The Impact of Human Resource Management Practices on Organizational Performance: The Case of Libyan International Medical University

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Abstract

This study aimed to investigate the impact of human resource management practices on organizational performance at Libyan International Medical University. The population consisted of 400 employees. The stratified randomized sample consisted of 196 employees. To reach the purpose of this study, data were collected from 151 employees using the questionnaire adopted from Al Shaikhly (2017). The questionnaire was revised, and validated by the supervisors. Statistical techniques such as descriptive statistics, Cronbach's alpha, multiple regressions, and stepwise regression were used to test the hypotheses. The results showed that there is a significant impact of human resource management practices (planning & recruitment, training program, and performance appraisal) on the organizational performance of Libyan International Medical University at level (α <0.05). The results also showed that the performance appraisal variable has the most impact on organizational performance. On the other hand, the results also showed that compensation management had no impact on the organizational performance of Libyan International Medical University. The study limitations were the lack of previous studies published in Libya related to this topic, also the data were not normally distributed, and just 46% of variations in the organizational performance are explained by human resource management practices in this study. The study

recommended conducting more research on the topics addressed in this study to acquire a deeper and broader understanding of human resource management practices.

Keywords: Human resource management practices, organizational performance, LIMU.

1. Introduction

Human Resource Management practices (HRMP) are a collection of actions, policies, and procedures associated with the HR management function that are aimed at managing an organization's human resources (Dessler, 2020). HRM practice encompasses all managerial operations and personnel choices, such as HRP, staffing, and compensation, employee training and development, remuneration management, employment relations; and preserving health and well-being are all aspects of performance management (Armstrong, Michael and Taylor, 2023). HRM practice encompasses all managerial decisions and actions about an organization's personnel issues (Boxall, Peter and Purcell, 2022). The fact that human resource management practices such as training, recruitment, compensation, and job design, among others, affect the performance of the organization is increasingly becoming acceptable (Choi, Myungweon and Yoon, 2015). organizations are concentrating their efforts on obtaining outstanding performance by making the most use of skilled people resources as a strategic advantage. For organizational success, HRM policies and strategies must now be connected with business strategy. Regardless of how much technology and automation are produced, human resources remain the single most crucial resource of every successful firm. After all, the strengths of great individuals are the foundation of successful enterprises. In this study, the aim will be to investigate how the activities of HRM practices, including planning and recruitment, training programs, compensation management, and performance appraisal, have an impact on organizational performance at Libyan International Medical University.

Problem Statement:

Despite the enormous importance of HR practices in the realization of employee performance in particular and organizational performance in general, many firms do not prioritize their use in developing countries (Knies, Eva and Leisink, 2018). In addition to the above, there is a lack of research or literature on the human resource management practice (HRMP) impact on organizational performance in Libya. From this point, this study sought to establish the impact of HRM practices on organizational performance at Libyan International Medical University to demonstrate that HRM is equally important when it comes to organizational performance and firms' success.

1.1 Objectives of the Study: 1) To determine the impact of human resources management practice including (Planning and Recruitment, Training Programme, compensation management, and Performance Appraisal) on organizational performance at Libyan International Medical University; and 2) To put forward some recommendations and implications.

1.2 Scope of the Study: Both the public and private sectors rely heavily on human resource management. The scope of this study, however, was limited to examining the impact of human resource management practices on organizational performance at Libyan International Medical University. The study investigates whether or not Human Resource Management Practices: (Planning & Recruitment, Performance Appraisal, Training programme, and Compensation Management) have an impact on organizational performance of the Libyan

International Medical University or not.

1.3 Hypotheses of the Study: Ha0: Planning and Recruitment have a negative impact on the Organizational performance of Libyan International Medical University; Ha1: Planning and Recruitment have a positive impact on the Organizational performance of Libyan International Medical University; Hb0: Training and Development have a negative impact on the Organizational performance of Libyan International Medical University; Hb1: Training and Development have a positive impact on the Organizational performance of Libyan International Medical University; Hc0: Compensation (Reward) Management has a negative impact on the Organizational performance of Libyan International Medical University; Hc1: Compensation (Reward) Management has a positive impact on the Organizational performance of Libyan International Medical University; Hd0: Performance Appraisal has a negative impact on the Organizational performance of Libyan International Medical University; and Hd1: Performance Appraisal has a positive impact on the Organizational performance of Libyan International Medical University.

1.4 Significance of the Study: This study approaches the problem from both a theoretical and a practical standpoint. The goal of the study was to determine the impact of human resource management practices on organizational performance at Libyan International Medical University. We thought this study would lead to a better understanding of the function of HRM in developing and maintaining organizational performance. The study results and recommendations would be valuable to university managers and administrators. The study focused on some of the most critical HR factors that drive organizational success. Adopting these methods would recruit, motivate, and retain personnel to support the organization's aims and plans, resulting in improved organizational performance. Moreover, the study is beneficial for academics as it compares the impact of HRM on different aspects of organizational performance.

1.5 Operational Definitions: Human Resource Management Practices: defined as the practices, policies, and systems that influence employees' behaviour, attitudes, and performance (Harel, Gedaliahui H and Tzafrir, 1999).

Recruitment: refers to the process where potential applicants are searched for, and then encouraged to apply for an actual or anticipated vacancy (Bratton, J., & Gold, 2007).

Selection: is the process of hiring employees among the shortlisted candidates and providing them with a job in the organization (Bratton, J., & Gold, 2007).

Training and Development: refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks (Bratton, J., & Gold, 2007).

Compensation: is paid in the form of money, salary, bonus, often performance-based. A reward is something you receive when you achieve something (Bratton, J., & Gold, 2007).

Performance Appraisal: can be defined as the process of identifying, evaluating, and developing the work performance of employees to help achieve the goals and objectives of

the organization (Bratton, J., & Gold, 2007).

Organizational Performance: This is achieving the goals that were given at the convergence of the enterprise orientation. Performance is not a mere finding of an outcome but rather the result of a comparison between the outcome and objective (Noe, 2020).

LIMU: Libyan International Medical University (LIMU) is a private university located in Benghazi, Libya. It was opened in 2006 and offers a range of undergraduate and postgraduate programs in the fields of medicine, pharmacy, dentistry, information technology, and business administration.

2. Previous Studies

Human resource practices were one of the deeply studied issues in Management Literature. Additionally, the effect of HRMP on organizational performance was of the concern of many scholars. For example, research done by, Sheela and Pauline (2022) in India, has provided evidence to identify the primary human resource management strategies used by IT organizations in the Chennai area, as well as their effects on organizational performance. The path analysis demonstrated how crucial HRM practices such as performance appraisal, selection and training, rewards, and recognition systems have a significant impact on organizational performance by facilitating the development of new goods and services and increasing productivity, both of which lead to higher profits and better prospects for IT companies (Sheela, E and Pauline, 2022).

Another study was conducted in Douala, Cameroon Viyi et al. (2022) to investigate the impact of human resource management practices on organizational performance using the case of Mboppi Baptist Hospital. It has been discovered that effective human resource management has a significant impact on organizational performance (Anthony Viyi, Monjuh and Takwa, Abonwi Chenaa and Teno, 2022; Delaney, J. T., & Huselid, 1996). Hospital administrations in general, and the administration of Mboppi Baptist Hospital in particular, should begin incorporating HRM thinking into business objectives and making the HR department strategically proactive. Aside from improving organizational performance, efficient management of these institutions' human resources will create and sustain a competitive advantage (Barney, 1991).

In his seminal article on the relationship between corporate social responsibility (CSR), organizational commitment (OC), and the performance of food processing firms in Viet Nam, Hung (2022) discovered that while HRMP had no direct impact on organizational performance, CSR and OC were significant predictors of that outcome. As a result, it is crucial to enhance HRM processes such as hiring and training, job evaluation, pay, and job stability, as well as to encourage participation in innovation and the implementation of CSR elements (Hung, 2022).

The impact of human resources practices on organizational performance at the International Livestock Research Institute in Nairobi has been studied extensively by Mwai (2021), and the results of the study showed that training and development practices had an impact on

organizational performance. Moreover, one of HRMP are recruitment and selection practices had a significant impact on organizational performance (Kulik, C. T., Cregan, C., Metz, I., & Brown, 2009; Mwai, 2021). Compensation procedures and job design, in addition to compensation, influenced organizational performance.

A study in Ethiopia, by Yeneneh (2021) was conducted to investigate the impact of HRM practice on organizational performance; the results showed a link between human resource management practices and organizational performance. A Pearson correlation study found a positive relationship between the practice of human resource management and organizational performance. Staff training and development, recruitment and selection practices, promotion and job management practices, performance appraisal practices, and compensation management practices had correlation coefficients of 0.493, 0.477, 0.406, 0.394, and 0.327, respectively. On the other hand, it shows a weak relationship between organizational performance and wage management techniques, but a good, medium relationship between training, recruitment, selection, promotion, performance appraisal procedures, and organizational performance (Yeneneh, 2021).

The impact of human resource management practice on organizational performance was investigated in 2020 by a group of researchers in Jordan, Sweis et al. (2020) demonstrated that HRM practice and organizational performance are strongly and positively associated, where the training and development and performance appraisal are significantly related to organizational performance. Other practices (such as recruiting, selection, and remuneration) had little impact on organizational performance (Sweis, R. J., Ogla, K., Abdallat, Y., Sweis, G. J., Suifan, T., & Saleh, 2020).

More recent evidence in a study conducted in the Republic of Kosovo, Jashari and Kutllovci (2020) shows that HR practices should be implemented to maximize employee outcomes, which will lead to improved organizational performance through transparent recruitment and selection, employee training and development opportunities, and performance-based reward. Competent employees, employee involvement in strategic goals and decision-making processes, and working conditions that make employees feel safe (Jashari, A., & Kutllovci, 2020).

In Nigeria, some authors studied the impact of HRM practice on organizational performance in the Nigerian oil and gas industries, Adagbabiri and Okolie (2020) discovered a significant relationship between HRM practices and organizational performance. It also discovered that human resource management (HRM) practices had a significant impact on the oil and gas industry's organizational performance. It has been found that the performance of the oil and gas industry can be attributed to effective HRM practices such as effective recruitment and selection practices, effective training and development practices, and performance appraisal practices (Adagbabiri, M. M., & Okolie, 2020).

An alternative recent study was done on this topic in Sri Lanka, by Miranda and Fernando (2020) found that Ceylon Fisheries Corporation has improved its performance to a greater extent by emphasizing proper hiring and selection practices, implementing extensive training

and development initiatives, utilizing a dependable performance appraisal system, and carrying out efficient reward management initiatives (Miranda, N., & Fernando, 2020).

Also, it has been shown by a study conducted in Malaysia, by Zainon et al. (2020) that all activities used in the study to understand the impact of HRM practices on organizational performance at Jakel Trading Company are positively related to organizational performance. Employee training and rewards and recognition had the strongest correlation, with performance appraisal coming in third (Zainon, Saunah and Ismai, Rina Fadhilah and Ahmad, Raja Adzrin Raja and Shafi, Roslina Mohamad and Misman, Faridah Najuna and Nawi, Sofwah Md and Kadir, 2020).

According to another study done in Mogadishu, Dahie and Mohamed (2017), organizational performance had a significant positive influence on three dimensions of the independent variable. The outcomes of the regression analysis revealed that three constructs had statistically significant, positive, and straight effects on organizational performance. The impact of recruitment and selection on organizational performance, the role of compensation and reward on organizational performance, and the impact of performance appraisal management on organizational performance are all being investigated (Dahie, A. M., & Mohamed, 2017).

In Jordan, several authors, Mehmood et al. (2017), found that human resource management practices have a significant impact on organizational performance HRM practices such as training, performance appraisal, employee participation, job description, and remuneration have already been linked to university success. Except for employee engagement, every premise in this investigation was confirmed. Training has a significant positive impact on organizational performance and work satisfaction (Mehmood, M., Awais, M., Afzal, M. M., Shahzadi, I., & Khalid, 2017).

Some authors have also discovered in Pakistan, Cheem et al. (2017), that higher levels of compensation management, organizational citizenship behaviour, and employee development practices result in higher levels of organizational performance, along with a positive relationship between organizational performance and compensation management, organizational citizenship behaviour, and employee development (Cheem, H., Maheen, S., Cheem, A., & Yaseen, 2017).

In the same context, the following study was conducted in Ethiopia, by Ayalew and Gedif (2017), which found that only four of the five human resource management techniques—performance evaluation practice, training and development practice, pay practice, and motivation practice had an impact on organizational performance. The study's findings also show that of the five human resource management techniques studied, performance evaluation has the greatest impact on organizational performance (Ayalew, A., & Gedif, 2017).

This has also been explored in a prior study by Ooko (2017) in Kenya, which revealed that the management and non-management staff of the chosen Kenyan real estate firms agreed that their organizations had a training policy that applied to all workers, that the training was

linked to the firm's business strategy, and that the staff training requirements were achieved. The study also discovered that the Kenyan real estate companies that were chosen for the study linked employee pay to organizational success and made an attempt to provide pleasing perks for remuneration. The survey also discovered that in the firms, promotion, and incentives were solely based on performance, that performance evaluations were conducted regularly and were not merely a formality, and that personnel received precise and accurate feedback throughout the process. Also, the findings of the study show, that there is a significant positive relationship between employee resourcing, training, compensation, performance appraisal, and organizational performance of the selected Kenyan real estate firms (Ooko, 2017).

A more comprehensive description can be found in a study by Ghalayini (2017) that investigates the impact of HRM on the organizational performance of IGOs. As a result, in this unique organizational setting, this article investigates the role of HRM in improving organizational performance. Although the research generally shows a positive statistical relationship between increased adoption of HR practices and increased company efficiency, it should be noted that factors other than HR practices may affect organizational efficiency. The way a company manages its human resources has a positive impact on the organization's performance (El-Ghalayini, 2017).

Another recent study by Aoin (2017) in Saudi Arabia, investigates the impact of Human Resource Management Practices on the organizational performance of Saudi Arabian firms. The study investigated how rural banks' human resource management policies affected their organizational performance in the Ashanti region. The study concludes that they have similar, if not always opposing, views on how rural banks manage their human resources. According to the evidence gathered, rural banks have yet to benefit from proper human resource management, and even when they do, it is only marginally. Even though research has proven that HRM practices have a positive impact on employee productivity (Aoin, 2017).

As demonstrated by a study done in Bangladesh, by Hosain (2017) to determine the impact of E-HRM activities on organizational performance, the study revealed a link between financial success and e-application tracking, e-selection, e-learning, e-performance management, e-compensation & benefit, e-communication with HRIS, e-personal profile, and e-leave. Three of them have a significant impact on organizational performance: HRIS and e-communication, e-compensation and benefit, and e-leave. Organizational performance, on the other side, has an inverse relationship with e-advertising, e-recruitment, traditional and virtual training, e-grievance tracking & handling, and green HRM. Green HRM, e-grievance tracking and handling, traditional and virtual training, and e-recruitment are just a few of the practices that have a significant negative impact on the organizational performance of the companies under consideration (Hosain, 2017).

Furthermore, another study by Hameed and Mohamed (2016) examined the effects of HRM practices on organizational performance among nurses in some hospitals in the Tiruchirappalli district in India. According to the empirical evidence, recruitment and selection, as well as training and development, can have an impact on organizational

performance. Individual productivity and organizational performance in hospitals have been shown to improve when there are healthy HRM practices in place (Hameed, A., & Mohamed, 2016).

Finally, Gabriel (2016) conducted a study in Nigeria, to investigate the human resource management techniques used in Nigeria's agro-allied industry and assessed the degree to which various HRM techniques affect various organizational performance metrics in that industry. According to the findings of this study, the importance of HRM practices in improving organizational performance cannot be overstated. In this study, the operational models promote the idea that HRM and practices have a significant and direct influence on various indicators of organizational performance. In addition, the study's findings provide managers with useful guidance on how to use HRM practices and policies to achieve exceptional performance. Although it has not been proven that HRM practices have a significant impact on organizational performance, the findings of this study provided empirical evidence that they may be one of the key considerations for businesses seeking long-term excellence in performance (Gabriel, 2016).

3. Theoretical Framework

This section has briefly discussed human resource management in general and then moved on to discuss the variables that impact the identified in previous studies as well as in this study. Four out of 24 human resource management activities were used in this paper to understand the impact of human resource management practice on organizational performance.

3.1 Human Resources Management Practice: It is the process of managing and controlling an organisation's workforce, which helps enhance its performance and efficiency. Efficient and appropriate resources help run the business more smoothly and provide a sustainable way of developing the business. Human resource management Practices are the major way through which businesses may influence and meld the skills, attitudes, and behaviour of employees for them to accomplish their jobs and therefore achieve an organizational objective. HR strategies are intended to improve employees' knowledge, skills, and talents, increase their motivation, reduce or eliminate workplace loitering, and retain valuable personnel. The present study explored the following HRM practices, namely, Human Resource recruitment and selection, training and development, performance assessment, remuneration and reward (Batti, 2013).

3.2 Recruitment and Selection: Recruitment is the process of seeking and recruiting competent individuals for open jobs within a business (Byars, A and Rue, 2006). Recruiting and selection is a four-stage process that includes identifying criteria, planning recruitment, attracting candidates, and choosing candidates. This is part of the actionable HRP, and all of these stages should be completed by the organization's needs (Michael, 2006).

The definition of requirements begins with the organization's strategy and the HRP, which describe the types of personnel required and the types of tasks they are to do. This boils down to analysing and defining the talents and characteristics needed for the specific job function (Bratton, J., & Gold, 2007). Armstrong proposes that behavioral and technical abilities,

credentials, and experiences are part of work roles. Recruiting is described as the process of seeking out prospective workers and encouraging them to apply for employment. According to him, the following scenarios may need recruitment: Positions that have become available due to a transfer, promotion, retirement, termination, permanent incapacity, or death.

Organizations may utilize both internal and external sources to fill open jobs throughout the recruitment process. Internal recruiting seeks applicants from inside the organization's current workforce. It entails strategies such as job posting. Notices regarding open positions are posted in strategic areas using this strategy. Employees are given time to apply for various roles within the business. Another strategy used in internal recruitment is to solicit suggestions from existing workers regarding friends who could fill openings.

In contrast, external recruiting recruits applicants from outside the organization. External recruiting strategies include referrals, media marketing, college recruitment, collaborating with employment agencies, and utilising computer databases. To boost the success of the recruitment process, organizations should provide realistic job previews. Yoder defines recruitment as the process of discovering sources of personnel to satisfy the requirements of the staffing schedule and utilizing effective techniques for attracting enough quantities of manpower to permit the successful selection of an efficient working force. The selection procedure begins when qualifying individuals are identified.

3.3 Training and Development: They are continual processes in every business, and it is one of the HRM practices. The formal and systematic alteration of behaviour via learning that occurs as a result of education, development, and intentional experience is referred to as training (Michael, 2006). In contrast, staff development refers to the growth of supporting technical and professional employees in companies. It strives to allow such employees to efficiently fulfil their present and future duties.

Training and development activities are divided into three categories: training, education, and development. Firms that provide training and development make a visible investment in their personnel. Among the benefits of this investment is increased employability for the individual employee. In today's corporate world, an individual must deal with a variety of challenges and keep their skills and knowledge up to date to stay and remain competitive. As a result, the desire for a well-qualified staff becomes a strategic goal (Armstrong, Michael and Taylor, 2023).

An organization's human resource training and development system is a critical mechanism for guaranteeing the knowledge, skills, and attitudes required to fulfil corporate goals and generate competitive advantage. Training is an organized endeavour that supports the learning of job-related information, and the upgrading of skill sets, and

influences an employee's behaviour. Training is a crucial aspect in the deployment of HRM technologies that is responsible for productivity. Training programs have resulted in increased productivity in enterprises. "Untrained employees change occupations more frequently (Waterman Jr, 1994).

Training and development are the areas of human resource management dealing with organizational activity aimed at enhancing the performance of individuals and groups in organizational settings. HRM strategies affect employee abilities through the acquisition and development of a firm's human capital. Organizations may utilize a variety of HRM methods to improve employee capabilities. First, such approaches may be employed to enhance the quality of the personnel hired by boosting the skills and talents of present employees. Second, firms may increase the quality of present employees by offering extensive training and development activities following employee selection.

3.4 Compensation (Reward) Management: Wages, salaries, and bonuses are examples of compensation, which is one of the human resource management activities that deals with every sort of incentive workers receive in exchange for executing organizational duties. The compensation function's goal is to design a reward system that is fair to both the employer and the employees. states that the compensation system is acknowledged as employee merit and it is extensively associated with business success. Compensation, by its definition, means all monetary payments and all commodities used instead of financial to reimburse employees. The reward system was created to recruit, motivate, to maintain staff.

According to Bratton and Gold (2017), reward refers to any financial, non-financial, and psychological rewards made to employees in exchange for the work they do. Regardless of whatever other benefits it provides to its employees, a business must make three major monetary reward decisions: how much to pay, for whom to pay, and how much to pay. Emphasis should be placed on monetary incentives as part of the whole work relationship.

In practice, the reward should be dependent on the sort of job the individual is performing and how one executes the task, while the demand and supply of the labour force are increasingly impacting the reward. The reward is viewed as a management tool that promotes an organization's performance and stimulates employees to act according to the organization's goals and objectives. "Electronic commerce" refers to the sale of electronic goods. Financial incentives can include both base salary and performance-based compensation (Bratton, J., & Gold, 2007). Base pay is calculated using internal and external rates based on work evaluation and market rates, and it is represented in a certain period, such as a year, month, or week (Armstrong, Michael and Taylor, 2023).

Several non-financial reward techniques supplement money benefits. These address people's demands for recognition, accomplishment, responsibility, influence, and personal growth. Money alone cannot motivate employees to work, thus it should be supplemented by non-monetary incentives. If inspiration is achieved in this manner, it can have a more long-lasting and significant impact on people (Armstrong, Michael and Taylor, 2023).

However, selecting an adequate pay method is most likely the fundamental problem of human resource management and the heart of personnel economics Furthermore, he emphasized that remuneration packages must be compatible with corporations' profit maximization, but they should also offer workers incentives to perform as effectively as feasible. Furthermore, incentive compensation improves organizational performance, reduces

staff turnover, and boosts sales growth. Salary growth has the largest influence on turnover for high performers, which are high-salary growth-performing people in the firm.

3.5 Performance Management (Appraisal): It is concerned with the performance of a company and its employees, and it is an essential component of human resource management. Performance, according to Armstrong and Baron (2005), is a systematic and integrated strategy for bringing sustainable success to companies by enhancing the performance of the people who work in them and growing the capabilities of teams and individual contributors. It is concerned with performance improvement, employee development, and meeting the requirements and expectations of all owners, managers, workers, customers, and the community of the firm (Armstrong, M., & Baron, 2005).

The process through which executives, managers, and supervisors seek to align performance with the firm's goals is known as performance management. It is the activity used to assess an employee's ability to do work efficiently.

Performance appraisal is defined by other academics as the process of analysing how effectively people execute their tasks and then conveying that information to the employees. It may also be viewed as a process through which an employee's work performance is assessed (usually in terms of quality, quantity, cost, and time) by the associated management or supervisor (DeNisi, A. S., & Murphy, 2017). This is the practice that directs employees' work-related attitudes and actions. It is said to be a "systematic description" of a worker's strengths and limitations. It is an activity that must be integrated into organizational jobs; notably, managers are largely accountable for it. Performance management, in other words, encompasses performance appraisal, performance review, employee evaluation, and employee appraisal.

A successful performance appraisal system includes two-way communication about performance between the supervisor and the subordinate. Evaluation should not be considered just as a once-a-year completion of rating forms; it should be a continual process. Performance assessment interviews using feedback evaluation information can be beneficial, provided the feedback evaluation information is meaningful, clear, and useful. Feedback information, on the other hand, can be highly distressing if the evaluation is seen as unfair, erroneous, or badly structured. It is critical to choose the right assessment technique for employees and managers to utilize; well-done performance evaluation adds to corporate objectives as well as employee growth and happiness. If the purpose is met, the assessment might assist in identifying a better worker.

An efficient assessment system is beneficial to the company. As a result, an effective performance plan may provide direction, maximize human potential, and improve individual and organizational performance. Supervisors should work hard to assist employees in reaching their goals; on the other hand, performing periodic performance reviews by comparing the previous period to the present time is critical. Furthermore, supervisors should identify the employee's strengths and weaknesses so that they can plan ways to avoid their weaknesses and develop their skills, knowledge, and experiences so that they can fully apply

their strengths towards improving the effectiveness and efficiency of the work performed.

3.6 Organizational Performance: In general, the concept of organizational performance is built upon the assumption that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the goal of attaining a common purpose. Different researchers define performance differently. In management research circles, organizational performance remains a contested question. Performance is equated to the famous; economy, efficiency, and effectiveness of a certain programme of action. Organizational performance, according to Richard et al. (2009), comprises three distinct areas of business outcomes: financial performance (profits, return on assets, return on investment, etc.), product market performance (sales, market share, etc.), and shareholder return (total shareholder return, economic value added, etc). Organizational performance may be stated as the actual output or outcomes of an organization as assessed against its anticipated outputs, that is; goals and objectives. Performance should not be confused with productivity (Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, 2009). According to research conducted by Chien and Ting (2004), five primary aspects influence organizational performance: leadership styles and environment, job design, organizational culture, model of purpose, and human resource policy (Chien, Yung-Chieh and Ting, n.d.).

4. Methodology

This section's major goal was to outline the research methods employed to study the paper topic. It discusses the study design, study population, sampling design, data collection technique, data source, and data analysis concerning the impact of human resource management practices on the organizational performance of Libyan International Medical University.

4.1 Research Approach: Three methods were used in conducting a specific study based on the processes you follow, the tools used, the goals to be achieved, the methodologies you follow, and various other elements. These research methods include quantitative, qualitative, and mixed. The quantitative research technique is primarily concerned with the generation of quantitative data, and quantitative data is a systematic record consisting of numbers generated by researchers through the process of measurement and imposing structure. Noting, that this study used a quantitative method.

4.2 Data Collection Method: Primary data for this study were acquired using an online questionnaire in December 2022. The purpose of this questionnaire is to assess the impact of human resource management practices on organizational performance at Libyan International Medical University. They were asked to rate their agreement with a series of items on a five-point Likert scale ranging from highly agree to strongly disagree. The online survey got 151 responses. The research began by distributing the questionnaire within the university through the internal system for employees via the Internet. The questionnaire contained closed questions in which respondents were presented on a 5-point Likert scale as shown in Table 1.

Table 1. Likert's Measurement Scale

Scale	5	4	3	2	1
Agreement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

4.3 Population: The targeting/participants for sources of primary data via a questionnaire were Libyan International Medical University employees from academic staff, administration, and employees at different levels of positions. The total population is 400, the sample population has been selected using the appropriate sample frame and sample size determination as mentioned below.

4.4 Sample: To determine the correct sample size, Krejcie and Morgan, (1970) table was used as shown in Figure 1. It indicates that when the population is 400, the sample should be 196, which makes the confidence level equal to 95%, and the margin of error equal to 5%. According to the HRM department in the university, the total number of university employees was 400 (Krejcie, R. V., & Morgan, 1970).

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Figure 1. Table of Determining Sample Size (S), where N is a Population Size

4.5 Instrument Validity: It refers to the extent to which a measurement instrument (such as a survey, test, or scale) accurately measures what it is intended to measure. It is an important consideration in research because it determines the reliability and meaning of the data collected using the instrument (Creswell, John W and Creswell, 2017).

The study questionnaire was adopted from (Al Shaikhly, 2017), where the supervisors revised, developed, and validated the questionnaire. A macro review that covers all the study constructs was thoroughly performed by Prof. Dr. Sabri Elkrghli and Dr. Mailoud Alabdly. Some items were added while others were dropped based on their valuable recommendations, as other items were reformulated to become more accurate to enhance and modify the study instrument.

4.6 Instrument Reliability: Before the analysis began, a reliability test was performed to confirm whether the data obtained was reliable or not. The Cronbach's alpha was determined using reliability analysis.

Table 2. Instrument Reliability

Variables of the Study	N of Items	Cronbach's Alpha	Validity
Planning and Recruitment	7	0.70	0.83
Training programme	8	0.83	0.91
Compensation	7	0.81	0.90
Appraisal	8	0.84	0.91
Overall	30	0.93	0.96
Organizational performance	4	0.74	0.86

From Table 2, it can be seen that Cronbach's alpha value obtained is 0.93 % for independent variables and 0.74% for the dependent variable. As a result, this is at least 0.70%, which means that the instruments are reliable and dependable (Taherdoost, 2016).

Validity, on the other hand, refers to the degree to which a measure measures what it is intended to measure. In other words, a measure is considered valid if it accurately captures the construct or concept it is supposed to represent. According to Table 2, which also shows the validity, 0.96% for independent variables and 0.86% for the dependent variable. Whereas the validity is the square root of the reliability.

5. Results

The section includes a descriptive analysis of the acquired data, as well as an interpretation and discussion of the findings. Following data processing and analysis, the findings are presented and analyzed in this chapter to achieve the study's goal of determining the impact of human resource management practice on organizational performance at Libyan International Medical University.

Data were analyzed using SPSS version 28, in performing data analysis several tests were used to examine the data in this study, a test of normality, a reliability & validity test, a Cronbach's alpha, multiple linear regression analyzes were performed to assess whether different activities of HRM practices affect organizational performance, and stepwise regression to find out which activity has the greatest impact on organizational performance, using HRM practices as an independent variable and organizational performance as a

dependent variable.

5.1 Normality Test: A normality test is performed to determine how the study data are distributed. To ensure that the data is normal. This normal test is most effective in some circumstances. Table-2 below shows two tests for determining normality: Kolmogorov-Smirnov if sample size greater than 100, and Shapiro-Wilk if sample size less than 100 (Razali, N. M., & Wah, 2011).

Table 3. Test of Normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	d.f	Sig.	Statistic	d.f	Sig.
Organizational Performance.	0.138	151	< 0.001	0.962	151	< 0.001
The Impact of Human Resource Management Practice.	0.088	151	0.006	0.976	151	0.010

As a result in Table 3, the Kolmogorov-Smirnov model was used based on the existing sample. The value is unevenly distributed over the practice of HRM (Sig.= 0.006 < 0.05), which means that the data is not normally distributed. The data was transformed from normal data into parametric data to use the regression method to analyze the data.

5.2 Demographic Information Analysis: This subsection outlines how the participants were distributed based on their demographic data. The first component of the questionnaire collects demographic information from participants, such as gender, age, educational history, and employment.

Table 4. The Distribution of the Gender

Gender	Frequency	Percent	Cumulative Percent
Male	79	52.30	52.30
Female	72	47.70	100.00
Total	151	100.00	-

Table 4 clearly shows that females made up 47.70% of the respondents, while males made up 52.30% of the sample size.

Table 5. The Distribution of the Age Group

Age /Year	Frequency	Percent	Cumulative Percent
20 to less than 30	71	47.00	47.00
30 to less than 40	42	27.80	74.80
40 to less than 50	20	13.20	88.10
50 and above	18	11.90	100.00
Total	151	100.00	-

Table 5 shows that nearly half of the participants, or 47.00%, were between the ages of 20

and 30. The second largest age group was those between the ages of 30 and 40, accounting for 27.80% of the participants. Participants aged between 40 and 50 made up 13.20% of the total, while those who were 50 years of age or older accounted for 11.90% of the participants.

Table 6. The Distribution of Nationalities.

Nationality	Frequency	Percent	Cumulative Percent
Libyan	145	96.00	96.00
Non-Libyan	6	4.00	100.00
Total	151	100.00	-

Table 6 indicates the respondents' nationalities, which were predominantly Libyan, with 96.00% being Libyan and 4.00% being non-Libyan.

Table 7. The Distribution of Educational Levels

Educational	Frequency	Percent	Cumulative Percent
High School or Diploma	19	12.60	12.60
BSc	80	53.00	65.60
Master	34	22.50	88.10
PhD	18	11.90	100.00
Total	151	100.00	-

According to Table 7, 12.60% of individuals have a High School or Diploma degree. In addition, 53.00% of individuals have a bachelor's degree or an equivalent qualification, while 22.5% have a master's degree. Finally, 11.90% of individuals have a doctorate.

Table 8. The Distribution of the Job Title

Job	Frequency	Percent	Valid Percent
Centre Manager	4	2.60	2.60
College Agent	3	2.00	2.00
Deans of College	4	2.60	2.60
Director of the Department	20	13.20	13.20
Employee	109	72.30	72.30
Head of the Department	11	7.30	7.30
Total	151	100.00	100.00

Table 8, demonstrates that the largest proportion of participants, comprising 72.30% of the total, are employees. Directors of the Department make up 13.20% of respondents, followed by Heads of the Department at 7.30%, Deans of college and Centre managers at 2.60% each, and College agents at 2.00%.

Table 9. The Distribution of Experiences

Experience/Year	Frequency	Percent	Valid Percent
Less than 5	90	59.60	59.60
5 to less than 10	36	23.80	83.40
10 to less than 15	12	7.90	91.40
15 and above	13	8.60	100.00
Total	151	100.00	-

Table 9 above displays the distribution of employees' years of experience within the organization. Specifically, 59.60% of employees have fewer than 5 years of experience, while 23.80% have between 5 and 10 years of experience. Additionally, 7.90% of employees have between 10 and 15 years of experience, and 8.60% have 15 years or more of experience.

4.3 Descriptive Statistics: Planning and Recruitment at LIMU: It is a process of publicizing the vacancies or openings of any esteemed capacity (openings) in the most attractive and rightful manner with the sole objective of attracting maximum pool of eligible candidate.

Table 10. Descriptive Statistics of Planning and Recruitment

	N	Mean	S.D	RI	Rank
LIMU attracts high quality employees.	151	3.87	0.822	77.40	2
LIMU retains high quality employees.	151	3.70	0.993	74.00	3
LIMU website is constantly updated with the latest vacancies.	151	3.39	1.020	67.80	8
LIMU recruitment is fair.	151	3.57	0.845	71.40	6
LIMU planning and recruitment process is transparent.	151	3.44	0.884	68.80	7
Planning and employment policies at LIMU have an impact on organizational performance.	151	3.93	0.801	78.60	1
LIMU involves the staff in the planning process.	151	3.57	0.935	71.40	6
Overall	151	3.64	0.540	72.80	-

According to Table 10, showed the mean average for this area is 3.64 with std is 0.54 and relative importance 72.8%, indicating that respondents think that planning and recruitment have an influence on organizational performance.

Training Programme at LIMU: A tool that enables a greater operational efficiency in companies (Ray, K. W., & Goppelt, 2011).

Table 11. Descriptive Statistics of Training Programme

	N	Mean	S.D	RI	Rank
LIMU is concerned about the quality of Training.	151	3.91	0.822	78.20	4
LIMU provides new employees with an orientation.	151	3.93	0.993	78.60	1
LIMU adopts continuous training to improve organizational performance.	151	3.92	1.020	78.40	3
LIMU planes ahead for the training programmes	151	3.78	0.845	75.60	7
LIMU uses advanced technology in training Programmes.	151	3.92	0.884	78.40	2
LIMU has cross- departmental training programmes.	151	3.60	0.801	72	8
LIMU uses new approaches for training programmes.	151	3.85	0.935	77	6
LIMU encourages team- work seminars.	151	3.89	0.540	77.80	5
Overall	151	3.85		77	

Table 11, indicates that the mean average is 3.85, with std is 0.59 and relative importance 77% which means that the participants think that training and development has an impact on organizational performance.

Compensations (Rewards) Management at LIMU: Employees are motivated when there are financial rewards directly tied to their performance (Altarawmneh, I., & Al-Kilani, 2010).

Table 12. Descriptive Statistics Compensations (Rewards) Management

	N	Mean	S.D	RI	Rank
LIMU is concerned with the needs of employees to improve organizational performance.	151	3.64	0.975	72.8	3
LIMU provides employees with the type of benefits they need.	151	3.52	0.965	70.4	5
LIMU provides benefits that compare favourably in the sector.	151	3.93	0.833	78.6	2
LIMU uses in-kind compensation alternatives.	151	3.41	0.926	68.2	6
LIMU uses compensation programmes based on performance.	151	3.58	0.836	71.6	4
LIMU uses fair incentive system.	151	3.40	1.008	68	8
LIMU compensation system is reviewed periodically.	151	3.41	0.803	68.2	7
LIMU system is one of the reasons to retain my job at the said organization.	151	3.97	0.824	79.4	1
Overall	151	3.61	0.61	72.2	

Table 12, shows that the mean average is 3.61, which explains that the participants agree with the fact that compensation has value and impact on organizational performance in their

perception.

Performance Appraisal at LIMU: It is a continuous process that assesses individuals' individual contributions to the achievement of corporate goals (Siaguru, 2011).

Table 13. Descriptive Statistics Performance Appraisal

	N	Mean	S.D	RI	Rank
LIMU deals with employee complaints fairly to improve organizational performance.	151	3.80	0.938	76	3
LIMU has a professional appraisal system.	151	3.64	0.934	72.8	7
LIMU considers employees accountable for their work.	151	4.17	0.716	83.4	1
LIMU provides feedback to employees.	151	3.67	0.950	73.4	6
LIMU is aware of its employee's opinions.	151	3.72	0.976	74.4	5
LIMU evaluation system is fair and honest.	151	3.83	0.795	76.6	2
LIMU has realistic expectations about employee productivity.	151	3.80	0.880	76	4
Overall	151	3.80	0.62	76	-

Table 13 shows that the mean average is 3.80, which explains that the participants agree with the fact that performance appraisal has value and an impact on organizational performance in their perception.

Organizational Performance at LIMU: Organizational performance measures a company's performance by comparing it to its goals and objectives (Cho, J., & Dansereau, 2010).

Table 14. Descriptive Statistics Organizational performance

	N	Mean	S.D	RI	Rank
There is a link between Efficient recruitment and selection and organizational performance.	151	3.79	0.867	75.8	3
There is a link between Compensation and organizational performance	151	3.56	0.797	71.2	4
There is a link between Careful performance appraisals and organizational performance.	151	3.81	0.734	76.2	2
There is a link between good training and organizational performance.	151	4.02	0.804	80.4	1
Overall	151	3.80	0.60	76	-

Table 14 shows that the mean average is 3.80, which explains that the participants agree that there is a link between independent variables and organizational performance.

4.4 Multiple Regression Analysis: Regression analysis is one of the most extensively used data analysis techniques, particularly in the social sciences. It is an effective technique for making predictions and analyzing the connection between one dependent (criterion) variable and multiple independent (predictors). There are two sorts of regression tests: simple regression, which examines a link between a single independent variable and one dependent

variable, and multiple regressions, which test a collection of predictors with a dependent variable and are used to assess the current research hypotheses (Ghani, I. M. M., & Ahmad, 2010).

HRM Practices and Organizational Performance.

$$OP = \alpha_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 \qquad (1)$$

Where: α_0 = Constant.

Dependent Variables: OP = Organizational performance.

Independent Variables: x_1 = Planning & Recruitment; x_2 = Training Programme;

x_3 = Compensation; and x_4 = Performance Appraisal.

Table 15. Model Summary Multiple Regression.

Model	R	R Square	Adjusted R Square	S.E of Estimate
1	0.468	0.453	0.7398	

a. Predictors: (Constant), x_4, x_1, x_2, x_3

From Table 15, the model summary of multiple regression analysis result presented on table, shows that all the four HRM practices namely planning and recruitment, training programme, compensation, performance appraisal have the ability to influence organizational performance (R square value = 0. 468). It implies that 46% of variations in the organizational performance is explained by HRM practices and (53.2%) of the variation on the dependent variable is attributed to other factors outside the regression model.

Table 16. ANOVA Multiple Regression

	Model	Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	70.235	4	17.559	32.082	< 0.001
	Residual	79.906	146	0.547		
	Total	150.140	150	-		

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), x_4, x_1, x_2, x_3

The Analysis of Variance (ANOVA) was used to determine whether there was a statistically significant impact of planning and recruitment, training programme, compensation, Performance appraisal as (independents variables) on organizational performance as (dependent variable). From table-15, the findings revealed a p-value = <0.001 implying that there is a significant impact of planning and recruitment, training programme, compensation management, appraisal on organizational performance. Table 16 shows that, F-statistics is 32.082 and the p-value = <0.001 (p- value = <0.001 < 0.05), therefore the model is significant at 5% level of significant.

Table 17. Coefficients Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	S.E	Bata		
1	(Constant)	0.008	0.060	-	0.127	0.899
	x_1	0.188	0.091	0.188	2.064	0.041
	x_2	0.180	0.094	0.176	1.924	0.056
	x_3	0.099	0.102	0.099	0.969	0.334
	x_4	0.309	0.103	0.312	3.011	0.003

a. Dependent Variable: Organizational Performance

From coefficients Table 17 we can construct the model as in Eq. (2)

$$OP = 0.008 + 0.188\,x_1 + 0.180\,x_2 + 0.099\,x_3 + 0.309\,x_4 \qquad (2)$$

Table 17 shows that the beta coefficient of planning and recruitment, training programme, compensation, and performance appraisal. They are two variables are significant (x4 & x1), whereas (x2 & x3), are not significant this means that performance appraisal and planning and recruitment have impact on the organizational performance.

4.5 Stepwise Regression Analysis: The results obtained by using multiple regression analysis it was not clear, so to obtain the best result, stepwise regression analysis it was used. Stepwise regression analysis is the iterative creation of a regression model step by step, which includes the selection of independent variables to be utilized in the final model. It entails successively adding or eliminating putative explanatory factors and evaluating for statistical significance after each iteration (Johnsson, 1992).

Table 18. Model Summary Stepwise Regression

Model	R	R Square	Adjusted R Square	S.E of Estimate
1	0.640	0.409	0.405	0.77171
2	0.667	0.445	0.438	0.75012
3	0.681	0.464	0,453	0.73965

a. Predictors: (Constant), x_4

b. Predictors: (Constant), x_4, x_1

c. Predictors: (Constant), x_4, x_1, x_2

Table 18 shows the model summary of stepwise regression analysis result presented on table, shows that there are three variables of HRM practices namely performance appraisal, planning and recruitment, training programme have the ability to influence organizational performance (R square value = 0.464). It implies that 46.4 % of variations in the organizational performance is explained by HRM practices and (53.6 %) of the variation on

the dependent variable is attributed to other factors outside the regression model.

Table 19. ANOVA Stepwise Regression

Model		Sum of Squares	d.f	Mean Square	F	Sig.
1	Regression	61.404	1	61.404	103.106	$< 0.001^b$
	Residual	88.736	49	0.596		
	Total	150.140	150	-		
2	Regression	66.864	2	33.432	59.417	$< 0.001^c$
	Residual	83.276	148	0.563		
	Total	150.140	150	-		
3	Regression	69.720	3	23.240	42.481	$< 0.001^d$
	Residual	150.140	147	0.547		
	Total		150	-		

a. Dependent Variable: Organizational Performance.

b. Predictors: (Constant), x_4

c. Predictors: (Constant), x_4, x_1

d. Predictors: (Constant), x_4, x_1, x_2

The Analysis of Variance (ANOVA) was used to determine whether there was a statistically significant impact between performance appraisal, planning and recruitment, training programme as (independents variables) on organizational performance as (dependent variable). From Table 19, the findings revealed a p-value = < 0.001 implying that there is a significant impact of performance appraisal, planning and recruitment, training programme, on organizational performance. Also shows that, F-statistics is 42.481 and the p-value = < 0.001 (p-value = < 0.001 < 0.05), therefore the model is significant at 5% level of significant.

Table 20. Coefficients Stepwise Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	S.E	Beta		
1	(Constant)	0.007	0.063	-	0.115	0.908
	x_4	0.634	0.062	0.640	10.154	< 0.001
2	(Constant)	0.009	0.061	-	0.153	0.878
	x_1	0.265	0.085	0.265	3.115	0.002
	x_4	0.452	0.084	0.456	5.369	< 0.001
3	(Constant)	0.009	0.060	-	0.151	0.880
	x_1	0.215	0.087	0.215	2.478	0.014
	x_2	0.205	0.090	0.201	2.285	0.024
	x_4	0.346	0.095	0.349	3.642	< 0.001

a. Dependent Variable: Organizational Performance.

From coefficients stepwise Table20 we can construct the model as in Eq. (3)

$$OP = 0.009 + 0.215x_1 + 0.205x_2 + 0.346x_4 \qquad (3)$$

According to Table 20, there are three variables are significant (x_4 & x_1 & x_2), where (x_3) was excluded, and this means that performance appraisal, planning & recruitment, training programme, have an impact on the organizational performance of Libyan International Medical University.

4.6 Hypotheses Test: Based on the results showed in Table 20, which showed that there are three out four human resource management activities used in this study have a significant impact on the organizational performance of the Libyan International Medical University. The result of the hypotheses are as follows:

Table 20 shows a significance of the first variable Planning and Recruitment x1 (0.014< 0.05), which is less than (0.05) therefore the study rejects *Ha0:* Planning and Recruitment has a negative impact on organizational performance of Libyan international medical university", and accepts *Ha1:* Planning and Recruitment have a positive impact on organizational performance of Libyan international medical university."

Table 20 shows the significance of the second variable Training Programme x2 (0.024< 0.05), which is less than (0.05) therefore the study rejects *Hb0:* Training and Development have a negative impact on organizational performance of Libyan international medical university.", and accepts *Hb1:* Training and Development has a positive impact on organizational performance of Libyan international medical university."

Table-19 shows a significance of the fourth variable performance appraisal x4 (<0.001< 0.05), which is less than (0.05) therefore the study rejects Hd0: Performance Appraisal has a negative impact on organizational performance of Libyan international medical university.", and accepts *Hd1:* Performance Appraisal has a positive impact on organizational performance of Libyan international medical university."

The third variable compensations management x3 was excluded from the model shown in table-19 where is the significant value of the variable (0.334 > 0.05), which is more than (0.05) this means the study accepts Hc0: Compensations (Rewards) Management has a negative impact on organizational performance of Libyan international medical university." and rejects *Hc1:* Compensations (Rewards) Management has a positive impact on organizational performance of Libyan international medical university."

Table 21. Summary of Tested Hypotheses.

Hypotheses	Decision
Ha0: Planning and Recruitment has negative impact on Organizational performance of Libyan international medical university.	Reject
Ha1: Planning and Recruitment has positive impact on Organizational performance of Libyan international medical university.	Accept
Hb0: Training and Development has negative impact on Organizational performance of Libyan international medical university.	Reject
Hb1: Training and Development has positive impact on Organizational performance of Libyan international medical university.	Accept
Hc0: Compensations (Rewards) management has negative impact on Organizational performance of Libyan international medical university.	Accept
Hc1: Compensations (Rewards) management has positive impact on Organizational performance of Libyan international medical university.	Reject
Hd0: Performance appraisal has negative impact on Organizational performance of Libyan international medical university.	Reject
Hd1: Performance appraisal has positive impact on Organizational performance of Libyan international medical university.	Accept

6. Discussion

The study goal was to determine the impact of human resource management practices on the organizational performance of Libyan International Medical University. The research sought to test the impact of planning and recruitment on organizational performance, and to test the impact of training and programme on organizational performance, moreover to test the impact of compensation on organizational performance, and last to test the impact of performance appraisal on organizational performance.

The population included 400 employees of Libyan International Medical University. The human resources department provided the sample information for this investigation. Krejcie and Morgan, (1970) table was used to determine the study's sample size. According to the table, the sample size was 196. This study relied on primary data accrued methods by questionnaire. The study employed quantitative data analysis. The study relied on descriptive statistics, and the data was analyzed using SPSS v.28.

The finding of the study indicates that the organizational performance of Libyan International Medical University was affected by only three human resource management practices out of four used in the study namely; Performance Appraisal, Training Programme, Planning and Recruitment, which the findings agree with Mwai (2021), Adagbabiri & Okolie (2020), and Dahie & Mohamed (2017).

The study found that planning and recruitment had a considerable impact on organizational

performance, this means that by selecting employees with the appropriate credentials and characteristics, the institution would be able to improve its organizational performance, where this finding is consistent with the result of Mwai (2021).

Also, the study found that organizational performance was greatly impacted by the training programme, as it came in second place after performance appraisal. This result disagrees with Aoin (2017) and Hameed & Mohamed (2016).

Moreover, the findings show compensation and reward had no meaningful influence on organizational performance. It demonstrates that Libyan International Medical University's compensation and reward programme does not inspire employees to improve their productivity, which leads to an improvement in organizational performance which the results agree with Hameed & Mohamed (2016).

Furthermore, the study's findings show that performance appraisal is the most influential of the three human resource management practices on organizational performance.

7. Conclusion

The main purpose of this study was to investigate the effect of HRM practices on the organizational performance of LIMU. Accordingly, relevant results were found about the impact of human resource management practice on organizational performance. In this study, significant findings were found that support the positive links between HRM practice and organizational performance. In line with the above discussion, the result of the regression analysis shows that three human resource management practices, namely planning and recruitment, performance appraisal, training programme, have the ability to impact the organizational performance. On the other hand, the results showed that compensation has no impact on organizational performance.

7.1 Limitations: Every study comes with its own set of limitations, and the limitations of this study are mentioned in the section below to assist future research to fill the existing research gap while relying on some of the research findings.

1) The data was not normally distributed (non-parametric data); 2) Limited access to previous studies published focusing on Libya; and **3)** Just 46% of variations in the organizational performance is explained by Human Resource Management practices in this study.

8. Recommendations and Implications

At Libyan International Medical University, deliberate and well-directed efforts are being made to strengthen existing HR procedures. As a result, it is advised that public and private sector firms implement efficient HR systems to improve the individual and organizational performance.

In addition to the research findings, the study suggests certain recommendations to the administration of Libyan International Medical University regarding to compensation practices: Performance-based promotions, corporate recognition awards, industry educational support, corporate wellness initiatives, and flexibility and cooperation should all be provided

by management, this will help improve employee satisfaction and motivation, ultimately leading to better organizational performance. By focusing and implementing on these practices, the university management can create a positive and supportive work environment, which will benefit both the employees and the institution.

Also, an important factor such as performance appraisal has the highest impact on the organizational performance of Libyan International Medical University it is recommended to be tested separately in the future.

The investigation was limited to Libyan International Medical University. As a result, the study suggests that more research to be conducted in various sectors. Future researchers should focus on additional human resource management activities that were not included in this study. Future researchers should incorporate the current study into their literature review and conduct more research on the topics addressed in this study in order to enhance the existing study and acquire a deeper and broader understanding of Human Resource Management Practices. In conclusion, the findings of this study suggest that the management of human resources and its associated activities are crucial for enhancing organizational performance. Organizations should prioritize the investment in activities that have a significant impact on organizational performance, such as training and development, and tailor them to meet the specific needs of their employees and the organization. By doing so, organizations can improve their performance and achieve their strategic goals.

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