, indicating a meaningful relationship between this dimension and organizational performance. Accordingly, the **null hypothesis H0.3** is rejected, and the **alternative hypothesis H1.3** is accepted, demonstrating that *employee participation in decision-making* also contributes to influencing performance within the institution.

Based on the **regression coefficients**, the final statistical model can be formulated as follows:

$$Y = 0.271X_1 + 0.431X_2 + 0.348X_3$$

Where:

Y = Organizational Performance (dependent variable)

X₁ = Training and Development

X₂ = Incentive Systems

X₃ = Participation in Decision-Making

This equation indicates that **Incentive Systems** have the greatest impact on organizational performance, followed by **Participation in Decision-Making**, and then **Training and Development**. This reflects the ranking of the dimensions according to the strength of their impact in the practical context of the University of Béchar.

Conclusion

At the conclusion of this study, and following the analysis of both theoretical and empirical data, it becomes clear that human resource management (HRM) practices have a fundamental and direct impact on organizational performance in higher education institutions. The results of the statistical analysis, based on the quantitative approach using a multiple linear regression model, revealed that the three examined dimensions—training and development, incentive systems, and participation in decision-making—account for a significant portion (35.3%) of the variance in organizational performance at the University of Béchar.

Among these dimensions, incentive systems emerged as the most influential factor, indicating that university employees strongly associate their performance and sense of belonging with the range of incentives provided, whether material or moral. Furthermore, participation in decision-making plays a pivotal role in enhancing institutional loyalty and professional creativity. The findings also underscore the need to improve training programs and align them with actual job requirements.

These results suggest that employees are not merely fulfilling routine duties; rather, they possess an intrinsic motivation to contribute effectively to the advancement of their academic institution through structured and sustainable efforts toward overall excellence.

Moreover, the path to excellence does not rely solely on isolated HR interventions, but rather on a comprehensive and integrated HRM system—one that is participatory, transparent, and specifically tailored to meet the distinct needs of the institution and its staff.

These findings reflect the University of Béchar's awareness of the importance of shifting from traditional human resource management to a more strategic HRM approach. The university is actively working to establish a model that prioritizes employee engagement, motivation, and empowerment. Indeed, academic quality and excellence cannot be achieved without a thoughtful and effective investment in human capital.

Recommendations

In light of the findings, the study puts forward the following recommendations:

- Develop incentive policies to be more diverse, equitable, and transparent, in order to enhance job satisfaction.
- Promote a culture of participation in decision-making through clearly defined and effectively implemented institutional mechanisms.
- Update training and development programs and link them to a detailed analysis of employee needs and job requirements.
- Establish a comprehensive performance evaluation system based on both quantitative and qualitative criteria to support continuous monitoring, assessment, and improvement.
- Institutionalize the role of HRM as a strategic, not merely administrative, function within the university's organizational structure.

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