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M.A. THESIS

OMAR ALGHABRA

T.C.
UNIVERSITY OF GAZIANTEP
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DEPARTMENT OF BUSINESS ADMINISTRATION

Impact of Human Resource Management Processes on
Employees' Performance: A Study on Humanitarian
Organizations

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Performance: A Study on Humanitarian Organizations**

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Date of Viva: 21-June-2018

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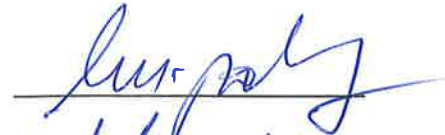


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GAZIANTEP ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANABİLİM DALI

İnsan Kaynakları Yönetim Süreçlerinin Çalışan Performansına Etkisi: İnsani Yardım Örgütlerinde Bir Çalışma

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DEDICATION

This thesis is dedicated to:

The sake of Allah, my Creator.

The beacon of light to all mankind Muhammad (PBUH).

My father & mother for their unconditional love and endless support.

By beloved brothers.

My homeland Syria; which I miss the most.

ETHICAL DECLARATION

In this thesis study prepared in accordance with the Thesis Writing Rules of Institute of Social Sciences of Gaziantep University;

I have obtained the data, information and documents that I have given in the thesis under the academic and ethical rules.

I offer all information, documents, evaluation and results in accordance with scientific ethics and moral rules.

When I refer to the works that I have used in the thesis study by finding suitable references.

I have not made any change to the data used.

In this thesis, the work I gave you is unique.

I hereby declare that I accept all other rights losses which may arise in case of contrary.

Omar Alghabra

ABSTRACT

Impact of Human Resource Management Processes on Employees' Performance: A Study on Humanitarian Organizations.

ALGHABRA, OMAR

M.A. Thesis, Department of Business Administration

Supervisor: Asst. Prof. Dr. Özlem YAŞAR UĞURLU

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The study examined the impact of human resources processes on employees' performance in non-governmental organizations in the city of Gaziantep. The dimensions of the human resources management processes (independent variables) were: job analysis, job design, job security, job succession planning, job satisfaction. While the dependent variable was job performance.

12 non-governmental organizations in Gaziantep were selected by the criteria of having HR departments that apply HR systems and processes with the approximate number of 50 employees per organization. Out of these 12 NGOs, 122 employees completed the surveys. Electronic – and paper survey – were administered through links which were sent to human resources' managers at those organizations by email and other social media programs, in addition to the visits which were conducted.

As a result, the depended variable of job performance of employees was predicted by the (HRM) processes, where the most predictor variable was job satisfaction.

In this context, the study was of very few studies which examined the relationship between different human resources management processes and employees job performance in NGOs based in Gaziantep.

Key words: Human Resource Management (HRM), NGOs, Job analysis, Job Design, Job Security, Job Succession planning, Job satisfaction, Job performance.

ÖZET

İnsan Kaynaklar Yönetimi Süreçlerinin Çalışan Performansına Etkisi: İnsani Yardım Örgütleri Üzerine bir Çalışma

ALGHABRA, OMAR

Yüksek Lisans Tezi, İŞLETME ABD

Tez Danışmanı: Dr. Öğr. Üyesi Özlem YAŞAR UĞURLU

Haziran 2018, 62 sayfa

Bu çalışma Gaziantep’te faaliyet gösteren sivil toplum örgütlerini temel alarak insan kaynakları süreçlerinin çalışan performansı üzerindeki etkisini saptamayı amaçlamaktadır. İnsan kaynakları yönetimi süreçleri (bağımsız değişkenler); iş analizi, iş tasarımı, iş güvenliği, iş başarısı planı, iş memnuniyeti olarak ele alınırken, araştırmanın bağımlı değişkeni ise iş performansı olarak tanımlanmıştır.

Araştırmada İK departmanına sahip ve bünyesinde İK sistemleri ile süreçlerini uygulayan ve yaklaşık 50 çalışana sahip 12 insani yardım kuruluşunun 122 adet çalışanına anket yapılmıştır. Anketler hem yüz yüze ziyaretler sonucu hem de elektronik ortamda toplanmıştır.

Sonuç olarak, İKY süreçlerinin çalışanların iş performansı üzerindeki etkisi regresyon analizi ile belirlenmeye çalışılmış, en güçlü değişken ise iş tatmini olmuştur.

Anahtar kelimeler: İnsan Kaynakları Yönetimi (İKY), STK, İş analizi, İş tasarımı, İş güvenliği, İş başarısı planı, İş memnuniyeti, İş performansı.

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Omar Alhabra

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Chapter I

INTRODUCTION

The introduction of this thesis dissertation talks about the background of the research, aim of the research, the problem statement, the significance of the research. In addition, overall information regarding NGOs in Gaziantep is presented.

1.1.1. Background of the Study

This study will examine the impact of Human Resource Management (HRM) processes on the job performance of employees in non-governmental organizations in Gaziantep. HRM is the method of the organization to manage the most valuable assets. In other means; the employees whom working to achieve the organization goals. To achieve the goals, HRM maintain the collection of the best people and direct them effectively. The main hypothesis of the theory of HRM is that employees are humans not machines, accordingly, we have to study those employees to get the best performance out of them.

1.1.2. Human Resource Management and Non-Governmental Organizations

An NGO is a non-governmental non-profitable group of organized people either on a national or international basis. This group has a common interest, which provide a various number of humanitarian services to people/countries in need of this services. Some of them are organized based on specific issues, such as Health, environment or human rights. The idea of NGO started 1945 after the establishment of the United Nations Organizations (Lekorwe & Mpabanga, 2007).

considered a third sector or non-profit organizations. NGOs have activities such as: alleviate the suffering of humans, advocate the weak and poor, protect the environment, offer fundamental social services, and engage community development (Lekorwe & Mpabanga, 2007).

NGOs are the receivers of huge amounts of money with a main goal of saving lives regardless of how this goal will be achieved. This puts the NGOs in an accountable situation to stakeholders such as donors, international government aid or INGOs that support the countries that need help. The previous makes a base to take in consideration the performance of these NGOs, not forgetting the people that need the help of the NGOs whom are the beneficiaries that depend on.

The positive relationship between HRM processes and the performance of employees may help to adopt the management path and make the directors, CEOs, HR managers of organizations improve the performance of their employees which leads to the overall development of the NGOs. (Rehema, 2014). Many of the previous studies have applied different HRM processes on workers in business, enterprises, educational areas. However, few of these studies were applied to non-governmental organizations NGOs and civil society organizations. So, this research will add to the previous concepts the knowledge of the HRM processes impact on employees' performance in NGOs.

1.1.3. Turkey's contribution to Syrian Crisis

The Syrian crisis which started at 2011, left 5.1 million people to take refuge in neighboring countries. Following an open-door policy, Turkey continues to help give the opportunities to Syrian asylum-seekers to get their lives as they were before. Turkey spent almost Six Billion Dollars on humanitarian aid in 2016. Turkey, however, was listed as the most generous country for spending Zero Point Seventy-Five percent of its Gross National Income on humanitarian crises. Turkey doubled its humanitarian aid budget from Three Point Two Billion Dollars in 2014 to reach Six Billion Dollars at 2015. It also maintained from 2013 to 2016, second place in the list of the world's most generous countries. Turkey has the largest refugee population in the world and is currently home to more than Three Million Syrians, almost Forty-Five Percent of all Syrian refugees in the area. It has spent around Twenty-Five Billion Dollars to give for refugees who have fled during Syrian war. "Turkey Response to Syria Crisis", (2017).

1.1.4. The Problem Statement

Lack of systemic structuring of HRM processes (job analysis, job design, job security, job succession planning and job satisfaction) results in low productivity due to deficient job performance. Humanitarian organizations based in Gaziantep established during the last six years didn't give enough attention to performing HRM processes as their HR departments had lack of knowledge that it has high impact on their employees' performance. Employees in different organizations don't fully realize how much HRM processes can affect their performance and that is related to their organization's culture.

1.1.5. Significance of The Study

The practical significance of this study research is to raise the awareness between different organizations' senior management level employees and HR departments about how much can the right human resource management effect their organizational development by raising employees' performance. Which will support the knowledge of the Organizations' employees of mid-level management and low-level management of how the processes of human resource management can be important to their utilization and increasing their job performance.

1.1.6. Sampling

Random sampling was used to choose a sample of employees from the largest 12 non-governmental organizations in Gaziantep with approximate number of 50 employees of each organization; the total number of the selected employees was approximately 600. The sample size was 122– calculated using an Internet online calculator. 131 questionnaires were received; 9 of them were excluded because of missing data. So, the remaining 122 questionnaires were vailed to be analyzed.

1.1.7. Aim of the Study

The aim of the study is to examine the relation between HRM processes of employees. The relation might help to add knowledge and raise the awareness in the context of NGOs and conclude the results of the study in order to boost employees' performance.

Chapter II

LITERATURE REVIEW

The literature review will provide a conceptual framework from which to plot and arrange the study. The literature review will involve recent and relevant literature and will present compatible material in a qualitative approach.

2.1. Human Resource Management

Human resource management is a procedure that assists corporations recruit, choose and expand personnel in the corporation. It is a center management characteristic in any sort of corporation. It creates the maximum essential situation for organizational overall performance. Stanley and Albin, (2013) defined human resource management as a management feature inside organizations involved with humans and their relationships at work. The base form of HRM is that all employees in the organization are able to perform and it's only the obligation of management to put in place the right processes and systems to boost performance. (Rehema, 2014).

The common processes of Human Resource Management are:

Job Analysis: The process of getting and analyzing information about a job.

Job Design: The process of specifying the contents or strategies of any task in such a manner that diverse necessities of the task holder may be correctly satisfied.

Job Security: The guarantee that a person is able to work in his job as long he wants without getting unemployed.

Job Succession Planning: The process for determining and cultivating new leaders and managers who can replace previous leaders when they leave, retire or die.

Job Satisfaction: The satisfying feeling and that workers have about their jobs whom are occupying now.

Job Performance: The art to complete the task within the defined boundaries, and the way to perform the tasks according to the job description and it indicates the effectiveness of employees' specific actions that contribute to achieve organizational goals.

2.1.1. Job Analysis

Job analysis is one of the most important processes of human resource management that perform multi-functions. A proactive job analysis practices cooperate with other (HR) tools to identify significant factors like motivation and job satisfaction that boost job performance.

Alam, (2015 p.10) defined Job analysis as “a practice of HRM that is a systematic process for collecting and analyzing information about jobs”. In another definition Baruch & Lessem, (1995 p.3) said it is “The process of examining a job”.

The purpose of job analysis is: creating job descriptions, specifications and job evaluations, making recruitment processes, selection tools and other hiring procedures, identifying the needs of training and development of training programs, improving performance appraisal system processes and developing careers (Baruch & Lessem, 1995).

Traditional job analysis has certain methods of data collection such as observation, individual questionnaires, group questionnaires and interviews. As a system it identifies what the job needs as functions; knowledge, skills, abilities, and other characteristics needed by all jobs to perform these functions, and the context and environment in which the job is performed. Integrating HR practices, like training, based on the capacity needed to do the job, strengthen organizational performance (Chang & Kleiner, 2002).

2.1.1.1. Purpose of Conducting a Job Analysis

The purpose of job analysis is to obtain information related to different levels of jobs (Alam, 2015). In general, the main purposes regarding the practice of job analysis in several points of views are as following:

Overall purpose: why is there a job and what the responsible employee of the job is expected to do. Content: the area and nature of the job regarding the operations and duties to be done and carried out. Accountabilities: the outcome for which the responsible employee of the job is accountable. - Performance criteria: what are the criteria on which the job is being performed rightfully. Responsibilities: how much responsible should the job holder has to be (on which level) to meet the requested job. To what extent can the job holder make decisions; how difficult, different and how complex are the problems facing the employee; the quality and quantity of the resources available at the reach of the employee and how the significance of his relations. Organizational factors: connections and relationships of the employee. Motivating factors: the specific details of each job that either motivate or demotivate the employee. Developmental factors: the ability of gaining experience. Environmental factors: work environment, safety and security conditions, working hours, and factors related to the usage of the facilities inside work area (Alam, 2015).

The job analyst is treated by the employees with suspicion since his/her research outputs are going to be used as the main structure for several needs by the organization. Employees will be treating the analyst as an enemy because his/her reports can lead to many unfortunate results for the employees such as the threatening of an employee's work status, and organizational position. To produce a structure on which to link both the analysis and the information given, it is important to look at the job from two positions: First: duties and responsibilities the employees carry. Second: the skills and personal assignments needed for the successful implementation of that job. What does the employee perform and what personal aspect he needs to do to help the analysts make the evaluation decisions between one job and another? (Chang & Kleiner, 2002).

Cross theory claims that after job analysis is made, human resources and department supervisors can start writing job descriptions (specify the tasks, responsibilities and duties) and job specifications (specify knowledge, skills and abilities) to be obtained by the job holder (Ashraf, 2017).

2.1.1.2. Importance of Job Analysis

Nyasha, (2013) identified the main benefits on job analysis in organizations and listed them as following:

Compensation: Job analysis regulate and identify the skills needed, job factors that are compensable, the work conditions and environment (dangers, hazards) responsibilities for each employee and what level of education required – which is indirectly related to the salary scale.

Identifying Training Needs: Job analysis helps identifying training needs, and developing the training exams to help measuring how much effective are the training methods and equipment's, and which methods is best to be practiced for each case (e.g. workshops, e-trainings, halls, group sessions ...)

Procedures of Selection: Job Analysis helps putting and developing job tasks that have to be put in the advertisements of open positions, the salary scale for each position to know what the candidate requirements should (educational level and work experience and skills) can be met within the salary given, methods of interviews (questions, tests, practical cases), evaluation forms and regulating the right probation period for new employees.

Performance Review: Job analysis helps identifying and regulating the needs for performance review in order to allocate the rightful objectives and goals, sufficient job performance that meets the organizational standards, the criteria of evaluating employees and the right probation period for new employees.

2.1.1.3. Job Analysis and Job Performance Relation

In a study on Syrian organizations, Alam, (2015) observed that job analysis performs a significant role in the direction of effective decisions that leads to the employee's increase performance in the organization. He discovered from the research that performing job analysis encourages service re-engineering and improves its quality, improves employees' performance, helps to assess expenses and benefits of tasks. Alam, (2015) advocated that in order to increase the overall performance of organizations, job analysis ought to be tied into the organizational method in order that the goals for integrating job analysis schemes in the organization will be accomplished.

On the other hand, a study in Pakistan at the bank of Khyber (Saif et al., 2013) results indicated that the two variables -job analysis and performance- are strongly related with each other, resulting in each variable shall affect the other increasingly or decreasingly, he recommended that knowledge and skills are also associated with job

analysis, so if an organization is willing to boost job performance it should work on these factors.

A study on 148 companies in the United Arab Emirates, Siddique, (2004) examined the impact of job analysis on organizational performance, among Survey outcomes indicated that the implementation of proactive job analysis was strongly associated with organizational performance. This relationship became stronger that the organizations kept HR records structures using HRIS, enhanced HR involvement in strategic planning and prioritized the ability of personnel characteristics inside the job analysis procedures they used. The findings propose that an organization-wide policy of job analysis is a significant source of competitive advantage in its personal right, and deserves the attention of HR specialists, line managers and top management. The outcomes of this study confirmed a significant effective relationship among job analysis and job performance.

Siddique, (2004) assured his study with the use of (Dessler et al., 1999) and (Anthony et al., 2002) whom indicated some of the important HR practices that might develop the results of job analysis: what type of job analysis is needed, the inelegance of an organization's HRIS and how much HR are involved in strategic planning activities (Cited in C.M. Siddique. 2004)

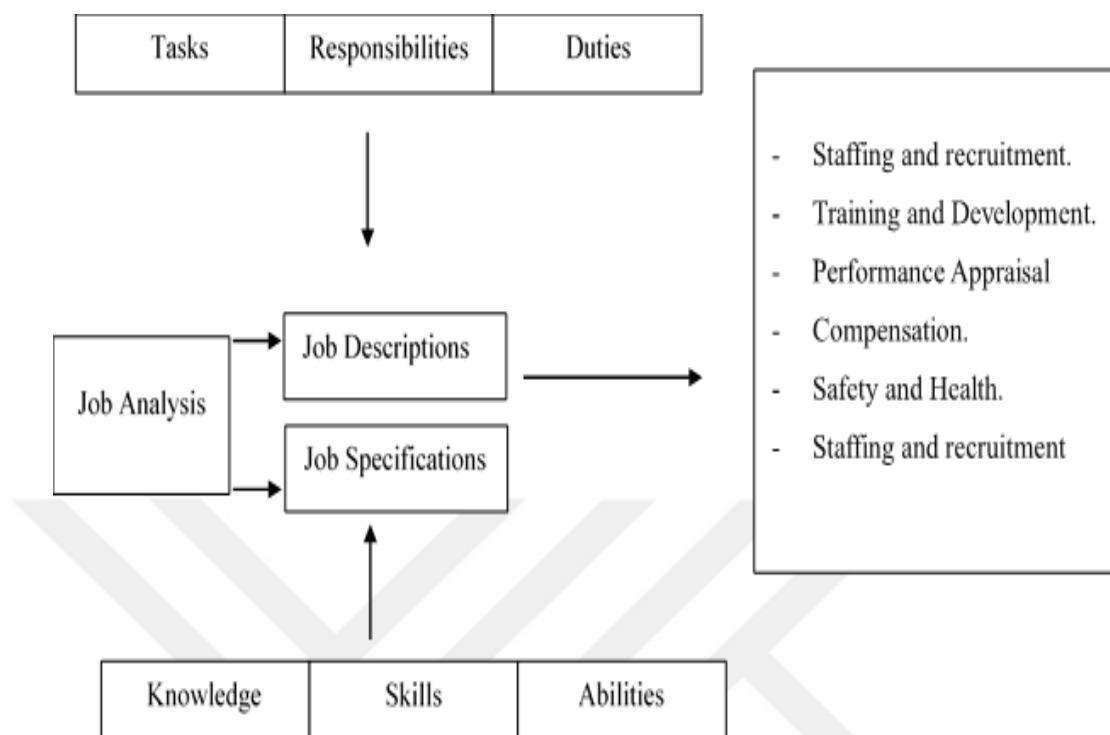
Safdar et al., (2010) research based in different Pakistan public sectors was to test the relationship between Job analysis and employee job performance by a survey conducted on 568 employees using the various methods of job satisfaction, recruitment process, KSAs and job retention. The study resulted in indicating a strongly related correlation between job analysis and employee job performance by the use of job satisfaction, recruitment process KSAs and Job retention.

2.1.1.4. Job Description and Job Specification

Job description describes the main tasks duties and responsibilities of a job and give guidance for the processes of recruitment and selection. While Bayers & Rue, (2006) explained job description that it is a written description of the duties to be executed and what does it require to be done. Fisher et al., (1999) added that job description has the information that explains what equipment needs to be used and under what environment the job should be done (Cited in Alam, 2015).

2.1.1.5 Figure: Job Analysis a Basic Human Resource Management Process.

(Nyasha, 2013 :37)



It was noted by Amos et al., (2004) that job specification is about the personal conditions of a job and cares about the qualifications, education and background, not forgetting the (KSAs); knowledge, skills and ability and other features related with sufficient job performance (Cited in Alam, 2015).

2.1.2. Job Design

Job design forms the base of organization design. What are the tasks that must be combined in the same job, what are the skills and knowledge needed, what decisions employees granted to make, who the employees work with, and many other questions are essential for effectiveness and reorganization?

Buchanan, (1979) defined job design as specifying the contents or strategies of any task in such a manner that diverse necessities of the task holder may be correctly satisfied (cited in Zareen et al., 2013), while Armstrong, (2016) indicated that it is the requirements of the jobs, in order to please requirements of work and fit the private needs of the employee, hence, to increase the levels of employee engagement. These necessities can also consist of social, technological, private and organizational goals. job design is associated with the procedure of transformation of inputs to outputs and

it additionally takes into attention the human elements in addition to organizational elements which are of tons of significance inside the fulfillment of preferred overall performance.

A few techniques to assemble a powerful job design are job rotation, job enrichment and job enlargement, which may be used to interact, inspire and contain employees of their work.

2.1.2.1. Job Rotation

Meyer, (1994) recognized job rotation as studying position in companies as employees get a chance to perform numerous venture and converting roles. job rotation is likewise recognized as a carried-out technique and aggrandizes process associated tasks. this is the motive job rotation is planned inside the task training section as it proves beneficial at the same time as shifting personnel from one task to some other as a way to study extra and increase their information by means of doing numerous jobs. As an end result, performance of personnel increases and it positively affects the overall performance of personnel (Cited in Zareen., et al. 2013).

Jorgensen et al., (2005) explained that there are some barriers in imposing a powerful job rotation technique, inclusive of the negotiation strength of labor unions, the job rotation to another job position with comparable dangers, and lack of understanding and abilities on behalf of the employees for a particular activity. One more element that hinders job rotation is the gender stereotypes within the operating surroundings. more precisely, Sundin, (2001) indicates that some job positions are seemed as masculine and other as feminine. The system of gender-decided jobs does not facilitate, but it as an alternative makes job rotation both tougher or inappropriate.

2.1.2.2. Job Enlargement

Job enlargement may be described as the mixture of various jobs and including linked duties to task. Essentially job enlargement is stimulated by using exceptional motivational models of job design specially built on psychology (Herzberg 1966, Hackman and Oldham, 1980). these models discuss about task related attitudes like variety, autonomy and task importance. Job enlargement broadens job scope and the worker plays a number of different duties in his/her job (Cited in Belias & Sklikas, 2013).

The fundamental purpose of job enlargement is to stimulate the benefit of employee inside the job, specifically growing job appeal, through the numerous responsibilities that the worker plays in his/her job. Therefore, the goal of job enlargement is to design jobs where the desires of personnel meet the pursuits of the organization (Belias & Sklikas, 2013).

2.1.2.3. Job Enrichment

Herzberg and his partners' aim become to growth employees' satisfaction at place of work with regards to work assigned to them and additionally to encourage personnel concerning their assigned tasks. Job enrichment was offered via the American psychologist 'Frederick Herzberg' in 1950s. The primary cause of this concept was to motivate personnel by means of presenting those possibilities of utilizing their skills in order that productiveness and overall performance of the employees increase and positively influences the organizational surroundings and smoothing the manner for attaining organizational goals. Job enrichment will increase job depth, the degree to which employees can plan and manage the work concerned in their jobs. Durai, (2010) found that the goal of job enrichment is to provide a greater explanation for the employees of an organization and expanded operational performance for the organization itself (Cited in Belias & Sklikas, 2013).

Job enrichment is the approach than includes developing a job, which affect the involvement of various work tasks, that needs a better degree of knowledge and abilities from workers and providing them with the chance of self-advancement in order to be able to take responsibilities and controlling their own performance (Ali and Aroosiya, 2012).

2.1.2.4. The Job Characteristics Approach

The job characteristics approach became popularized with the aid of Hackman and Oldham, (1975) in line with this method there may be an immediate relationship between job satisfaction and rewards. They stated that employees can be their productive fine and devoted when they're rewarded correctly for their work. They laid down five important dimensions that may be used to explain any task, job or activity:

- Skill variety: This characteristic indicates to the extent to which the job calls for the worker to take from some of exceptional talents and abilities in addition to upon a number of know-how and understanding.
- Task Identity: This characteristic indicates to what the job has an identifiable starting and stop or how whole a module of tasks the worker implements.
- Task Significance: How significant is the job to other personnel and employees: internally (how important the job is to the organization?) and externally (how important is the job to the employees' surroundings outside the organization?), and what affect does it have on them?
- Autonomy: To what extent the job performed offers the opportunity and ability to the individual to perform it in his own way and put his own deadlines and determine the tools to use in order to accomplish this job.
- Feedback: This characteristic indicates how much important is the feedback regarding the job performed either from the employee himself/herself or the supervisor of the employee. These are different approaches but they all point to more or less the same elements that want to be considered like interest, performance, productiveness, motivation and so on. All these approaches are important to powerful and useful job design (Hackman and Oldham, 1975).

2.1.2.5. Job Design and Job Performance Relation

Designing jobs by using the appropriate tools will eventually pour in organizations' positive benefits, taking in consideration the surrounding elements of a job and putting them together will lead to the increase of performance.

Perry et al., (2006) indicated that job design and backup work timelines looks to be sufficient scenarios for improving job performance. Most researches do not segregate the size of the overall effect of job redesign, a study found a median effect of (6.4%) that improved productivity and (28%) on quality of work. Job design has been found to shorten employee's absenteeism and turnover in addition to increasing job satisfaction, organizational commitment, work quality, and productivity.

Job Diagnostic Survey (JDS) established by Hackman and Oldham, (1975) was to regulate job characteristics and job satisfaction. Analysis resulted that each of the five job characteristics has a positive relation to job satisfaction and commitment.

Applying the same tools, Ali & Rehman, (2014) study measured the effect of job design on employee performance, with the mediation effect of job satisfaction. The study used Job Characteristics Model five dimensions on employees' performance. The findings indicated a positive relationship between the mentioned variables.

In the schools of Sri Lanka, Aroosiya & Ali, (2010) investigated the impact of job design on employees' performance. The results of the study showed a significant correlation coefficient was .363 which is significant at the level of 0.01. Aroosiya & Ali, (2010) implied that schools should adopt the five job characteristics models approach (JCM) in order to improve its teachers' performance.

A few techniques to assemble a powerful job design are job rotation, job enrichment and job enlargement, which may be used to interact, inspire and motivate employees in their work, resulting in improving their performance.

Garg & Rastogi, (2005) indicated the importance of looking for several approaches to job design: job enrichment, job engineering, quality of work life and job characteristics approach. The image of a job within the thoughts of people and employees, has massive substance to look how a whole lot he feels proud even as describing their jobs the public. The setting of specific jobs and goals can improve the level of performance and the job design can boost not only the satisfaction, but the quality of performance too.

2.1.3. Job Security

Perry and Porter, (1982) said that to accomplish the best outcomes of employees, job security is needed for the organization. They also indicated that job security and competitive analysis have their own significance for employees' performance.

Job security is an employee's warranty or self-assurance that they'll hold their present job for a longer duration as they so desire. it is the guarantee from the organization or company that their employees will continue to be with them for a reasonable time period without being laid off (Kraimer et al., 2005).

The idea of job security is rapidly gaining significance in the current times due to the modern worldwide economic crisis. Possibly, far because of this it has been indicated that job security is now essential in employee precedence listing specifically because of the economic crisis. Therefore, it has come to be one of the most important and critical elements amongst workers' listing (Rizvi, 2012).

A variety of elements which include employment contracts, agreements, labor law and private factors consisting of education, previous work experience, area of job experience, and many others, play a crucial role in figuring out the need for a person's offerings and affects their private job security. In another point of view, crucial or essential capabilities and past experience required by means of the employers and subject to the contemporary financial situation and business surroundings may also assure employees' job security (Lucky et al., 2013).

Peoples' job security in the end depends on whether or not they're employable and if organizations have a desire for their abilities or no longer do. Despite the fact that, employment labor laws can provide some comfort in opposition to unemployment threat, they only have a marginal contribution to the job security of people. The reality stays that, people need to have the proper ability set to have proper job security (Daud, 2017).

Despite the fact that, job security in the United States has a tendency to differ because of the financial element, it's still believed that if the financial system is right, corporations will experience an income growth and therefore result in the creation of greater jobs and therefore will increase national job security. But, this could now not be the motive in certain durations like economic slowdown or recession or financial chaos like that in African countries, as economic downturn appears to make things worse regarding workers' job security (Rizvi, 2012).

In the United Kingdoms, job security rate is determined to be very low due to the fact that many corporations believed that it is tons less expensive to lay off permanent workers due to the fact employees are only warranted to a minimum of one week's redundancy-pay per 12 months labored (ten days for employees over forty years). Nevertheless, in different EU countries a lot of employees have developed contracts which, while not ensuring a job for lifetime, make it very tough for the corporation to terminate their jobs (Lucky et al., 2013).

It has been noted that to acquire the pleasant results of the workers, job security is essential for companies. In addition, job security and competitive evaluation has its very own significance for workers' performance (Ahmed et al., 2016).

Theorists said that quality in the performance of employees' and corporations is associated with the view of the management situations that inspire the workers' dignity and physical wellbeing and emotionally to carry adjustments within the corporation culture and surroundings. They defined that quality of a task is a long-time period. However, the satisfaction of the employees concerning their jobs is critical. Numerous authors indicated that corporation needs a variety of work to deliver the finest, productiveness, effectiveness of the employees and corporation with the aid of securing the employees' job security. employers need to take a look at the employees' desires and needs which satisfy them, obtain their job security and offer them comfortable surroundings (Ahmed et al., 2016).

It has been defined that job security is a term of satisfaction of an employee about his job, which the organization gives. job security can be similarly described as the type of safety that's related to the growth in employees' exit rate rather than staying with their current employers (Daud, 2017).

Ashford, (1989) indicated in his study that the impact of job insecurity has a positive impact on the employees that effect the organizational work devotion and commitment, job satisfaction, and eventually work performance. He also studied that job insecurity gives the aid to employees on how to reduce their commitment to the organization. It means that job security and employees' commitment with the organization and their performances have the same relationship with one another (Cited in Ahmed et al., 2016).

When employees are satisfied together with their jobs then they could be more committed along with their company and on this manner, they will carry out their job in an effective way. It is a psychologically strong commitment of an employee with a company and their job performance at the place of work. job security by means of operations can be described as, how an employee is satisfied together with his current job. the existence of the organizations is associated with the interplay among the employees and with consumer's trust. This trust may be constructed by the human useful resource management processes in the company (Ahmed et al., 2016).

Job security has a positive relationship to job performance of the employees'. job insecurity creates the danger of unemployment for an employee which has typically pessimistic mental effects. Employee's determination and dedication turns into low in rating while he feels insecure in work. If an employee is psychologically dissatisfied in his job, he will not carry out this job properly. His physical wellness for creative work might be reduced, due to the risk of job loss. job security is decided by using job performance in addition to by business situations. job insecurity will increase emotions of stress and pressure on the employees, which has a terrible effect on employees' overall performance (Ahmed et al., 2016).

2.1.3.1. Job Security and Job Performance Relation

Organizations are a structure of social systems, in which human resources are the principle keys, and their significance are unavoidable. Within the organization, the effectiveness and performance can be carried out while effective management of the organization is reaching its goals. Job security has a significance for the organizational overall performance and its employees.

Lucky et al., (2013) purpose of the research was to study the level of job security among six hundred employees who're operating in electronic and fabric production industry and also in private banking sectors and the relationship between job security with well-being. The study explored the relationship among job security and organizational performance. It was found that the financial pressure has pushed job security to the pinnacle precedence list of the employees, making it a substantial aspect to be studied by using the employees whilst making decision where to work in.

Ahmed et al., (2016) research indicated that the employee's performance in the hospitals of Pakistan will suffer if the job security problems will remain. Destructive environments affect the employees' performance significantly, meanwhile supportive environments have significant and positive effect on the employees' performance and its productivity level.

Kraja, (2015) main purpose was to indicate the essential theoretical approaches related to job security and how it is recognized in influencing performance. Job security in this study represents the assurance that employees have about a job for as long as they want. A finding of a positive relation was shown.

Bassey, (2002) made it clear that Job Characteristics, job security, and compensation together are essential motivating factors for the employees within the organization for the achievement of its goals. The role of job security is significant for satisfaction of the employees and their performance in their organization.

Job security is resolved by job performance likewise by market conditions. Job insecurity increases the feeling of pressure and stress, which has a negative impact on employees' performance. Job insecurity construct the risk of unemployment for an employee which creates many pessimistic psychological results. Employee dedication and commitment will decrease when an employee feels insecure within his job. If an employee is unsatisfied mentally with his work, he will not perform well. His mental health for creative work will be decreased, because of the potential risk of losing his job (Ahmed et al., 2016).

The factor that blocks employees' productivity is job insecurity. Job insecurity is not only related with the potential loss of personnel, but also creates the uncertainty of one's job, lack of opportunities to be promoted and the same level of responsibilities for the employees' job. Greenhalgh & Rosenblatt, (1984) indicated that risk and insecurity of the job make an environment of expected powerlessness of employees to preserve their desired continuity job in an inclined situation. This indicates job security is the sum of risk and pressure, which influence the employees' performance at work. Job insecurity has various and risky effects which not only have an effect on the personnel psychologically and economically, however, additionally have an effect on organization goals and targets.

Job security is a hard concept to outline or study in private sector corporations in which many issues are discovering every day. Because the everyday changing structures and environments of the organization it becomes hard for the organization to have job security. The complications and issues rise up in most of the private corporations in which most of the employees feel insecure and psychologically depressed. It means that job insecurity hugely effects the private sector performance Kanfer et al., (2001).

According to Baker & Abou-Ismael, (1993) job security means that a person is satisfied along with his job then he could be more committed along with his

organization and in this manner, he's going to perform his job in an effective way. Job security may also be defined as a psychologically sturdy dedication of employees with their organization and their performance at the place of work. Organizational existence is associated with the communication among the employees and with clients' trust. This trust may be constructed by the practices of human resource management in the organization.

In conclusion, and according to (Carmeli & Freund, 2004; Chen & Silverthorne, 2005; Diefendorff, 2006) and many others, Job security has a positive significant relationship to job performance of the employees.

2.1.4. Job Succession Planning

The management of succession planning was defined by The National Academy of Public Administration (NAPA) as a planned and systematic attempt to project leadership necessities, pick out a pool of excessive capacity applicants, develop leadership talents in the ones applicants thru intentional learning experiences, and pick leaders from the various pool of ability leaders (Avanesh, 2011).

Rothwell, (2010) defined Succession planning and management as “the process that helps stabilize the tenure of personnel.” It is maybe best comprehended as any attempt made to assure the ongoing effective performance of an organization, department, division, or group by providing replacement, and strategic application of significant key people by time. Succession planning is furthermore than filling the main spots, it is a clever skills control method that may power retention of skills inside the organization and ensure that the organization has the abilities it desires in the right place at the right time, or accessible, to reply to the unexpectedly transferring circumstances that make up every day's organizational environment.

Couch defined succession planning as a systematic and planned attempt to identify leadership necessities, perceive the gathering of highly-capable applicants at all ranges, speed up the improvement of mission-crucial management abilities within the candidates thru wanted development, pick out leaders from the candidate

gatherings for pivotal roles after which, frequently measure the progress. (Cited in Waruiru & Kagiri, 2015).

Alam, (2015) defined Job Succession Planning as the most significant activity an employee should make to determine the rightful way of his career with ethical job performance. The belief of precise overall performance controls all profession improvement activities. When performance is cheap, no matter different job succession attempts, even the simplest career goals are commonly unreachable.

The main objectives of job succession planning are described by Rothwell, (2001) as: to enhance job filling for significant points thru extensive search of qualified candidates, effective improvement of job succession planners thru enhancing their careers development and ensuring that they have the variety of work knowledge and skills they need for the future to inspire a tradition of development (Cited in Odhiambo et al., 2014).

Within the improvement of the idea of succession planning has been describes as systematic and ongoing technique of identifying, assessing, and enhancing management skills inside the business carrier development cycle. These processes such as assessing, developing and spotting key participants is to satisfy future Organizational strategic and operational desires as essential organization characteristic (Odhiambo et al., 2014).

Programs of strategic human resource management are fundamental in the improvement of job succession planning. These beliefs are made by Conger & Fulmer, (2003) whom made the five rules for job succession planning management. The first major rule focuses on development that is says that job succession planning should be a flexible system targeted to the improvement of a job activities. The second rule relies on the significance of jobs that are executed by the supervisors and managers and how are they essential to obtain the distant future strength of the organization. The third rule aims to make succession planning clear and with no secrets, by the use of communication between all employees that is most significant. The fourth rule is the tool for measuring the job progress. The fifth rule is to keep job succession planning flexible.

Rothwell, (2010) after summing up the advantages of job succession planning he proposed that succession planning produces the following: it helps the organization to evaluate its expertise needs by providing models of experiences or job descriptions, enables managers to discover in a short time, key individuals who are accessible to be put in positions that have essential work features; it offers communication channels for discussions about talent development in the present and future, it defines profession tunnels by the organization, offers a big return on investment from employees and results in the right promoting levels and previous recruitment for employees to fulfill the organizational future goals.

In consistent with Rothwell, (2010), to accomplish efficient succession planning there are seven easy steps to make: commit to the organization, make continuous employees' performance evaluation, estimate the present job's and employee's demands and needs, estimate the future job's and employee's demands and needs, assess the worker's skills and experiences, stop the organizational development from having gaps, and eventually evaluate the job succession planning and management program.

Groves, (2007) recognized six strategies as the most significant practices in developing leadership that consist of: executive education, 360-degree feedback, networking, mentoring, action learning, and job assignments. Groves, (2007) research in addition, noted that organizations with the best practice successfully combine leadership development and succession planning structures by completely making use of managerial employees in improving the organizational mentor community, figuring out and codifying employees with excessive ability, growing excessive potentials through project-based experiences studying and workshops facilitated by managers, setting up a bendy and fluid job succession planning system, developing boards for organizations for introducing high capacity employees to several stakeholders, and managing a supporting organizational culture.

Garg and Weele, (2012) suggested that executing a succession plan is too critical to certain that conditions have been revised if something is going to happen. It is fundamental to have a well performance appraisal system to assure that high level managers are recognized to see where employees can be improved or where the skills should be enlisted outside the organization. Tasks be assigned in a way that the work

won't stop if one or more key managers are away, meanwhile employees should be formable.

Furthermore, Seymour, (2008); making investments in available employees and working to enhance their abilities can show huge benefits to organizations. This need to be an ongoing technique. Managers, mentors and coaches need to put effort a lot more than executing old overall and general organizational programs. They ought to commit time simply to get to understand their customer's jobs and soak up its culture as a mandatory action of spreading teamwork beliefs and improving employees' productivity. In conclusion, the most significant thing to future success is in understanding and analyzing the value of human resources an organization have and what more resources it needs in the future. The performance of any organization depends on awareness of today's succession planning and how much business owners value it.

2.1.4.1. Job Succession planning and Job Performance

Succession planning has the chance to be one of the main business discussions of the next decade. The reality is that organizations will have a declining resource of labor from which to depend on, and this will affect jobs at all levels, from the lower management to the highest. (Waruiru & Kagiri, (2015).

On a research on ten IT companies, which are practicing job succession planning for five years, Avanes, (2011) indicated that the higher the experience of the employees the better is the organizational performance level. He also found that the higher the income level of employees the better is the level of organizational performance, concluding; the relationship between succession planning and organizational performance was found significantly positive.

Odhiambo et al., (2014) research on 270 NGOs based in Nairobi was to study the effects of succession planning practices on organizational performance. Thru the understanding of organizational strategic orientation, the consideration of stakeholders that the work of organizations is relevant, and many other aspects are all important to show the promotion of succession planning with organizational performance. Concluding.

Furthermore, Waruiru & Kagiri, (2015) also examined the effects of succession planning on the performance of INGOs in Kenya. Several aspects were examined such as: career management, training & development, talent retention and talent attraction. The study revealed that succession planning is a main ingredient for the success of organizations. Thru findings, it was a great effect that the four aspects based on the effect of succession planning strategy on the performance of INGOs in Kenya.

Decentralized decision making, separating leadership through power granted workforce, adding proper technical knowledge with from several years of experience to a corporation culture are all keys to construct high performance and high engagement work environments (Rothwell, 2010).

At the inspiration of a switch in the direction of succession planning is a perception that leadership talent positively effects organizational performance. This perception makes up a mandate for the organization, attracting and preserving skilled leaders (Conger& Fulmer, 2003).

The profit of investing in existing employees and working to improve their talents and skills can be highly beneficial to an organization (Seymour, 2008). excluding the time and money savings, there are various other features that can affect the organization's mentality and performance. The performance of any organization relays on the carefulness and ability of today's succession planning. The ones with an interest in achieving or merging with an existing business must put a definite value on it (Seymour, 2008).

Chen et al., (2004) studied the capability of succession planning in reply to career goals at several profession levels and its effect on job satisfaction, productiveness and training and development within the studies and development employees.

2.1.5. Job Satisfaction

The term job satisfaction is provided because of attitude of content material; a worker possesses in his or her present position in an organization. in the last few decades, some of the scholarly studies were carried out using the employees'

satisfaction as a critical research variable. It must be seemed as a compulsory contribution which could be very frequently measured through organizations with the intention to ensure the existence of an affectionate technique of workers closer to the obligations and responsibilities they deal with (Aziri, 2011).

George et al., (2012, p.71) defined job satisfaction as “the collection of feeling and beliefs that people have about their current job”. Aziri, (2011) said it is any aggregate of mental, physiological and environmental situations that motive a person effortlessly to say; I’m satisfied with my work. Even though job satisfaction is below the impact of many external elements, it is a feeling inside us.

2.1.5.1. Factors Related to Job Satisfaction

Job satisfaction is conceived from many integrated factors. Every factor has its personal significance and which cannot be overlooked. Most of these factors are issue to change sometimes and consequently the study of these factors is essential. Mishra, (2013) talked about personal factors that are related to job satisfaction:

- Sex: it is known that generally women are more satisfied with their work than men. This is probably because of the dual role of women inside and outside home.
- Age: researchers found many results in different groups regarding the relationship of age and job satisfaction. Some feel that in some situations at work age has a small relation with job satisfaction but a very significant one.
- Education: Some researches show that more educated employees are less satisfied than less educated ones. While other researches show no relation between the education level of an employee and satisfaction.
- Time of Job: Many researches show job satisfaction is high in the first period of a person’s job then it falls slowly.

Mishra, (2013) also indicated that there are other factors that can be related to job satisfaction such as factors in job:

- Type of Work: This is the most significant factor. Researches showed that job causes better satisfaction than working at a routine work.
- Skills Required: Studies have shown that when employees have related skills to a certain extent, it becomes the first source of satisfaction to them.

- Responsibility: responsibility among supervisors have been found more significance leading them to job satisfaction.

With the upward thrust of flexible work preparations, globalization and technological advances that make it possible for knowledge employees to work from virtually everywhere, strengthening verbal exchange efforts is a crucial feature of a successful company. It's also essential for businesses to be aware of what communication techniques are most conducive for his or her specific environment, the purpose of the exchange and their employee's desire. Choosing the incorrect communication approach could affect the effectiveness of the message and, as a result, possibly have an effect on its end goal. A respectful treatment, appreciation for personnel's thoughts is also considerable daily workers' sense of belonging. Moreover, the ones directly working on the day-to-day demanding situations of the job may also generate the most significant ideas (Lee, 2016).

The higher the satisfaction the better emotional and mental state of employees. As it serves as a great indicator of employee effectiveness. Having job satisfaction will end in positive behavior and the opposite, work dissatisfaction will result in poor behavior of employees. However, it can function as a good indication regarding organizational departments adjustments that might raise performance (Aziri, 2011).

2.1.5.2. Job Satisfaction and Job Performance Relation

Satisfied employees are productive workers and productive employees are likely to be satisfied. Employees' job satisfaction is significant to confront the dynamic and increasing threats of keeping productivity of the organization by keeping their employees constantly committed and motivated (Singh & Jain, 2013).

Shaju & Subhashini, (2017) It was found that there's a sturdy positive correlation among the levels of job satisfaction and performance of a worker, in each supervisor and employee groups of the automobile business.

Bakan et al., (2014) reviewed the impact of job satisfaction on job performance and occupational commitment amongst academicians within the universities of Turkey. Job satisfaction scale has 9 dimensions, known as: promotion, Pay, benefits, supervision, operating procedures, rewards coworkers, work itself and communications. From those dimensions (work itself satisfaction) turned out the most

effective aspect each on occupational commitment and job performance of the academicians. The regression analysis resulted in indicating that job satisfaction had a positive effect on job performance and occupational commitment.

Khan et al., (2012) found that factors like: pay, job security, promotion, work environment & conditions, job autonomy, relationship with supervisor, relationship with co-workers, and the nature of work all affect the job satisfaction and performance of employees.

Pushpakumari, (2008) considered which rewards (internal & external) figure job satisfaction of the employees. He also studied the influence of age, sex and experience of employees on job satisfaction. Furthermore, he investigated the most satisfying events of employees at work, and why do employees stay and leave their work.

Fisher, (2003) research suggests a correlation between job satisfaction and job performance. He concludes that individuals can believe in the relation between happy workers and job performance based on personal practices of being more satisfied when performing above-average level and less satisfied when performing below-average level.

2.1.6. Job Performance

The main target of performance management is to make a culture of high job performance in which individual employees and teams can take the responsibility for the ongoing development of business processes and their experiences and contribute in achieving the goals set by organization managers.

The idea and definition of employees' performance has obtained enormous scholarly studies interest over the last 20 years. Performance is the art to complete the task within the defined boundaries, and the way to perform the tasks according to the job description and it indicates the effectiveness of employees' specific actions that contribute to achieve organizational goals (Aliya et al., 2015).

Viswesvaran & Ones, (2000) defined job performance as a scalable action, behaviors and outcomes that the employees engage, or bring about (behaviors) that are linked with and contribute to the goals of the organization.

2.1.6.1. Factors affecting Job Performance

In the early 60s McGregor explained the concepts of theory X and theory Y, which assumed that there is different point of views about the nature of humans. The assumptions about the nature of humans in theory X stated that employees don't like work and they will operate only in a highly controlled environment where supervisors must control and threaten the workers to achieve organizational goals. On the other hand, theory Y stated that employees are responsible and feel that their job is an important part of their daily life. They will work -if they get bonuses- to achieve organizational goals. The two theories have increased the significance of social factors for motivating employees and leading to high job performance (Cited in Rounok & Parvin, 2011).

Rounok & Parvin, (2011) explained the benefit of employee ownership; companies that give shares to the employees under the employee's ownership plans, will lead to employees performing, better because they own parts of the company and if the company grow they will get direct benefits.

Sonnentag et al., (2008) explained how in the early seventies Hackman and Oldham proposed that the support of high quality job performance comes from core job in addition to other outcomes like: internal work motivation, job satisfaction and turnover by improving essential mental states, for example: Having passion for work, taking responsibility for the results of the work.

Rounok & Parvin, (2011) concluded their study "Fostering Employee Performance" by showing what are the results of using financial rewards only, to boost employees' performance, strengthening performance by providing only financial rewards cannot always be a beneficial tool. From time to time these rewards can work negatively. with the aid of developing a sense of relationship inside the organization, the management can ensure better levels of productivity and a better retention rate. Demotivated and annoyed employees normally leave their work which has a poor effect on production. money isn't the only solution, instead activity enrichment,

building relations, or even simply expressing gratitude can motivate employees and boost their performance.

Perry et al., (2006) proposed that workers are motivated if organizational goals are relevant, challenging, understandable, measurable and achievable. When employees are motivated to set goals for themselves and their responsible supervisors reviews and approves them, only then they will take challenges for reaching these goals. If goals are unreal, they will be demotivated. Goal-setting concept allows the supervisors to design rewards that suit employees' necessities. However, it isn't the only technique to managers. Whilst financial rewards have an effect on job performance, the relationship isn't mediated through goal-setting. Which results that financial rewards and goal-setting have independent impact on job performance.

Chapter III

METHODOLOGY

This chapter provides a description for the methodology used in this research. This description provides information of interest to research design, sample size, data collection procedures, measurement tools.

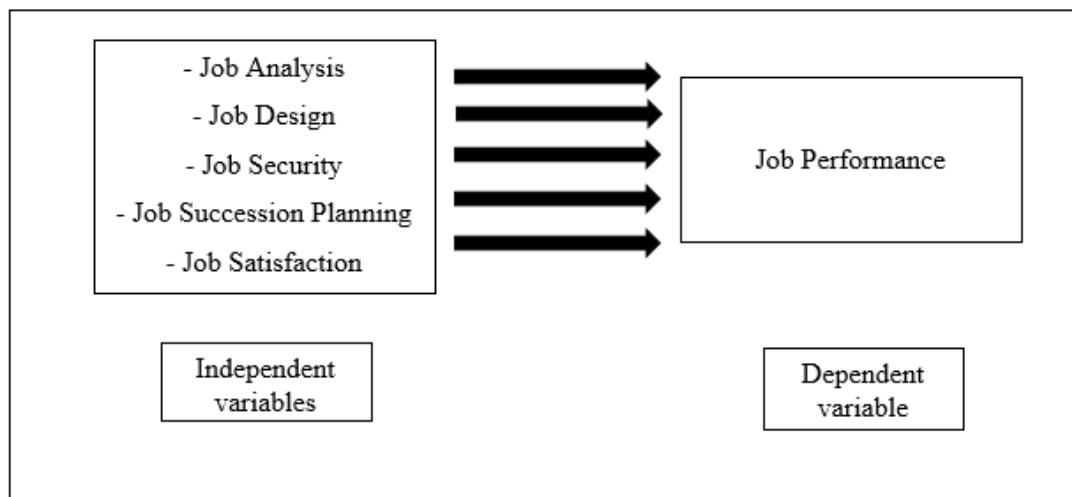
3.1.1 Research Model

The research design was a Correlational/Cross-Sectional (Non-experimental) quantitative survey design that measured the impact of job analysis, job design, job security, job succession planning, job satisfaction on job performance; and to determine the correlation between the job analysis, job design, job security, job succession planning, job satisfaction and job performance.

While the outcome variable (dependent) represents the job performance, the predictor variables (independent) consists; Job analysis, Job design, job security, job succession planning and job satisfaction.

The research conceptual model is shown in the following figure:

3.2.1 Figure - Research Conceptual Model



3.3.1 Research Hypothesis

The following hypothesis were formulated to indicate if there is a relationship between the independent variables and dependent variable:

Hypothesis 1: H₁ Job analysis positively effects job performance.

Hypothesis 2: H₂ Job design positively effects job performance.

Hypothesis 3: H₃ Job security positively effects job performance.

Hypothesis 4: H₄ Job succession planning positively effects job performance.

Hypothesis 5: H₅ Job satisfaction positively effects job performance.

3.4.1 Data Sample

Random sampling was used to choose a sample of employees from the largest 12 non-governmental organizations in Gaziantep which were applying HR systems with approximate number of 50 employees of each organization; the total number of the selected employees was approximately 600. The population who around 50 employees and have HR systems. The sample size was 122 employees which represented 20.3% – calculated using an Internet online calculator. 131 questionnaires were received; 9 of them were excluded because of missing data. So, the remaining 122 questionnaires were vailed to be analyzed.

3.5.1 Data Collection Procedures

The best form fitting most for collecting data at the present time is the electronic scanning tools. In this research, we used Kobo Collect and written forms of the questionnaire, which makes it easy to carry out the questionnaire quickly and easily. First, there was written performed questionnaire during an interview with some human resource managers in order to ensure that all the questions are understandable. Then we created a designed electronically link which we sent to human resource managers by emails and other social media tools.

After all, we transformed all the information into SPSS Statistic analyzer software. There were some delays in the responses due to several reasons, however at the end with the help of human resources mangers and visiting the working fields we collected all the information with all the required data.

In order to encourage employees to participate in the survey due to the sensitivity of some of the questions as they relate to the Supervisor or Director, we kept the name of employees and the name of the organizations anonymous.

3.6.1 Measures

The survey questionnaire has seven sections. Firstly, the demographic variables. Secondly, HRM processes which has 36 items. 32 items of the HRM processes items used were measured using a 5-point Likert scale. These items were divided to 6 factors as shown in the annex of the research. (Safdar, 2010). Out of 36 items 6 of them represented the dependent variable (Job Performance) The items were also measured using a 5-point Likert scale ranging from “Strongly disagree” (1) to “Strongly agree” (5). as shown in the annex of the research. (Safdar, 2010).

In order to verify the reliability and the validity of internal structure of the questionnaire, Cronbach Alpha and Kaiser-Meyer-Olkin (KMO) tests were conducted as shown in the following pages.

3.7.1 Validity

To verify the collected data, we conducted the Kaiser-Meyer-Olkin (KMO) test as the following table:

3.7.1.1 Table - Kaiser-Meyer-Olkin (KMO)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.823
Bartlett's Test of Sphericity	Approx. Chi-Square	1901.085
	df	528
	Sig.	.000

For the data of this study, KMO = 0.823 which is considered large.

Bartlett's Test of Sphericity 528 its large enough.

3.8.1 Reliability

The results show that the dependent variable has achieved 0.811, while Job Security was 0.529 and Job analysis 0.631; even though items with low Cronbach alpha results (Job analysis 0.631 and Job Security was 0.529) several researches indicates that (CA > 0.5) are accepted. (Schmitt, 1996) & (Bhatnagar et al., 2014).

While the other three independent variables have achieved at least 0.70, that means the used questionnaire is firm enough.

3.8.1.1 Table - Cronbach's Alpha for Study Variables

Variable	Cronbach Alpha	No. of items
Job Analysis	0.631	2
Job Design	0.701	5
Job Security	0.529	3
Job Succession Planning	0.727	6
Job Satisfaction	0.837	6
Job Performance	0.811	6

3.9.1 Data Analysis Process

Correlational analysis and multiple regression analysis were used to analyze the data and study the relations between the variables. Data was analyzed using Statistical Package for the Social Sciences (SPSS) and MS Excel. A statistical analysis (mean, standard deviation, bivariate correlation, linear regression, regression analysis) was conducted. A block entry regression analysis was performed between the dependent variables the independent variables.

CHAPTER IV

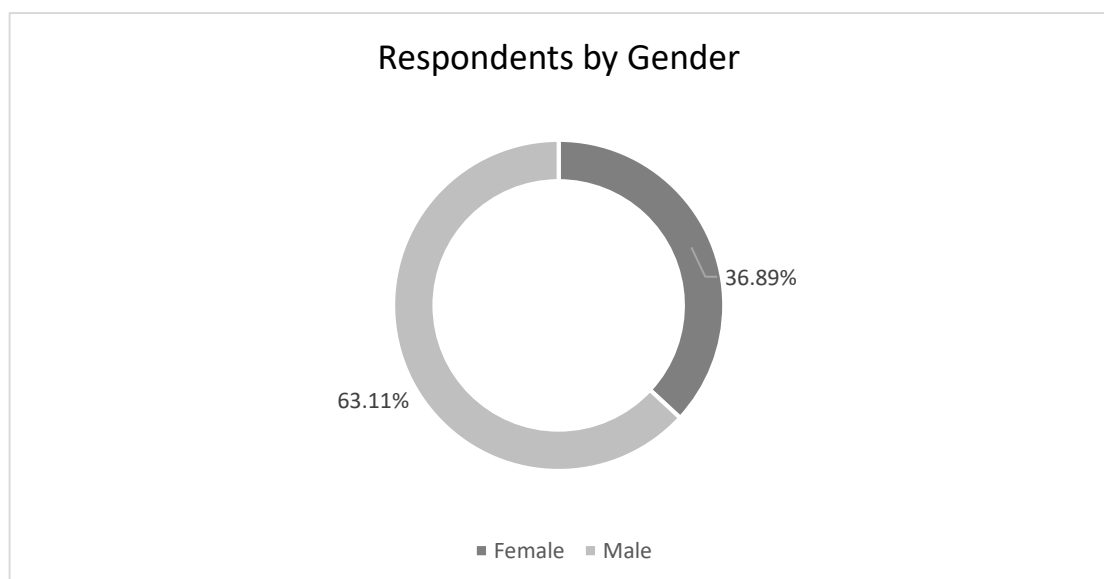
FINDINGS

This chapter presents the results of the data analysis of the effect of HRM processes on employees' performance. The chapter contains descriptive analysis, correlations, and multiple linear regression.

4.1 Descriptive Analysis

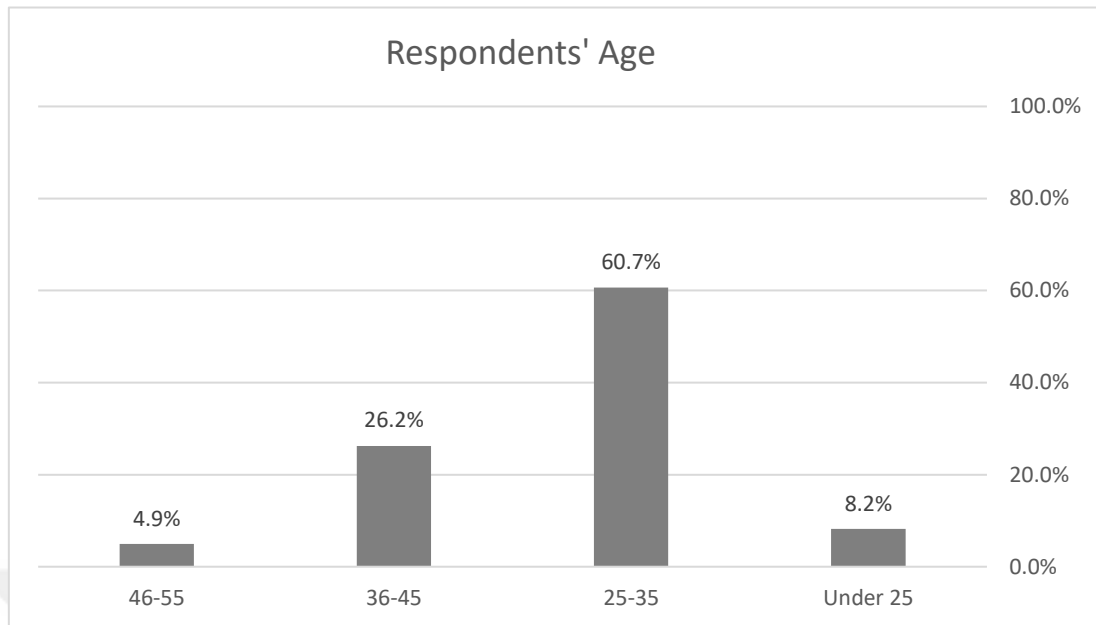
4.1.1 Respondents Demographic Profile

4.1.1.1 Figure: Respondents' Gender



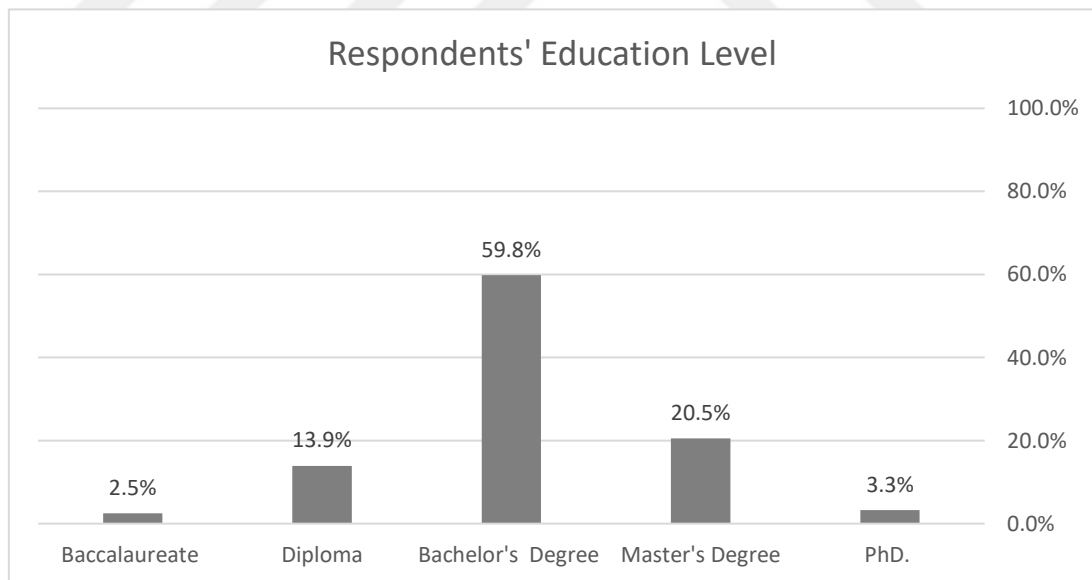
The figure above shows that 45 out of the total respondents are females while the rest 77 are males.

4.1.1.2 Figure: Respondents' Age



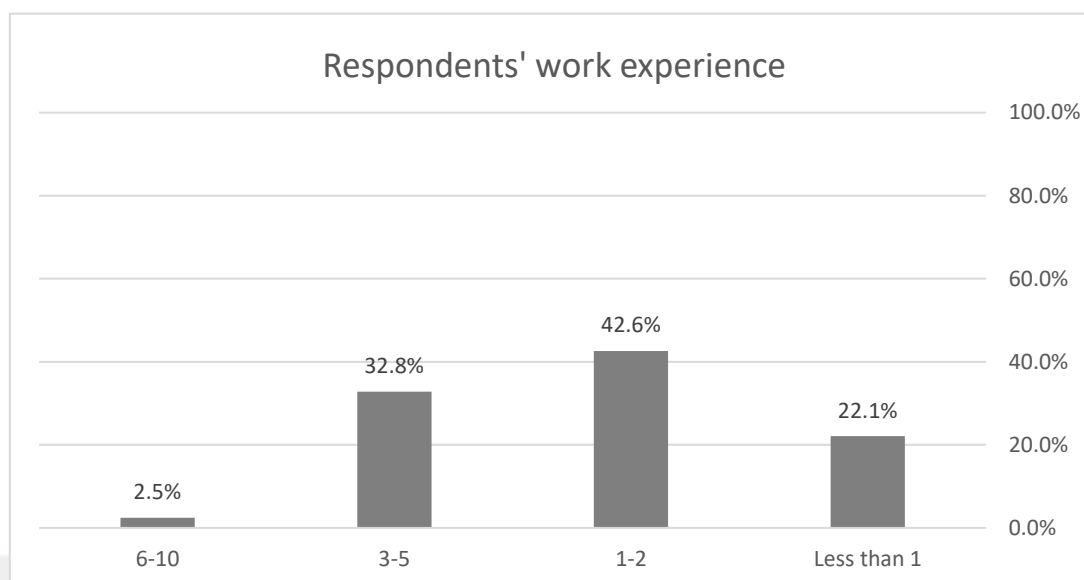
The figure above shows that the 74 of respondents were between the age of 25 – 35 years, 32 of respondents were between the age of 36 – 45, 6 of respondents were between the age of 46 – 55, 10 of respondents were under the age of 25.

4.1.1.3 Figure: Respondents' Education Level



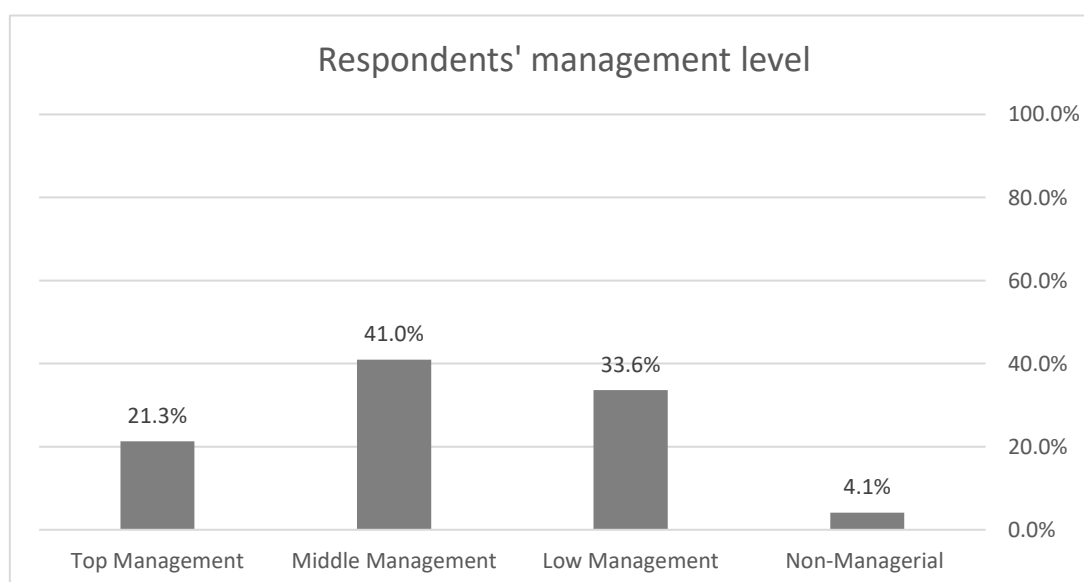
The figure above shows that 4 respondents have a PhD. While 25 respondents have a Master's degree, 73 respondents have a Bachelor's degree, 17 of the respondents have a Diploma, and 3 respondents have a Baccalaureate.

4.1.1.4 Figure: Respondents' Work-Experience



The figure above shows that 3 respondents have 6 -10 experience years in their present work, 40 respondents have 3 - 5 experience years, 52 respondents have 1 - 2 experience years and 27 respondents have less than 1 experience years.

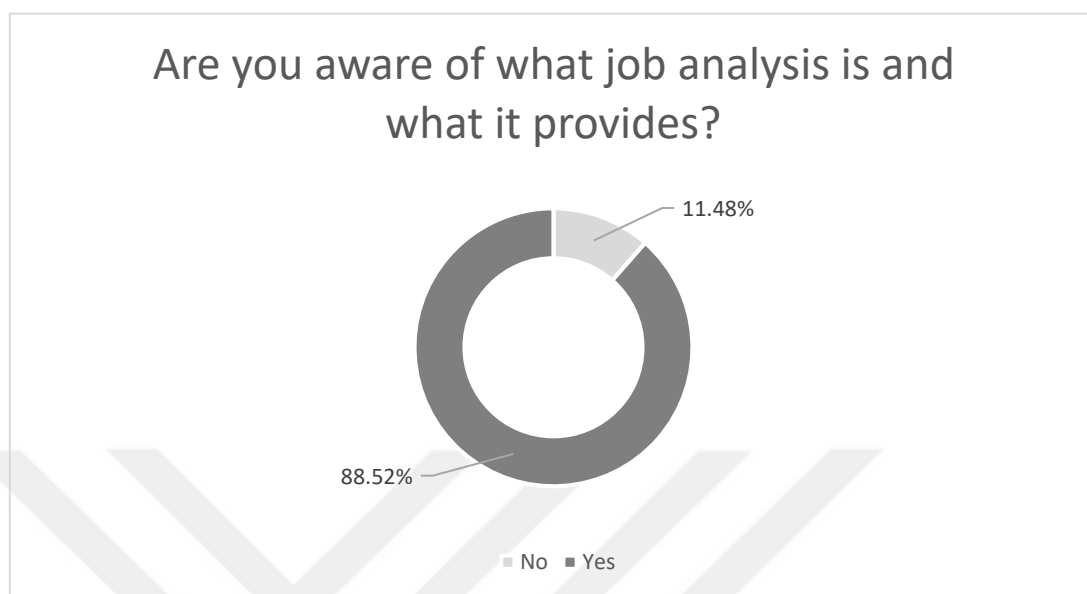
4.1.1.5 Figure: Respondents' Management Level



The figure shows that 26 respondents are from top management level, 50 respondents are from middle management level, 41 respondents are from low management level and 5 respondents are from non-management level.

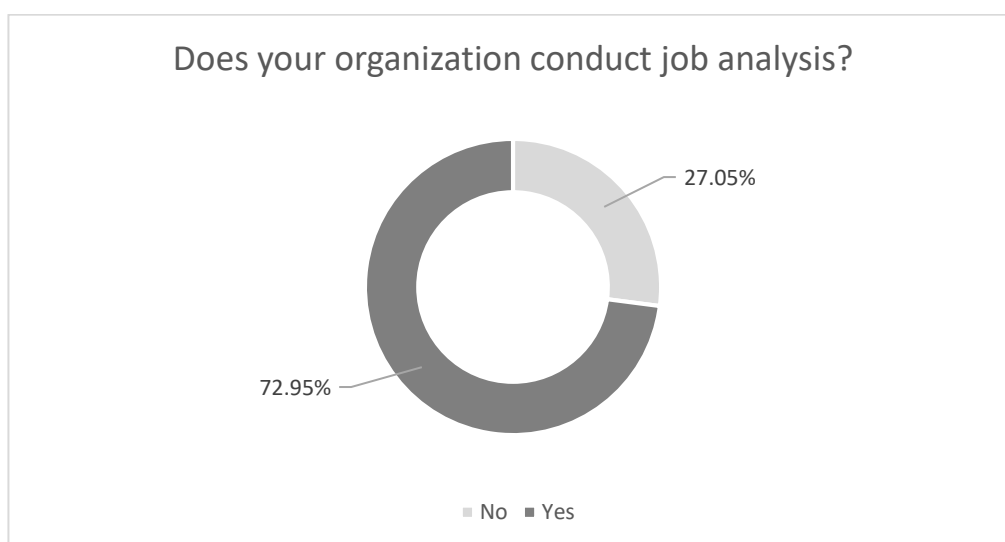
4.1.2 Job Analysis

4.1.2.1 Figure: The awareness of Employees regarding what JA provides



The figure above shows that 108 of the respondents says that they are aware of Job Analysis, while 14 respondents don't.

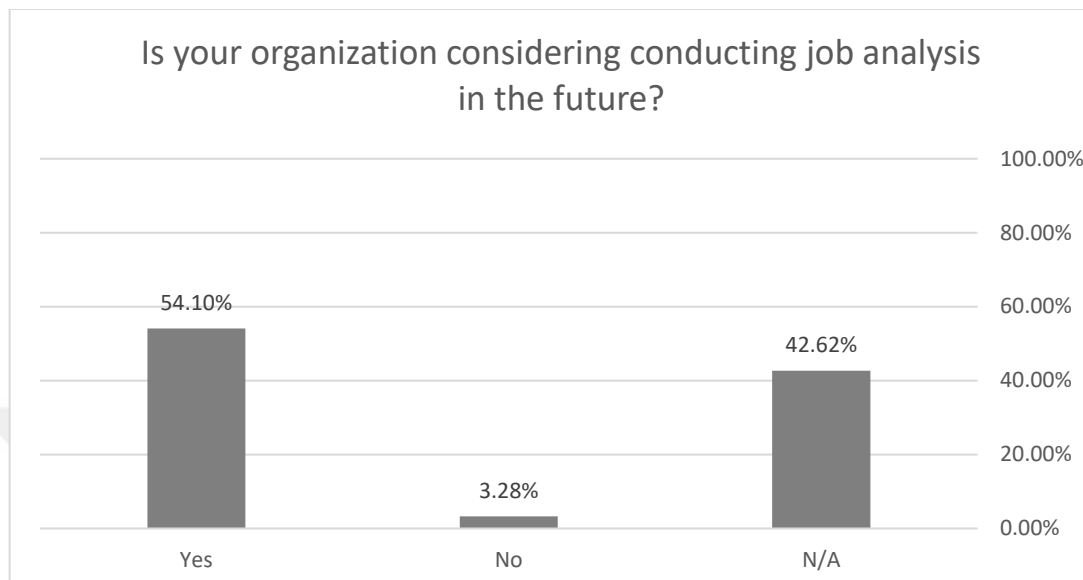
4.1.2.2 Figure: Conducting JA



The figure above shows that 33 respondents said that their organization doesn't conduct Job analysis while 89 said yes. 33 respondents answered the reasons of not conducting JA: Understanding /Knowledge (18) respondents, Not Applicable (3),

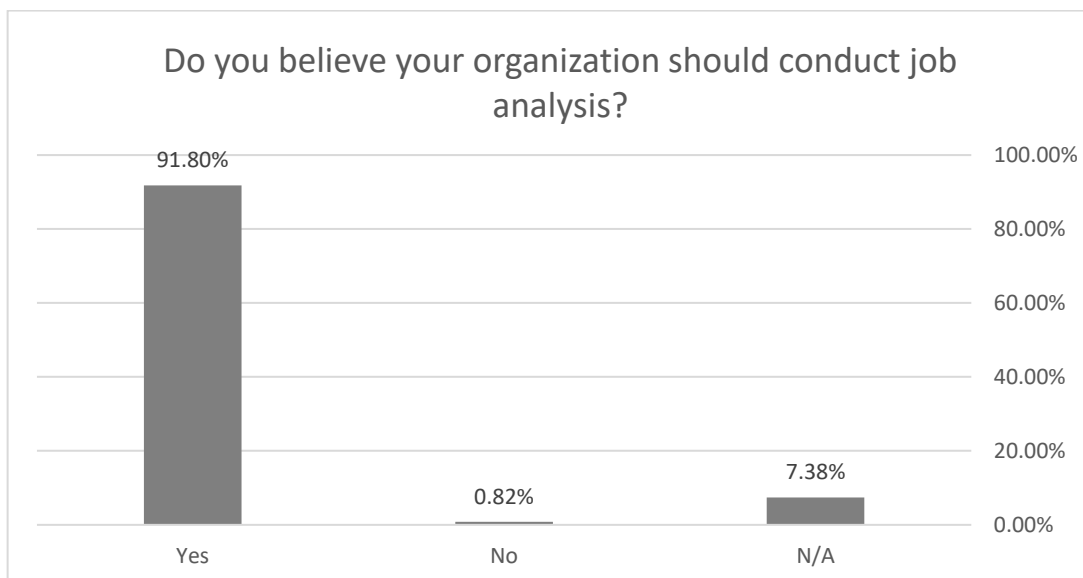
Resources (7), Time (2) and Cost (3). As we can see the majority answered that their organizations don't understand nor have the knowledge to conduct Job Analysis.

4.1.2.3 Figure: Conducting Job Analysis in the Future



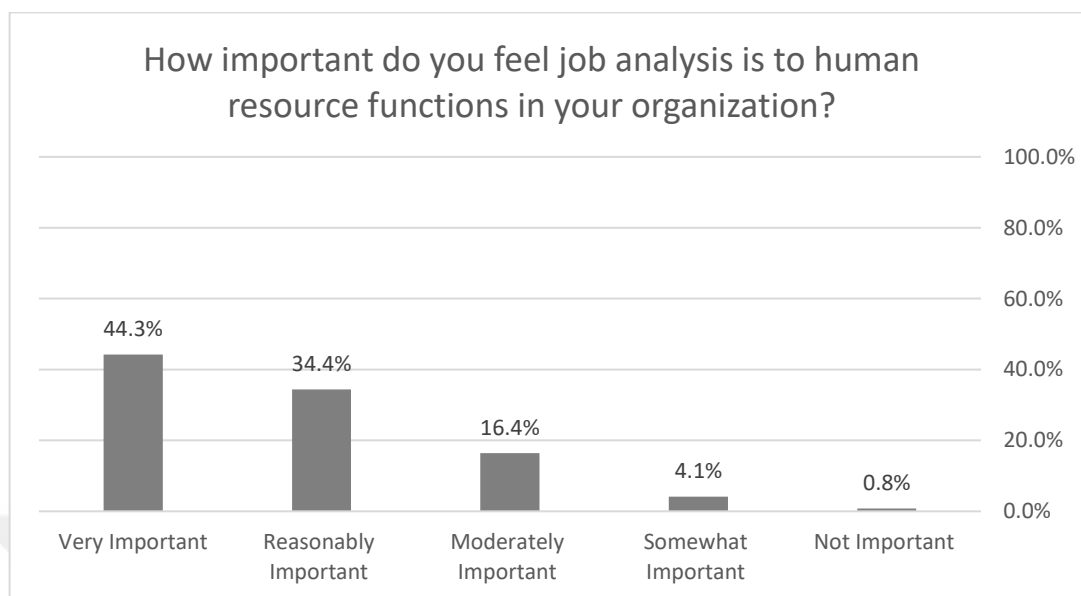
The above table shows that 66 respondents answered yes while 4 answered no and 52 answered N/a

4.1.2.4 Figure: Organization Should Conduct Job Analysis



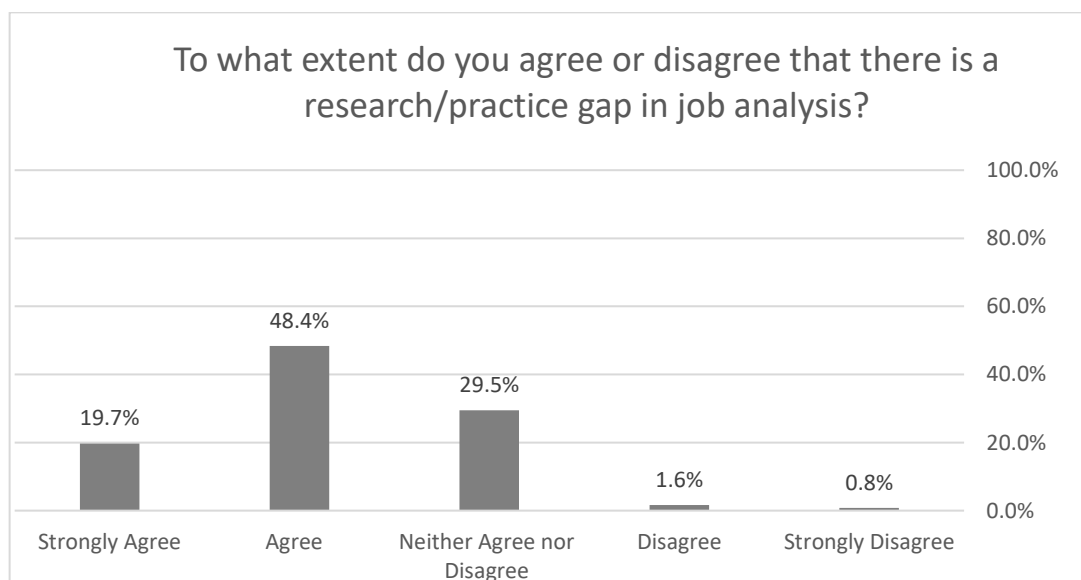
The above table shows that 112 respondents answered yes while 9 answered N/A and 1 answered no.

4.1.2.5 Figure: Importance of JA

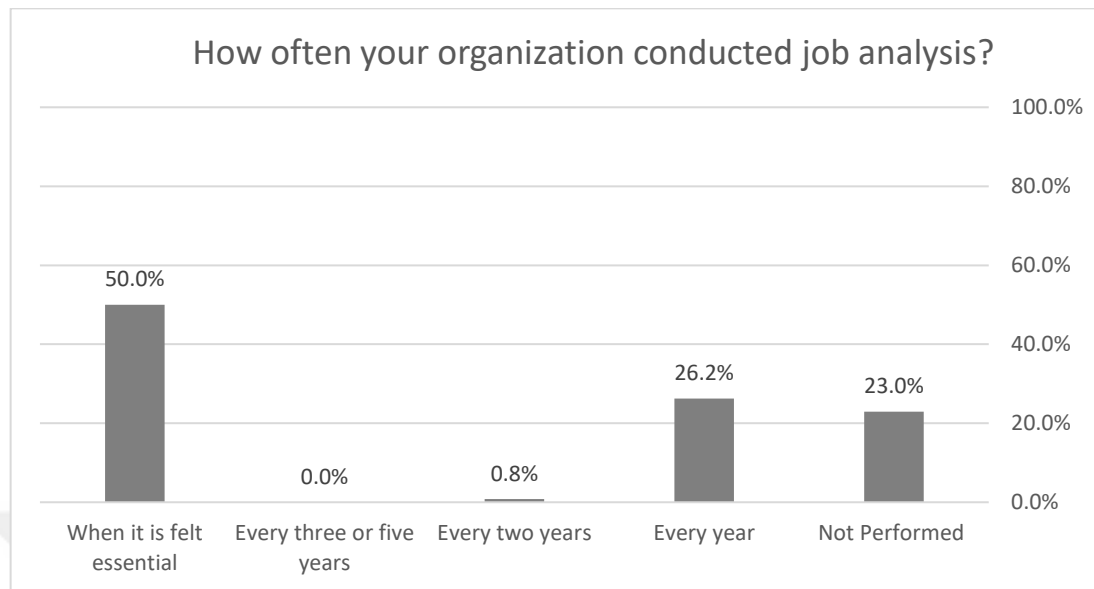


About 80% of respondents feels that job analysis important to their organizations.

4.1.2.6 Figure: Research/ Practice Gap in JA



About 68% of respondents feels that there is a research/practice gap in job analysis.

4.1.2.7 Figure: Time of Conducting JA

The above table shows that 50% of the respondents answered that JA is conducted when their organization feels it is essential to be conducted, while 26.2% answered Every year, and 23% said that it has not been performed.

4.2 Central Tendencies Measurement of constructs

4.2.1 Table - Central Tendencies Measurement of Constructs

Statistics							
		Job Design	Job Security	Job Succession Planning	Job Satisfaction	Job Performance	Job Analysis
N	Valid	122	122	122	122	122	122
	Missing	0	0	0	0	0	0
Mean		3.9197	3.9754	3.5943	3.7227	3.7336	10.8566
Std. Deviation		.60612	.56394	.58012	.66894	.63948	1.73976
Variance		.367	.318	.337	.447	.409	3.027

4.3 Correlations

According to Pearson test, there is a positive relationship between independent variables (Job Analysis, Job Design, Job Security, Job Succession Planning, and Job satisfaction) and dependent variable (Job Performance). The following table shows the positive correlated to “Job Performance” and a statistically significant linear relationship:

4.3.1 Table - Correlation

Correlations							
		Job Design	Job Security	Job Succession Planning	Job Satisfaction	Job Analysis	Job Performance
Job Design	Pearson Correlation	1	.900**	.550**	.634**	.284**	.669**
Job Security	Pearson Correlation	.900**	1	.466**	.568**	.302**	.552**
Job Succession Planning	Pearson Correlation	.550**	.466**	1	.670**	.320**	.685**
Job Satisfaction	Pearson Correlation	.634**	.568**	.670**	1	.434**	.755**
Job Analysis	Pearson Correlation	.284**	.302**	.320**	.434**	1	.330**
Job Performance	Pearson Correlation	.669**	.552**	.685**	.755**	.330**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Job Analysis:

- Job analysis and job performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (job analysis and job performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is approximately **moderate** ($r = 0.330$, $0.30 < r < 0.49$).

Job Design:

- Job design and job performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (job design and job performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.669$, $r > 0.5$).

Job Security:

- Job security and job performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (job security and job performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.552$, $r > 0.5$).

Job Succession Planning:

- Job succession planning and job performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (job succession planning and job performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.685$, $r > 0.5$).

Job Satisfaction:

- Job satisfaction and job performance have a statistically significant linear relationship ($p < 0.001$).
- The direction of the relationship is positive (job satisfaction and job performance are positively correlated), meaning that these variables tend to increase together.
- The magnitude or strength of the associations is **high** ($r = 0.755$, $r > 0.5$).

4.4 Multiple Linear Regression

4.4.1 Model Summary

4.4.1.1 Table - Multiple Regression Model Summary

Model Summary ^f										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.832 ^e	.692	.679	.36257	.004	1.346	1	116	.248	2.193
1. Predictors: (Constant), Job Satisfaction, Job Succession Planning, Job Design, Job Security, Job Analysis										
f. Dependent Variable: Job Performance										

Based on the model summary above, R square value had gain .692% which is about 70 Percent. That means, 69.20% of the dependent variable can be explained by the independent variables.

$$\text{Durbin-Watson} = 2.193, 1.5 < \text{DW} < 2.5$$

4.4.2 ANOVA

4.4.2.1 Table - ANOVA Model Summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.232	5	6.846	52.081	.000 ^f
	Residual	15.249	116	.131		
	Total	49.481	121			
1-Predictors: (Constant), Job Satisfaction, Job Succession Planning, Job Design, Job Security, Job Analysis						
Dependent Variable: Job Performance						

The table above indicates that $p=0.000$ is less than 0.05. The regression model significantly predicts the outcomes variable (i.e., it is a good fit for the data).

4.4.3 Multiple Regression Analysis

4.4.3.1 Table - Multiple Regression Coefficient Analysis

Coefficients ^a											
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	-.354	.324		-1.092	.277					
	Job Satisfaction	.371	.074	.388	5.016	.000	.755	.422	.259	.444	2.253
	Job Succession Planning	.216	.087	.196	2.490	.014	.685	.225	.128	.430	2.328
	Job Design	.324	.074	.307	4.393	.000	.669	.378	.226	.544	1.839
	Job Security	.224	.080	.168	2.798	.006	.440	.251	.144	.734	1.362
	Job Analysis	-.045	.039	-.064	-1.160	.248	.227	-.107	-.060	.865	1.156

a. Dependent Variable: Job Performance

From above we can conclude the following:

Model no.1 has represented all of the variables; 0.371 Job satisfaction + 0.216 Job succession planning + 0.324 job design + 0.224 Job security +(-) .045 Job Analysis.

$$Y (\text{Job performance}) = 0.371 (\text{Job satisfaction}) + 0.216 (\text{Job succession planning}) + 0.324 (\text{Job design}) + 0.224 (\text{Job security}) + (-).045 (\text{Job Analysis})$$

Job satisfaction has the highest beta of 0.388 that means that the independent variable of satisfaction contributed the most and has a stronger effect toward the performance of employees if compared to the other factors of HRM processes. The influence of the remaining factors on performance of employees were succession planning, job design, and job security. While job analysis Beta = -.064 at the level of (Sig = .248 >.05) which means a negative relation between the two variables, that indicates that this study couldn't reveal the positive relation of job analysis with the organizational performance.

CHAPTER V

DISCUSSION

This chapter will discuss hypothesized findings, determine the limitation faced in this study, and provide recommendations for future research.

5.1 Finding of Hypothesis

Job Analysis:

Job analysis and job performance have a negative relationship ($\beta = -.064$, $P=.248$) This study couldn't reveal the positive relation of job analysis with the organizational performance, while job performance is proven to have a positive significant relation with job analysis (Saif et al., 2013; Siddique, 2004; Suthar et al., 2014 Cascio; 1998; Bowin & Harvey, 2001), this study didn't have the sufficient power to detect that dependence, one reason might explain why is because of nature of the organizational culture prevailing in the research community.

Job Design:

Job design and job performance have a positive significant relationship ($\beta = .307$, $P = .000$). This study assures the importance of job design as it was related to the satisfaction for both employee and organization as a motivating tool. Designing jobs by using the appropriate tools will eventually pour in organizations' positive benefits. The setting of specific jobs and goals can improve the level of performance and the job design can boost not only the satisfaction, but the quality of performance too (Garg & Rastogi, 2005; Spreitzer, 1999).

Job Security:

Job security and job performance have a positive significant linear relationship ($\beta = .168$, $P = .006$). This study assures the importance of job security as the assurance that employees have about a job for as long as they want can increase their performance, employees can be more committed along with their organization when having job security which leads to higher performance (Baker & Abou-Ismael, 1993; Carmeli & Freund, 2004).

Job Succession Planning:

Job succession planning and job performance have a positive significant relationship ($\beta = .196$, $P = .014$). The study revealed that succession planning is a main ingredient for the increase of employees' performance, The performance of any organization relays on the carefulness and ability of today's succession planning. The ones with an interest in achieving or merging with an existing business must put a definite value on it (Seymour, 2008; Huang, 2001).

Job Satisfaction:

Job satisfaction and job performance have a positive significant relationship ($\beta = .388$, $P = .000$). This study assures the importance of Job Satisfaction as a related process to performance, satisfied employees will attempt to give their excellent. So, if an organization attempt to boost the performance of its employees it might as well work on their work satisfaction (Fisher, 2003; Pushpakumari, 2008).

5.1.1 Table - Hypothesized Findings

Hypothesis	Results	
H1 Job analysis positively effects job performance.	$\beta = -.064$ ($P = .248$)	Not Supported
H2 Job design positively effects job performance	$\beta = .307$ ($P = .000$)	Supported
H3 Job security positively effects job performance.	$\beta = .168$ ($P = .006$)	Supported
H4 Job succession planning positively effects job performance.	$\beta = .196$ ($P = .014$)	Supported
H5 Job satisfaction positively effects job performance.	$\beta = .388$ ($P = .000$)	Supported

5.2 Conclusion

The current study found that HRM processes are positively correlated to job performance of employees. The study also revealed that HRM processes effective tools help to develop employees. The most influential factor in the variables is job satisfaction. In this study, the influence of other HRM processes factors are, respectively, job design, job security, job succession planning, while job analysis couldn't be proven to have the positive effect. This means that managers and whomever responsible should be more concerned with these factors, which would reflect more positively on employees' job performance.

The result of this study couldn't reveal the positive relation of job analysis with the organizational performance, while job performance is proven to have a positive significant relation with job analysis (Saif et al., 2013; Siddique, 2004; Suthar et al., 2014 Cascio; 1998; Bowin & Harvey, 2001), this study didn't have the sufficient power to detect that dependence, one reason might explain why is because of nature of the organizational culture prevailing in the research community.

This study was able to assure the importance of job design as it was related to the satisfaction for both employee and organization as a motivating tool. Designing jobs by using the appropriate tools will eventually pour in organizations' positive benefits. The setting of specific jobs and goals can improve the level of performance (Garg & Rastogi, 2005; Spreitzer, 1999).

The study was also able to assure the importance of job security as the assurance that employees have about a job for as long as they want can increase their performance, employees can be more committed along with their organization when having job security which leads to higher performance (Baker & Abou-Ismael, 1993; Carmeli & Freund, 2004).

On the other hand, regarding job succession planning, the study revealed that succession planning is a main ingredient for the increase of employees' performance, the performance organizations relays on the carefulness and ability of today's succession planning. The ones with an interest in achieving or merging with an existing business must put a definite value on it (Seymour, 2008; Huang, 2001).

Regarding job satisfaction, this study assures the importance of Job Satisfaction as a related process to performance, satisfied employees will attempt to give their excellent. So, if an organization attempt to boost the performance of its

employees it might as well work on their work satisfaction (Fisher, 2003; Pushpakumari, 2008).

In general, this study agreed with most of previous studies that dealt with this topic, but in varying proportions. Stronger relationships between the variables were expected, may be due to the nature of the organizational culture prevailing in the research community, or because of other factors that have more impact on employee's performance in the organizations studied.

5.3 Limitation of the Study

The number of respondents who surveyed were 122, and they were from the same area. So, it not exactly safe to say that the result of the study can be estimated accurately, also, it is difficult to say that the research has achieved its aims effectively.

Shortage of time was one of the problems faced in this study, especially regarding the collection of a large number of questionnaires, which required a lot of time and money. Also, some of the questionnaires included many missing values.

The little cooperation from the visited NGOs made a huge barrier for the research to be conducted in the best of time and quality. Many employees refused to answer the questionnaire for unknown reasons even though they were told that their names and organizations names will be kept confidential.

Many researches were conducted regarding the relationship between HRM processes and Job Performance in different industrial, nursing and educational sectors. The journals and articles found lacked researches that dealt with the same topic in non-governmental organizations.

5.4 Study Recommendations

- Enhancing the idea that employees are responsible so they can feel that their job is an important part of their daily life. By getting rewards, they will work to achieve organizational goals.
- Happy personnel are extremely vital because they represent the employer to the public, we should keep our employees satisfied.
- Decentralized decision making, separating leadership through power granted workforce, adding proper technical knowledge with from several years of

experience to a corporation culture are all keys to construct high performance and high engagement work environments.

- Work on the security of employees; Job insecurity has various and risky effects which not only have an effect on the personnel psychologically and economically, however, additionally have an effect on organization goals and targets.
- By providing an environment that can provide both job security and job satisfaction the employees' commitment to their job can be increased.
- If employees performed their tasks which are associated to their behaviors and satisfies their psychological needs, the employees will work effectively and efficiently.
- Adopting an effective job characteristics approach on of the job design approaches can boost performance.

As a result of this research, many other factors have an effect on the job performance of employees other than the five factors of HRM processes which discussed in the research. So, researchers should conduct studies about employees' performance continuously due to its very important role in the development of organizations and goal achievements. In the dynamic work environment, employees' performance should be a very important issue in many organizations due to their major role in keeping the organizations running.

By reviewing researches on the relationship between HRM processes and performance of employees, many different results have been reached about the impact of HRM processes on employees' job performance. Other researches are should in the future examine the impact of other kinds of human resources processes and practices on employees' performance. That may give an opportunity to know which kind of processes and practices is more appropriate to employees' job performance increasement.

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Appendix 1. Questionnaire



Gaziantep University

Dear colleges, I am a student of Gaziantep university of Turkey and I'm currently studying a master's in business administration. I am writing my thesis on The Impact of Human Resources Management Processes on Employees' Performance in Humanitarian Organizations Based in Turkey. I have designed this survey on issues related to this topic. I would really appreciate if you could spend a few minutes of your time filling this survey. your answers are very important for the proper analysis of the research. Your answers will be treated confidentially and anonymously. All information obtained from this survey will be treated in the strictest confidence and will only be available to the researcher and his thesis supervisor. I kindly request for you to complete this questionnaire honestly. Thank you for your co-operation.

Section A: Personal information (Demographic profile)

1. Gender

- Male
- Female

2. Age (Years)

- Under 25
- 25-35
- 36-45
- 46-55
- 56-above

3. Highest Level of Education

- PhD.
- Master's Degree
- Bachelor's Degree
- Diploma
- Baccalaureate

4. Number of Years in Your Present Position

- Less Than 1
- 1-2
- 3-5
- 6-10
- Over 10

5. Job Level

- Top Management
- Middle Management
- Low Management
- Non-managerial

Section B: Human Resource Processes:**Job Analysis****1. Are You Aware of What Job Analysis Is and What It Provides?**

- Yes
- No

2. Does Your Organization Conduct Job Analysis?

- Yes
- No

3. if Your Organization Doesn't Conduct Job Analysis, Specify Why? (Please**Tick All That Apply)**

- Not Applicable
- Time
- Cost
- Resources
- Understanding / Knowledge

4. Is Your Organization Considering Conducting Job Analysis in the Future?

- Yes
- No
- N/a

5. Do You Believe Your Organization Should Conduct Job Analysis?

- Yes
- No
- N/a

6. How Important Do You Feel Job Analysis Is to Human Resource Functions in Your Organization?

- Not Important
- Somewhat Important
- Moderately Important
- Reasonably Important
- Very Important

7. To What Extent Do You Agree or Disagree That There Is a Research / Practice Gap in Job Analysis?

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

8. How Often Your Organization Conducted Job Analysis?

- Not Performed
- Every Year
- Every Two Years
- Every Three to Five Years
- When It Is Felt Essential

JOB DESIGN						
No.		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
9	I like my job because it allows me to be creative.					
10	My job allows me to work in my own style.					
11	I can take responsibility for my work as there is no interference.					
12	I can discuss my job-related issues with my supervisor.					
13	My superiors listen to my suggestions regarding my job.					
JOB SECURITY						
		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
14	If I perform well I will not lose my present job.					
15	If I fail to perform to the satisfaction of my supervisor, I will lose my job.					
16	I perform better once I feel secure in my job.					
17	I perform better once I feel that is needed to keep my present job.					
18	I joined this job because it is secure.					
JOB SUCCESSION PLANNING						
		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
19	I will get promoted to the next grade in any case.					
20	My promotion to the next grade is subject to my good performance.					
21	I see a career path to my present job.					
22	I will have to enhance my present knowledge base to get promoted.					
23	I require improving my skills to perform well on the higher post.					

24	I joined this job because it has a regular career path.					
JOB PERFORMANCE						
		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
25	My present job gives me the opportunity to enhance my performance on job.					
26	My present job has a direct impact on achieving the organizational objectives.					
27	My job performance outcomes are consistent with the goals of the organization.					
28	My good performance on job is rewarded financial terms.					
29	My good performance on job is given formal appreciation by the higher ups.					
30	The job performance evaluation system is objective.					
JOB SATISFACTION						
		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
31	My present job gives me internal satisfaction.					
32	I feel respected because of my job.					
33	My job gives me a sense of fulfillment.					
34	I can seek my peers help regarding my job.					
35	I will recommend this job to a friend if it is announced.					
36	I feel cared for by my organization.					

Dear colleges, I would like to thank you for completing the previous survey. If you are confident of your answers, kindly click Submit. If you would like to get a copy of my thesis kindly write down your email.

End of Survey

VITAE

Omar Alghabra was born in Damascus – Syria in 1994. He graduated from the Department of Management, at The Higher Institute of Business Administration in 2015. He is also a master's student at Gaziantep University in the department of Business Administration. After the unwilling departure from his country because of the ongoing conflict, he dedicated himself to help and support all humankind around the world whom suffering from conflicts and natural disasters. He has been working in humanitarian non-governmental organizations in the field of emergency and development since 2016 in Gaziantep - Turkey.

ÖZGEÇMİŞİ

Omar Alghabra, 1994 yılında Şam-Suriye'de doğdu. 2015 yılında Yüksek Yönetim Enstitüsü'nde Yönetim Bölümü'nden mezun oldu. Aynı zamanda Gaziantep Üniversitesi'nde İşletme Bölümü'nde yüksek lisans öğrencisi olarak başladı. Sürmekte olan ihtilaf nedeniyle ülkesinden isteksiz bir şekilde ayrılmasının ardından, kendisini çatışmalar ve doğal afetlerden muzdarip dünyadaki tüm insanlığa yardım ve destek vermeye adadı. 2016 yılından bu yana Gaziantep-Türkiye'de acil durum ve kalkınma alanında çalışan sivil toplum kuruluşlarında görev yapmaktadır.