



Enhancing the Quality of Academic Staff Performance Through HRM Practices: A Case Study of Private Egyptian Universities

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Abstract

Human resource management (HRM) has different meanings to different contexts and covers a wide range of activities. The (HRM) activities and practices for the current research are based on its relevance and importance in relation to higher education. The aim of the present research is to investigate the impact of (HRM) intertwined activities and practices on enhancing faculty staff performance. The successful University considers (HRM) activities and Practices as a crucial factor that directly affects staff performance.

Universities can never excel unless supported by robust (HRM). The research handles multiple perspectives into how (HRM) can enhance the interrelated faculty staff capabilities at a private university, namely, staff satisfaction, productivity, effective performance, motivation, innovation, and creation, and to help bridge the gap between faculty staff and (HRM) perspectives.

The research aimed at investigating the impact of human resources management practices on the quality of academic staff performance through applying a survey on a private university in Egypt.

The main source of data for this study was qualitative, obtained from interviews, document analysis and questionnaires, but some quantitative data were also used as a supplement. The results showed that there is a strong and significant influence of (HRM) activities and practices on the performance of faculty staff, and consequently on the university's performance and reputation. An interesting feature showed that faculty staff does not appreciate the activities and practices as a “Complementary Indispensable” service offered to them. It is recommended to (HRM) to give a more intensive look to analyze and modify compensations and benefits. The paper is organized as follows: section I explores a brief introduction about role of (HRM) in higher education, Section II presents formulation and states the research problem, research hypotheses and a brief about the research methodology adopted. Section III presents abstracted results. Conclusions and recommendations are contained in section IV.

Keywords: Human Resource Management (HRM), Quality, Performance, Higher Education

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I. Introduction

A growing body of research shows that human resource management (HRM) activities and practices are intertwined and have a significant effect on an organization's performance. HRM refers to the comprehensive set of practices and policies that aim to manage human capital in work organizations. (Armstrong & Taylor, 2020) Employees are the most valuable resource in any organization and can gain a competitive edge if they receive more attention and investment from their employers. Several studies have supported this claim (Amir, Ali, Ali, & Ali, 2022)

In the workplace, employees may improve their skills. In a similar vein, universities aim to entice talented, well-trained, and motivated personnel who are also committed to their profession by doing research and providing training for the advancement of humanity (Lew et al., 2019).

According to earlier empirical studies (Alshammari et al., 2019; Li et al., 2020), have shown that applying appropriate HRMPs can enhance the capabilities and outcomes of university personnel. They also reviewed the theoretical frameworks and models that explain how HRMPs influence performance in higher education settings.

As stated by Lew et al. (2019), employees may strengthen a university's position in key areas like research quality, academic achievement, and community service by increasing the research contribution to the community and educating their students to be future leaders. Best HRM practices thereby encourage university staff members' performance, which in turn promotes the performance of the university. Universities are therefore giving more attention from the top management of HRMPs since they understand how important it is to improve university employee performance (Jouda et al., 2016). To improve university employee performance, institutions should promote their HRMPs by hiring the best academic and administrative staff.

Universities are intended to give communities a local role in the education sector, which is vital to both developed and emerging economies.

(2013) Chen et al. As a result, it is appropriate to start a study to determine how "best practices" in HRM affect employees' performance, particularly in the context of Egyptian Universities.

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Also, the term (HRM) refers to the policies, practices and systems that influence employees' behavior, attitudes, and performance (Khalid et al., 2016). During 80's the term (HRM) became popular, common and refer to strategic approaches or innovative approaches to people management, whereby humans and people within the organization were seen as strategic resources (human capital) that could help organizations achieve objectives. Human capital is synonym of knowledge embedded in all levels of an organization. Human resource professionals manage human capital and focus on implementing policies. This understanding implies that people in the organization are valuable assets that need to be managed and developed to ensure the survival of the organization.

Studies document the relationship between these activities and practices and organization's outcome measures such as productivity, service quality and cost control (Wellington, 2017).

Current practice shows wide variations in the range of responsibilities and duties assigned to (HRM).

The scope of responsibilities includes:

- Planning, Organizing, Staffing, Training according to professional development needs, Collective bargaining and Negotiating arguments.
- Motivating and rewarding, General Administration Auditing, Reviewing and Researching to improve future practice.

Besides specific tasks that include monitoring grievance settlement, maintaining safety and accident control programs, administrating employee benefits and services, forecasting future personnel requirements (Shipton, H., el. Al. 2016).

Shipton, H., el. Al. (2016) presented a robust understanding of all key activities involved in managing staff and maintaining high performance. Moreover, covers all aspects of people management, leadership, motivational performance management, problem solving, handles conflict and poor performance, and explores the opportunities to develop staff's own career development and strategies.

Ronald, W. (2017) listed some major processes and procedures necessary for implementing strategies and policies related to effective human resources administration these cover the essential dimensions of human resource functions as:

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- Performances/ improvement
- Compensation adjustment
- Placement decisions
- Career planning and development
- Deficiencies in staffing process
- Avoidance of discrimination
- Employee and community relations.

(HRM) emerging practices shifts to be:

- Strategic focus
- Proactive
- Be part of the organization (university) mission
- Proceed based on horizontal responsibility and structure as a team of specialists.
- Employees (staff) are treated as a resource and profit centers.
- The management of employee's skill, knowledge, abilities, talents, and creative thinking
- Designing high performance work systems.

Human resource planning involves getting the right number of qualified staff with the right skills and knowledge at the right place into the right jobs at the right time and at the right cost. This works best when it is tied to the university's strategic planning process and all available forecasts whether technological or economical (Robert, N. Lussier, R. 2016).

Quality of staff is based on experience background innovation – reliability – capability. The adoption of innovation and organizational (university) change are closely linked, as change reflects differences in organizational conditions and behaviors, this requires effective leadership. Measuring the intellectual capital can strengthen on going productivity measurement efforts.

Organizations (universities) that embrace innovation rather than remaining in long-standing ways of working have a greater likelihood of achieving high performance over time, have sustaining jobs, and creating conditions and climate for growth (Shipton, H. et. al. 2016)

Although investment and technology play an important role in developing organizations (Universities), it must be acknowledged that the role of (HRM) is vital and more important. An important issue in the field of (HRM) is that managers and supervisors learn that methods and tools they use to be able to have a better performance in attracting, recruiting talented staff and improving their incentives and capabilities towards performing

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organizational (University) tasks and work analysis. Alami, R. et. al. (2020) studied and analyzed main indicators of the effectiveness of (HRM) that impacts the performance of educational faculty staff. Quality, productivity, and performance improvement in the education context was the subject addressed by The World Bank Group, (2020.), which reflects the way (HRM) share faculty staff perspectives.

Research problem and significance

The research is implemented at a private university that has a good reputation and offers a wide range of educational programs for national and international students; the programs are accredited by several scientific associations.

Through observation and interviews there is a significant and wide deviation between visions of faculty staff at the university and human resource management visions concerning several issues, leading to dissatisfaction with the performance of (HRM) services, resulting in less innovation, less productivity, less effective performance, resulting in overall dissatisfaction and its consequences.

A university is its people, this indicates that all elements required for managing a business (people, material, money, information) human resource management (HRM) and faculty staff are the most important.

HRM is more concerned with executing transactions instead of delivering productivity solutions. Staff believe that they have high productivity when students learn what is intended learning outcomes (ILO) and their research receives positive peer reviews. Productivity and quality management components provide the university with the strength to deal with productivity measurement and enhancement system external competition. (PROMES) is an empirically well-founded highly effective management system with the aim of measuring and improving the productivity, effectiveness, and overall performance of staff in organizations (universities) based on the principle “work smarter not harder”. The most detailed description and implementation sequence of the (PROMES) system is in (Rosalind et.al, 2015, Nichols, B, and J. Reenen. 2010)

The severe competition nature requires that businesses (education) be managed strategically by people who are knowledgeable in the field, those (HRM) staff. Of interest is the book by (Rae Simons, 2021) where it is devoted to exploring that (HRM) is a strategic approach to organizations (universities). In (Robert, N: Lussier, 2016) the author presented the latest

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human research and effective blend of solid theory and contemporary practice to build one's capacity for decision-making, highlight emergency trends driving change in (HRM) including technology, and globalization. Besides understanding job analysis, implementing job analysis, empowering, and job analysis methods with examples on motivational practices. (HRM) faces challenges that include avoiding conflicts of interest, discerning what is right, fulfilling organization (university) strategy, designing effective fair reward system, and formal reporting of strategy – critical information. HR department typically administer and oversee performance appraisal and evaluation. One quality related approach to improving the process of performance appraisal is the 360 degree and feedback evaluation. It is a multiple perspective approach in which an employee peers, supervisors, and subordinates are involved in evaluating employee's performance (Edward, R, and Ann Ewen, 1996).

II. Reviewing the literature & Hypothesis Development.

Ali et al. (2018) evaluated how HRM policies affected organizational commitment and worker performance. The Chi-square idea was used in this model. According to a study, there is a connection between human resource management and employee performance. The study also found that organizational commitment has more of an indirect effect on HRM than a direct one.

In 2016, Wahidha Begum, F. Dr. M. Shiek Mohamed, and others examined how HRM practices in the industry impact employee satisfaction and productivity. The purpose of the study was to assess the relationship between employee happiness and company performance in Tiruchirappalli BPO (Company Process Outsourcing) firms. Data indicates an association between HRM practices, employee happiness, and an organization's performance (Begum, 2016).

What function does high-performance human resources perform in guaranteeing workplace happiness for employees? Gurbuz (2011) developed the fictitious character model in the study which aims to ascertain the efficacy of HR operations in enhancing employees' work satisfaction.

Standard deviations were employed in this model's stepwise multiple regression analysis. The shortcomings of the study are highlighted, and suggestions for more research are made.

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Mira and others (2019) Employee happiness and HR management practices have an impact on employee performance. The purpose of this study is to ascertain the effects of several human resource practices, such as training and development, rewards, job analysis, social support, recruitment and selection, employee connection and empowerment, and employee satisfaction, on worker performance. We investigate the validity and reliability of the data using ment model. This study sought to determine how the Saudi Arabia Port Authority's human resource practices impacted employee satisfaction and productivity.

A Case Study of the Human Resource Management Procedures and Job Performances at Bank of Texas by Abuhantash, A. (2019) in order to explain and relate the relationships between these variables, this study aims to develop a conceptual framework that includes five Human Resources Management (HRM) practices, including supervision, job training, pay practices, job satisfaction, and turnover absenteeism. The purpose of this study is to determine the factors that affect work satisfaction and the metrics by which it can be measured in the Texas private banking industry's human resource management practices. Khan et al. (2019), who examine the relationship between HR practices and work satisfaction in the banking industry of Pakistan, revealed that HR practices are influenced by how well individuals do their jobs. The goal of this study is to see whether there is a link between employee opinions of their own performance and how promotions are handled in the banking industry in Pakistan. This research will assist bank executives in adopting or altering rules and practices that will help their employees perform their jobs more efficiently.

Ali (2019) in the study is to show that good human resource management is a crucial strategy for textile companies in Haryana, India, to keep its managers pleased. A five-point Likert scale was used to analyze the data. Tehmina Sattar, Khalil Ahmad, Syeda Mahnaz Hassan, and Khalil Ahmad address a critical gap in the literature by concentrating on more localized outcomes that have a major influence on the link between HR practices and employee satisfaction (2015). Employee engagement reduces the negative effects of HR practices on employee productivity and pleasure at work. The goal of this study is to explore how employee engagement influences employee satisfaction and performance. Employee training and empowerment, rather than rewards and incentives, have a higher influence on how well they perform and how happy they are at work, according to the conclusions of this study.

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Evidence on HR Policies and Practices' Effects on Employee Job Satisfaction, Amir Ali Khushk, Pakistan Telecommunications Ltd. (PTCL), Hyderabad (2015). The goal of the research was to evaluate how HR policies and procedures affect employee job satisfaction in terms of compensation and performance. This research will address a gap in the literature by giving information on how the pay and performance functions of human resources work. According to Smith and Jones (2021), fair and equitable pay regulations are essential for enhancing employee motivation and satisfaction, as well as reducing turnover and absenteeism. They also recommend implementing a performance assessment system that minimizes bias and promotes meritocracy at all levels of the organization. According to earlier research (Guest, 2002; Wright et al., 2003; Balochi et al., 2013; Qureshi et al., 2010; Khan, 2010), HRM practices have an impact on employee performance and an organization's competitive advantage. In recent research, Easa and Orra (2021) and Martinaityte et al. (2019) identified several practices, such as employee empowerment, teamwork, training, performance appraisal, rewards, knowledge management, employee involvement, skill development, and incentive systems, that might enhance innovation in organizations. Meanwhile, Guest (2002) asserted that how employees react would determine how HRM practices affect organizational performance.

Additionally, Ekaterini (2010) confirmed the findings of Paauwe & Boselie (2005) that employees' performance and company performance may be affected by an organization's human capital and how it is handled.

Like this, Huselid (1995) found that how HRM practices affect workers' behavior has a significant impact on how effective employees are.

Recruitment and selection, training and development, participation, and reward were all listed as HR practices by Delaney and Huselid in 1996.

According to Alshmemri et al. (2018), some of the factors that can improve employee performance are: training and development, teamwork, remuneration and incentives, human resources planning, employment security, and performance appraisal. These factors can help increase employee productivity, product quality, and business flexibility, as well as reduce turnover and absenteeism. The authors also suggest that managers should adopt a participative leadership style and create a supportive work environment to enhance employee performance.

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Contrarily, Waqar, Y., et al. (2018) assert that training and development is an essential factor that influences employee performance in times of organizational changes. They explain that training and development can boost employees' capabilities, skills, attitudes and behaviors, which can then result in higher performance, quality, creativity and innovation. When workers' skills, knowledge, and talents are more current with the current economy, their organizations gain a competitive edge. For attaining the needs of the organizations, the employees of the organizations are developed according to the mission and vision of the business. It is one of the vital concepts which improves the performance and increases the productivity of the organizations. The more the employees have knowledge about the organizations by gaining trainings session in organization the more employees satisfied and perform well (Hanaysha & Tahir, 2016; A. A. Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016). Sailaja, V.N , et., al,(2022) investigates the impact of human resource management practices on employee performance and job satisfaction. A standardized questionnaire was used to interview 229 volunteers from various organizations. The results demonstrate that a variety of dependent factors, such as age, education, and current work experience, have a significant moderating effect on the relationship between HRM practices and employee performance. When mediation is employed, job satisfaction is unrelated to HR management practices.

Based on the previous studies, the 1st hypothesis will be as follows:

H1. Training & development have a statistically significant impact on academic staff performance.

Handayani & Kasidin (2022). stated that employees are more satisfied, perform better, and stay with the company for a longer amount of time if they receive performance reviews based on specific goals and objectives. Employees who do not receive performance reviews are unmotivated and dissatisfied. Employee productivity is extremely low because of poor performance reviews. Employees are more satisfied, perform better, and stay with the company for a longer amount of time if they receive performance reviews based on specific goals and objectives.

Appraisal according to the employee's performance enhances the satisfaction of the workers. Employees lose motivation when their work is not in line with their performance. A positive performance review inspires staff performance improves positive organizational behaviors, such as reducing absenteeism and promoting staff retention over a longer length of time (Kampkötter, 2017).

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Based on the previous studies, the following hypothesis:

H1. a Human resources management (HRM) practices have a statistically significant impact on academic staff performance.

(Khan et al., 2016; Haryono, Supardi, & Udin, 2020).; Huang & Su, 2016; Kampkötter, 2017; previous research also shows that HR actions boost work satisfaction. Employee performance is enhanced in this manner.

Based on the previous studies, the following hypothesis:

H1. b Performance Appraisal has a statistically significant impact on academic staff performance.

For getting more involved employees in the organization's mission and vision statements. Employees are more committed to the success of the company when they have more decision-making authority. Due to decentralized roles and rules in the current economy, organizations must give their workers more power. Additionally, empowered workers are more engaged in their job and more driven to deliver better results (Rodjam et al., 2020; Hanaysha & Tahir, 2016). Organizations and institutions can enhance employee job satisfaction and performance through giving empowerment and support. Similar to this, empowered workers are happier and contribute more to their organizations. Additionally, performance is impacted by empowerment at work. When employees are given the freedom to make judgments, they operate more confidently and comfortably.

Based on the previous studies, the following hypothesis:

H1. C Academic staff Empowerment has a statistically significant impact on academic staff performance.

The following is the study's research framework based on its objectives. The study framework demonstrates the relationships between many factors, including employee empowerment (EE), performance appraisal (PA), and training and development (T&D).

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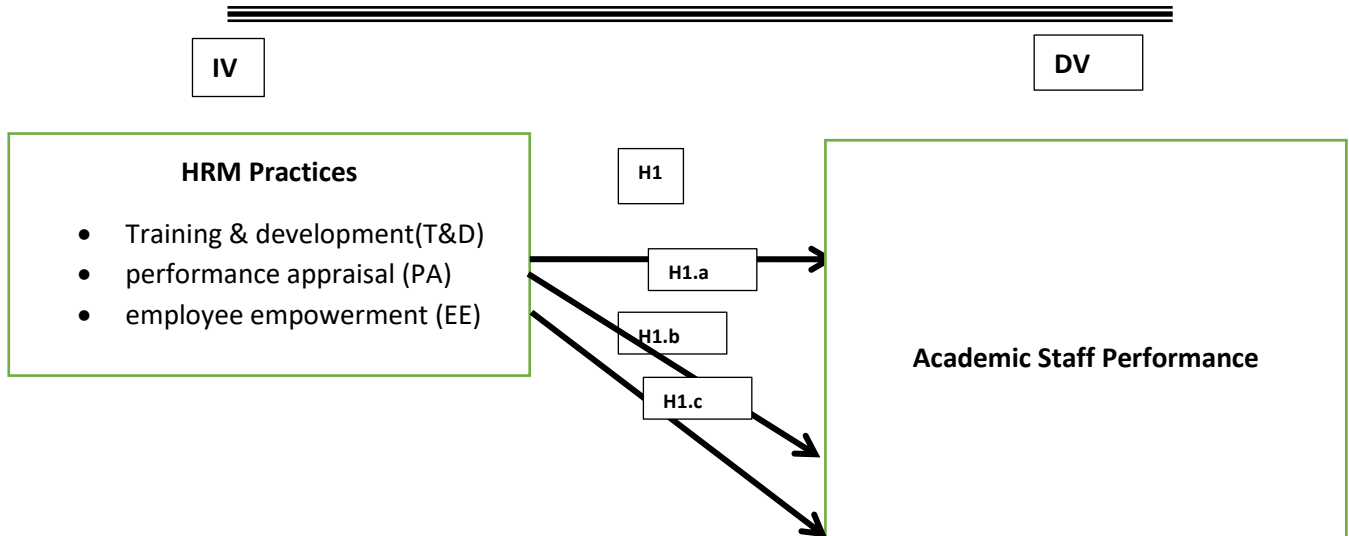


Figure 1.1 Proposed Research Model

III. Research methodology.

This study employs quantitative methodology and a questionnaire surveying technique to gather data. The researcher developed a questionnaire, which is one of the primary data that is utilized in social and administrative sciences, such as questionnaire, observation, and personal interview, to accomplish the study's goals and evaluate the hypotheses upon which it was based.

All academic staff members at private universities make up the study population. Based on prior research, a self-administered questionnaire was created to gather information from the target sample. There were two language options for the questionnaire: Arabic and English. Secondary data were gathered from journals, governmental publications, business reports, the Internet, and earlier research. With the use of a self-administered questionnaire, the main data was collected. The questionnaire's reliability and research validity were evaluated. The study instrument's consistency was evaluated using Cronbach's alpha. Following Sekaran (2016)'s suggestions for each questionnaire variable and the entire questionnaire, the reliability result was 0.844. Cronbach's alpha values are displayed in Table 1.

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Table 1 Reliability Test Results

Variables	Number of Items	Cronbach Alpha
Training and Development	5	0.818
Performance Appraisal	4	0.847
Employee Empowerment	4	0.832
Academic staff performance	6	0.88
Overall	19	0.84425

The sample was 104 academic staff and 60.6 % from scientific faculties & 39.4% from humanities faculties. Regarding the academic rank, 45.2% of the sample Assistant professor, 37.5% Associate professor.

Table (2): Sample Characteristics.

Faculty Type	Characteristic	Frequency	Percentage
	Scientific	63	60.6
	Humanities	41	39.4
	Total	104	100
Academic Rank	Professor	18	17.30%
	Associate professor	39	37.5
	Assistant professor	47	45.2
	Total	104	100

Regression analysis used to predict the independent variables (HRM activities and practices) that affect the intertwined dependent variables (faculty staff performance).

IV. RESULTS

In a recent study the researcher used multiple linear regressions to estimate the relationship between two or more independent variables and one dependent variable. (Berner,2012). The analysis results revealed the following:

Hypothesis 1 (H1.a): Human resources management (HRM) practices have a statistically significant impact on academic staff performance.

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To test the 1st main hypothesis, secondary hypothesizes testes by conducting linear and multiple regression analysis and the test results revealed the following:

Hypothesis 1 (H1.a): Training & development have a statistically significant impact on academic staff performance.

Table 1: Summary of Linear Regression for the impact of Training & development on academic staff performance- (N=101)

Variable	Unstandardized Coefficients	Std. Error	T	Sig.
(Constant)	1.26	0.17	7.415	0
R&D	0.57	0.05	11.53	0
R ²	.633			
F value (2.490)	4132.933**			
*p-value<.05, **p-value<0.001				

As mentioned in table (1) training and development have direct positive significant impact on academic staff performance (B=0.57***, p-value<0.05), which reveals the acceptance of the 1st secondary hypothesis. On the other hand, the R square is .633, which means that training and development explains 63.3%of the variation in academic staff performance.

Hypothesis 1 (H1.b): Performance Appraisal has a statistically significant impact on academic staff performance.

Table 2: Summary of Linear Regression for the impact of Performance Appraisal on academic staff performance - (N=104)

Variable	Unstandardized Coefficients	Std. Error	Beta	T	Sig.
(Constant)	1.749	0.132		13.271	0
Performance Appraisal	0.486	0.038	0.55	12.872	0
R ²	0.212				
(2,384) F value	165.69**				
*p-value<.05, **p-value<0.001					

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As mentioned in table (2) Performance Appraisal has direct positive significant impact on academic staff performance ($B=0.486^{***}$, $p\text{-value}<0.05$), which reveals the acceptance of the 2nd secondary hypothesis. On the other hand, the R square is 0.212, which means that Performance Appraisal explains 21.2%of the variation in academic staff performance.

Hypothesis 1 (H1.c): Academic staff Empowerment has a statistically significant impact on academic staff performance.

Table 3: Summary of Linear Regression for the impact of Academic staff Empowerment on academic staff performance - (N=101)

Variable	Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	0.867	0.202		4.282	0
Empowerment	0.681	0.054	0.542	12.625	0
R ²	0.594				
(2,384) F value	159.391**				
*p-value<.05, **p-value<0.001					

As mentioned in table (3) Academic staff Empowerment has direct positive significant impact on academic staff performance. ($B=0.681^{***}$, $p\text{-value}<0.05$), which reveals the acceptance of the 3rd secondary hypothesis. On the other hand, the R square is 0.594, which means that Academic staff Empowerment explains 59.4%of the variation in Academic staff performance.

Stepwise regression conducted to clarify the best combination of HRM practices predicting the variation in Academic staff performance in Table 3

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Table 4: Summary of Stepwise Regression for HRM practices predicting the variation in Academic staff performance - (N=101)

Variable	Unstandardized Coefficients	Std. Error	Beta	T	Sig.
(Constant)	0.875	0.194		4.52	0
R&D	0.376	0.041	0.425	9.241	0
PA	0.304	0.051	0.274	5.957	0
EE	.299	0.042	0.138	4.891	0
R²	0.761				
(2,384) F value	108.047				
p-value<.05					

As mentioned in table (3) a significant regression equation was found ($f(2,384)=108.047, p<0.05$, with R^2 of 76.1% ,the results revealed that both of : R&D ($B=0.376^*$, $p\text{-value}<0.05$) & PA ($B=0.304, p\text{-value}<0.05$), EE($B=.299^*$, $p\text{-value}<0.05$) positively affecting Academic staff performance, the regression equation can be presented as follows:

$$ASP = 0.875 + 0.376R\&D + 0.304PA + .299EE$$

V. Conclusions and recommendations:

Institutions of higher education are facing serious challenges as they cope with decreasing resources, and a world that requires increasing job skills from graduates but more importantly to be able to anticipate and prevent problems. The successful university considers HRM activities and practices as crucial factors that directly affect faculty staff performance reflected in productivity effectiveness, satisfaction, motivation, innovation and creation for the mutual benefits and both.

Besides data was collected through a tested questionnaire to ascertain its reliability and validity. Analysis revealed several interesting features. From the statistical analysis for hypothesis testing the results revealed the positive effect of human resources management practices (training and development, performance evaluation & employee empowerment) on academic staff performance, also the results revealed that training and development have the greater impact of the performance followed by employee empowerment. This result in line with Madhavkumar (2023) who pointed that Effective human resource management (HRM) techniques may lead to an improvement in the performance of academic staff members, including professors. According to research, well-established HRM procedures help organizations perform better

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overall by improving employee retention and utilization. It has been discovered that the use of HRM practices, such as performance evaluation, training, and promotion, favorably influences work performance in the setting of academic staff at universities. Kasule (2022) suggested that satisfaction with HR recruitment and placement practices is important for improving job performance of academic staff, while satisfaction with HR development, engagement, and talent retention practices has a lesser impact. Therefore, it's critical that universities priorities HRM practices including performance reviews, training, promotions, and satisfaction with different HRM components to improve the performance of their professors and academic staff. (Samirudin,2023)

The study suggests some recommendations for the HR practitioner such as:

- To have a major impact on the performance of academic staff, institutions should increase the application of performance assessment.
- Prioritizing training will improve the performance of university academic personnel.
- To improve academic staff performance, promotion ought to have a high priority.
- University administrators and human resource directors need to emphasize the importance of evaluation sessions and outline performance objectives in them.
- Supervisors should provide academic personnel with adequate performance feedback after evaluation sessions.
- Academic staff training and professional promotion opportunities should be funded by universities.
- Promotion rules must be well-defined by universities and adequately communicated to staff members.
- Colleges and universities should use strategies for hiring and training both conventional and nontraditional professors and staff.
- Colleges and universities should adopt strategies for raising performance.
- Colleges and universities should try to improve productivity and efficiency by resisting both short- and long-term budget cuts.

Like any other research facing some limitations such as:

- There are limitations on the sample size and representativeness of the study presented in the abstracts and settings. The results may not be as broadly applicable as they may be since the research may have been done on a particular demographic or in a particular setting.
- The study did not cover every facet of HRM practices, instead concentrating on certain HRM practices or elements. This could reduce how thorough the results are. Future research could explore the impact of additional HRM practices on the performance of staff

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members in educational institutions, beyond the ones mentioned in the recent research.

- The study relied on self-reported data, which is prone to biases and errors. Further investigation could be conducted to compare the perceptions of HRM practices among faculty members in different regions or countries, to identify any variations or similarities.
- The research has been conducted in a specific geographical location or cultural context, which may limit the generalizability of the findings to other settings. Future research could focus on the effectiveness of different strategies for selecting and developing faculty and staff in colleges and universities, and their impact on performance.
- The research may conduct using a cross-sectional design, which limits the ability to establish causal relationships between HRM practices and job performance.
- There is a need for longitudinal studies to examine the long-term effects of HRM practices on job performance in educational institutions.
- The research relied on subjective measures of job performance, which can be influenced by individual perceptions and biases.
- The research has been conducted in private universities, which may limit the applicability of the findings to other types of organizations. So, the future research should be directed toward conducting in public universities and conducting comparative study with other sectors.
- Future research could explore the role of organizational culture and leadership in shaping the effectiveness of HRM practices and their impact on performance.
- It would be valuable to investigate the perceptions and experiences of employees regarding HRM practices, to gain a deeper understanding of their impact on job performance.
- Future research could examine the influence of HRM practices on specific aspects of job performance, such as teaching, research, and community service, to identify any variations or areas of improvement.

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تعزير جودة أداء أعضاء هيئة التدريس من خلال ممارسات إدارة الموارد البشرية: دراسة حالة للجامعات المصرية الخاصة

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المخلص

تختلف معاني إدارة الموارد البشرية (HRM) حسب السياق وتغطي مجموعة واسعة من الأنشطة . وتستند أنشطة وممارسات (HRM) في هذا البحث الحالي إلى أهميتها وارتباطها بالتعليم العالي.

يهدف البحث إلى التحقق من تأثير الأنشطة والممارسات المترابطة لإدارة الموارد البشرية على تعزيز أداء أعضاء هيئة التدريس، حيث تعتبر الجامعات الناجحة أنشطة وممارسات إدارة الموارد البشرية عاملاً حاسماً يؤثر بشكل مباشر على أداء الموظفين.

لا يمكن للجامعات أن تتفوق إلا إذا كانت مدعومة بإدارة موارد بشرية قوية. ويتناول البحث وجهات نظر متعددة حول كيفية تعزيز إدارة الموارد البشرية للقدرات المترابطة لأعضاء هيئة التدريس في جامعة خاصة، وهي: رضا الموظفين، والإنتاجية، والأداء الفعال، والتحفيز، والابتكار، والإبداع، للمساعدة في سد الفجوة بين وجهات نظر أعضاء هيئة التدريس وإدارة الموارد البشرية.

تم التحقق من تأثير ممارسات إدارة الموارد البشرية على جودة أداء أعضاء هيئة التدريس من خلال تطبيق استبانة على جامعة خاصة في مصر.

المصدر الرئيسي للبيانات في هذه الدراسة نوعياً، وتم الحصول عليه من المقابلات وتحليل الوثائق والاستبيانات، وأيضاً تم استخدام بعض البيانات الكمية كمكمل.

أظهرت النتائج أن هناك تأثيراً قوياً وهاماً لأنشطة وممارسات إدارة الموارد البشرية على أداء أعضاء هيئة التدريس، وبالتالي على أداء الجامعة وسمعتها. كما ان إحدى السمات المثيرة للاهتمام في الدراسة أن أعضاء هيئة التدريس لا يقدرون ان الأنشطة والممارسات المقدمة لهم كخدمة ولكنها أنشطة وخدمات تكاملية لا غنى عنها.

يوصى البحث بأهمية القاء نظره شمولية لإدارة الموارد البشرية فيما يعنى بتحليل وتعديل التعويضات والمزايا المقدمة للعاملين بالمؤسسة.

الكلمات المفتاحية: إدارة الموارد البشرية (HRM) ، الجودة، الأداء، التعليم العالي