

**T.R**  
**VAN YUZUNCU YIL UNIVERSITY**  
**GRADUATE SCHOOL OF SOCIAL SCIENCES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES  
ON EMPLOYEE PERFORMANCE IN THE TELECOM INDUSTRY OF THE  
NORTH OF IRAQ AND TURKEY**

**MASTER THESIS**

**PREPARED BY**

**Goran Mohammed Rahman SHIRWANY**

**SUPERVISOR**

**Assist. Prof. Dr. Abdullah OĞRAK**

**VAN - 2020**

## ACCEPTANCE AND APPROVAL PAGE

<p>Goran Mohammed Rahman Shirwany tarafından hazırlanan <b>“THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE TELCOM INDUSTRY OF THE NORTH OF IRAQ AND TURKEY”</b> adlı tez çalışması aşağıdaki jüri tarafından OY BİRLİĞİ / OY ÇOKLUĞU ile Van Yüzüncü Yıl Üniversitesi <b>İŞLETME</b> Anabilim Dalında <b>YÜKSEK LİSANS TEZİ</b> olarak kabul edilmiştir.</p>	
<p><b>Danışman:</b> Dr. Öğr. Üyesi Abdullah OĞRAK İşletme ABD. Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum / onaylamıyorum</p>	.....
<p><b>Başkan:</b> Dr. Öğr. Üyesi Abdurrahman ÇALIK İşletme ABD. Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum / onaylamıyorum</p>	.....
<p><b>Üye:</b> Dr. Öğr. Üyesi Aysel ÖZTÜRKÇÜ AKÇAY İşletme ABD. Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum / onaylamıyorum</p>	.....
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<p><b>Yedek Üye:</b> Unvani Adı SOYADI Anabilim Dalı. Üniversite Adı Bu tezin, kapsam ve kalite olarak Yüksek Lisans Tezi olduğunu onaylıyorum / onaylamıyorum</p>	.....
<p>Tez Savunma Tarihi:09.01.2020</p>	...../...../.....
<p>Jüri tarafından kabul edilen bu tezin Yüksek Lisans Tezi olması için gerekli şartları yerine getirdiğini ve imzaların sahiplerine ait olduğunu onaylıyorum.</p> <p>..... Doç. Dr. Bekir KOÇLAR Sosyal Bilimler Enstitüsü Müdürü</p>	

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(Yüksek Lisans Tezi)

Goran Mohammed Rahman SHIRWANY

VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

Ocak, 2020

**İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARININ KUZEY IRAK  
VE TÜRKİYE TELEKOM ENDÜSTRİSİNDE ÇALIŞAN PERFORMANSINA  
ETKİSİ**

**ÖZET**

Bu araştırmanın amacı, İKY politikalarının, Türkiye'nin Van şehri ve Irak'ın Kuzeyindeki Telekom Endüstrisinde çalışanların performansı üzerindeki etkisini araştırmaktır. Bunu gerçekleştirmek için dört araştırma sorusuna cevap vermeye çalışıldı; personel seçimi ve işe alımın (İKYP), Kuzey Irak ve Türkiye telekom endüstrisinde çalışanların performansına etkisi nedir? Irak'ın kuzeyinde ve Türkiye'nin telekom endüstrisinde çalışanların performansı üzerindeki eğitim ve gelişimi (İKYP) üzerindeki etkisi nedir? Tazminat, ödüller ve teşvikler (İKYP) Kuzey Irak ve Türkiye'nin telekom endüstrisindeki çalışanların performansına etkisi nedir? Performans değerlendirmesi (İKYP), Kuzey Irak ve Türkiye'nin telekom endüstrisindeki çalışan performansına etkisi nedir? , Hipotez ile yapılan araştırmalar, seçme ve işe alımın (İKYP), Irak'ın kuzeyindeki telekom endüstrisi ve Türkiye'deki çalışan performansı ile olumlu yönde ilişkili olduğunu göstermektedir. Eğitim ve gelişme (İKYP), Irak'ın kuzeyindeki telekom endüstrisi ve Türkiye'deki çalışan performansı ile üzerinde olumlu etkisi tespit edilmiştir. Araştırmada, tazminat, ödüller ve teşvikler (İKYP), Irak'ın kuzeyindeki telekom endüstrisi ve Türkiye'deki çalışanların performansı arasında olumlu yönde bir ilişki ortaya çıkmıştır. Olumlu Performans değerlendirmesi (İKYP), Irak'ın kuzeyinde ve Türkiye'de telekom endüstrisindeki çalışan performansı ile ilgili olmuştur. Burada ayrıca, 6 şirketin 3621 personeli bulunmaktadır. Olması gerektiği gibi, zorlayıcı ve üretken bir bilgi toplama için bir soruşturma hazırlamak üzere, tabakalı düzensiz inceleme yoluyla seçim içinde

yer alan 111 deęişmeyen personelden oluşan bir test taslaęı yapılır. Toplanan bilgiler daha sonra beklentileri aşmaya girer ve bundan sonraki surec, soruşturma için IBM Sosyal Bilimler için Paketin (SPSS) 24.0 ile deęiştirilmiştir. Anlaşılan ve ankete katılanların yarısından fazlasına bakın haklarındaki düşüncenin keşfedilmesi İKY uygulamalarının işteki üst kısım çalışanlarında bir fark yarattığı konusunda hemfikirdir. Genişleme, bilgisinin en dikkat çekici olduğu yanıt verenlerin bir aslan payı, yaklaşımın hedeflerin gerçekleştirilmesi için bir ilham kaynağı olarak gelişim ve kariyer hareketine açıklıklar vermesi gerektiğini düşündü. Ayrıca, yönetim kadrosuna özel bilgi incelemesi, düzenlemenin yürütme deęişikliğini güçlendirmek için bir öğrenme organizasyon kültürü yarattığını ortaya çıkarmıştır.

**Anahtar Kelimeler:** İnsan, Kaynakları, Yönetimi, Uygulamaları.

**Sayfa Sayısı:** XI+78

**Tez Danışmanı:** Dr. Öğr. Üyesi. Abdullah OĞRAK

**(M. Sc. Thesis)**

Goran Mohammed Rahman SHIRWANY

VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

January, 2020

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**ABSTRACT**

The aim of this research was to discover the influence of HRM policies on employees' performance in the Telecom Industry of the North of Iraq/ Van city and Turkey/van city. In an effort to fulfil this, the research tried to reply four research questions and Hypothesis starting with; what do the selection and recruitment (HRMP) the influence on employee performance in the telecom industry of North of Iraq and Turkey? How to do training and development (HRMP) the influence on employee performance in the telecom industry of North of Iraq and Turkey? What do the compensation, rewards, and incentives (HRMP) the influence on employee performance in the telecom industry of North of Iraq and Turkey? How does The Performance appraisal (HRMP) the influence on employee performance in the telecom industry of North of Iraq and Turkey? , With Hypothesis research includes those the selection & recruitment (HRMP) have positively related with employee performance in the telecom industry of North of Iraq and Turkey. The Training and development (HRMP) have positively related with employee performance in the telecom industry of North of Iraq and Turkey. The compensation, rewards, and incentives (HRMP) have positively related with employee performance in the telecom industry of North of Iraq and Turkey. The Performance appraisal positively (HRMP) has related with employee performance in the telecom industry of North of Iraq and Turkey. Here, additionally, the 6 firms had 3621 changeless representatives. Be that like it may, for a compelling and productive information collection prepare an investigation, a test

outline of 111 changeless staff based within the Choice was done through stratified irregular examining. Information collected was then entered into exceeding expectations and after that exchanged to the IBM Factual Bundle for Social Sciences (SPSS) 24.0 for investigation. Comes about and discoveries of the think about see over half of the respondents concurred that, HRM practices had made a difference in superior part employee in work. In expansion, a lion's share of respondents whose information had the most noteworthy felt the approach had to give openings for improvement and career movement as an inspiration for the accomplishment of targets. Besides, information examination particular to the management staff uncovered that the arrangement had created a learning organizational culture to empower execution change.

**Keywords:** Human, Resource, Management, Practices.  
**Quantity of Page:** XI+78  
**Supervisor:** Assist. Prof. Dr. Abdullah OĞRAK

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## **ABRIVATION**

<b>HR</b>	Human Resource
<b>HRM</b>	Human Resource Management
<b>HRMP</b>	Human Resource Management Practice
<b>T&amp;D</b>	Training and Development
<b>TP</b>	Training-Productivit



## ACKNOWLEDGMENT

Much appreciated to God, I express my profound sense of appreciation & appreciation to my boss (Dr. Abdullah Oğrak) & Head of Office (Dr. Abdulkadir Gümüş ) of trade administration, so to dean of the Economic and Administration Sciences Faculty, Prof. Dr. Mehmet Aygun and president of Van Yuzuncu Yil University , I and my boss giving support to me and amazing co-operation in planning this proposition. I cannot dream approximately this proposition without the solid back, direction and co-operation of my cherished my family, in expansion to giving information for this, ponder, most of the associations have been amazingly kind to me in different ways and I feel thankful to them for their kind co-operation and thoughtful neighbourliness which they manifested.

I am appreciative for the co-operation amplified to me by within the starting organize of information collection and in I drawing the unit tests for this consider and giving fundamental information only required for the think about. I am appreciative to Miss my companions for their kind co-operation for information collection.

I express my earnest much obliged to Dr. Abdullah Oğrak and Dr. Abdulkadir Gümüş . And tanksful to all of the firms in the North of Iraq / Erbil city and Turkey / Van city to fill all my form of research by manner questionnaires. I wish everybody success in life.

Goran Mohammed Rahman SHIRWANY

## INTRODUCTION

Purpose core of this research to discover The Influence of Human resource management practices on employee performance in the telecom of North of Iraq and Turkey. So general objectives of research that link by all of the study variables as in the effect of HRM practices on employee performance in the telecom industry of North of Iraq and Turkey.

Does Thesis solve those problems as what do the selection and recruitment the influence on employee performance in the telecom industry of North of Iraq & Turkey? How to do training and development the influence on employee performance in the telecom industry of North of Iraq & Turkey? what do the compensation, rewards, and incentives the influence on employee performance in the telecom industry of North of Iraq & Turkey? how do the performance appraisal the influence on employee performance in the telecom industry of North of Iraq & Turkey?.

This area is an introduction master's research project “ Influence of Human Resource Management Practices on Employee Performance in the Telecom Industry of North of Iraq and Turkey ” .

the importance of the thesis that no one has been able to do a good job of research because it has a good impact on both countries in northern Iraq and Turkey.

It researches include tree chapters that chapter one lecture review includes understanding and definition of HRM, human resource management practices and that involved those practices with relation employee performance like selection and recruitment and employee performance, training and development with employee performance, compensation, rewards, incentives and employee performance, performance appraisal and employee performance, theatrical framework of the study. so chapter two research design and methodology it describes research design, population and, sampling design and sampling frame sampling technique, sampling size, data collection and analysis it comprises an overview. but chapter three findings and discussion, it includes statement of the problem, purpose and objectives of the research, study questions, hypothesis of

the study, value of the Study, definition of terms, location of research ,scope of research, the structure of research, overall information ,data results ,summary of the findings, conclusion , recommendations areas for the future research and areas for the future research, references and appendices.



## **CHAPTER I**

### **1. LITERATURE REVIEW**

In this part describes the details on understanding and definition of HRM, human resource management practices (HRMP) and that involved those practices with relation employee performance like selection and recruitment & employee performance, training and development (HRMP) with employee performance, compensation, rewards, incentives (HRMP) and employee performance, performance appraisal (HRMP) and employee performance, theatrical framework of the study, relate by objectives, hypothesis and response all questions this study to prove by theoretical.

#### **1.1. Background of Study**

The human resource that could assume a paramount part in the prosperity alternately disappointment for constantly on organizations Furthermore associations. So the key component to the victory and survival of a given organization is the accessibility of the proper faculty at the correct put and at the proper time (Esmael et l., 2016: 23).

But (Jerome et al., 2014: 18) since those acknowledgements of HRM practice in mid-1980, toward business and academia, along these lines employee's performance, will be. Preeminent done a drive to implement organizational success.

An addition to that, Around the HRM practices that need to be been known to influence employee performance, are preparing practices, reward polishes with disciplinary methods. Those interrelations for these variables keep ongoing will draw sharp premium starting with researches. Best possible HRM hones empower associations to streamline asset Furthermore attain raise employee performance (Robai et l., 2017: 609).

So employees are the essential assets of the association for competitive advantage. Individuals in work organizations prepared with a run of capacities,

gifts, and states of mind influence productivity, quality and benefit (Ismail et al., 2013: 45).

So (Philipos, 2013: 128) numerous considers up to this point has centred on person practices, neglecting the settings inside which these practices are working. Human resource (HR) practices are key for improving representative execution and gotten considerable consideration in later investigate on administration sciences. So described that Organizations can embrace different HRM practices to improve worker aptitudes as well as persuade them to work harder towards accomplishing the set targets. Organizations can make strides the quality of current representatives by giving comprehensive preparing and advancement exercises. Impressive prove recommends that speculations in preparing to deliver advantageous organizational results.

According to (Mercy, 2011: 184) Organizations can make strides the quality of current representatives by giving comprehensive preparing and advancement exercises. Significant prove proposes that speculations in preparing to deliver useful organizational results. The idea behind person performance-related pay is that representatives will be spurred in the event that they accept they will be remunerated for moving forward their commitment to the victory of the undertaking. Investigate on the work characteristics show has moreover found relations between representative recognitions of particular centre characteristics characteristic within the job's plan (expertise assortment, errand Character, errand centrality, independence, and input from the work itself) and worker inherent work inspiration and fulfilment with the work itself. A work that has higher levels of these centre characteristics is higher in spurring potential. So a human resource of the organization is the source of accomplishing competitive advantage since of its competency to change over the other assets (cash, machine, strategies & fabric) into yield (product/service). They would a standout amongst vital variables giving adaptability and flexibility to an organization Effect of HR administration practices on worker execution has been broadly inquired about the range for a long distance.

A few researchers have famous that overseeing individuals is more troublesome than overseeing innovation or capital. Be that like it may, the

individual's organizations that need to be learnt how to oversee their human assets well would have an edge over others for a long distance to come since securing and conveying human resources successfully is lumbering and takes much longer time (Momena et al., 2013: 21).

But (Nongmaithem et al., 2016: 78) human resource administration (HRM) is the approaches, practices, and frameworks that influence employees' performance, demeanours, and conduct. Numerous companies allude to HRM as involving "people practices". Here a few critical HRM practice that ought to support the organization's trade procedure: analyzing work and planning occupations, deciding how many workers with particular information and aptitudes are required (human resource planning), attracting potential workers (enlisting), choosing workers (determination), teaching employees how to perform their employment and planning them for long term (preparing and development), assessing their execution (execution administration), rewarding employees (remuneration), and making a positive work environment (representative relations). An organization performs best when all of these honours are overseen well. At companies with viable HRM, workers and clients tend to be many fulfilled, and the firms tend to be many inventive, have more prominent. So this effect that different extents from claiming human resource (HR) practices have on Worker.

Execution need pulled in a considerable measure from claiming consideration in mankind's resource administration. Writing In as far back as 25 a significant length of time. In the previous two decades, Analysts Additionally started to keep tabs All the more straightforwardly around employee-centred results, for example, Worker prosperity What's more with gender All the more nearly at those impact that HR practices have on Worker, prosperity. The part of Worker prosperity concerning illustration an instrument through. Which HR practices influence representative execution need likewise been examined. The experimental confirmation in regards to those trilateral associations between HRM, representative wellbeing also representative execution shows that HRM needs a sure impact on the different. Measurements about worker execution because of the production about sure representative joy, Impacts (Violeta et al,

2018: 1).

So (Khadiza, 2017: 97) the quality of the HR can be progressed cause by practices of HRM through instruction, training and individual improvement and the amount of HR can be made strides through great and effective administration arranging and approaches. Effective HRM progresses the execution of the organization and leads to higher benefits. Addition to that human resource administration practices is outlined to encourage and bolster the recruitment, enlisting, improvement, and administration of representatives, with the objective of raising levels of representative execution and fulfilment. The foremost successful human resource administration practices are execution evaluation, preparing and advancement, reward and recompense, career advancement, wellbeing and security.

Past study appearances a solid relationship between human resource management practices on employee performance. This can be since by taking after suitable HRMP the worker is felt acknowledged, fulfilled, persuaded, more locked in with preparing which will improve the execution and energize the worker to hold. The successful recruitment and choice of workers may be an essential HRM movement, one that if managed well can have a critical effect on hierarchical execution as well as lead to a more positive authoritative picture. Incapable enlistment has a number of fetched suggestions for bosses: resolve which can influence representative performance; lost trade openings, as well as higher stages of worker turnover, hold (Jemmy et al., 2017: 12).

(Pankaj et al., 2012: 54) HRM can offer assistance firms progress organizational behaviour in such regions as staff commitment, competency and adaptability, which thus prompts made strides staff performance.

But employee performance will be the result of a little from claiming, Mankind's resource administration practices and environmental components like worker choice in order to discover the most excellent conceivable coordinate between the job requirements and employee's capacities, training in arrange to bridge the gap between the employee's capacities and the changing job prerequisites, sort of organization structure, employee recompense that

incorporates compensation, benefits and motivating forces, giving a implies for employee participation, evaluating and creating employee performance, and inspiration through the provisions for assembly social needs and needs for recognition. Human resource administration practices change from organisation to an association in the see of contrasts in the impact of natural components, purposes, policies and strategy. These changing hones result in differences in representative performance. The later and major shifts in natural variables are globalisation and data innovation and these changes have had an effect on performance on workers (Albert et al., 2015: 26).

Addition to that (zulfqar et al., 2011: 43) performance of all organization usually focuses on worker performance. Fruitful organizations are progressively realizing that there is the number of factors that contribute to performance but the HR is clearly the foremost basic. In show disdain toward the size and nature of an organization, the action it undertakes, and the environment in which it works, its success depends on its employees' choices and their behaviour. To assess the performance of representatives in the organization is the first of the core purposes of employing human resource practices.

Within the competitive environment of cutting edge era organizations are tirelessly progressing execution of their workers by progressing HR practices. Acknowledged that HR is one core source of competitive benefit. Numerous analysts have proven that HR practices have a noteworthy and positive relationship with employees' performance.

According to (Shanthi et al., 2012: 69) a number of studies have decided the relationship between HRM practices and employees' performance and the comes about of the ponders appears a positive relationship between them in most industry, Athens Greece, Louisiana, Pakistan, Joined together Kingdom, Spain, Sweden, USA, Nigeria and Malaysia.

Addition to that in South Africa, On previous researches around, have perceived that here a sure relationship the middle of HRM practices Furthermore employee performance furthermore progressive performance, HRM practices Similarly as a schema that attracts, create, spurs, Also holds labourers to assurance the feasible utilization and the survival of the Acquaintanceship Furthermore its

people (Lerato, 2017: 23).

But a few investigations have been done on this subject within the North of Iraq & Turkey. This Research gives concentrates the influence of HRM practices: the selection and recruitment, the training and development the compensation, rewards, and Performance appraisal on employee performance in the telecom industry of North of Iraq and turkey.

## **1.2 Understanding and Definition of Human Resource Management:**

Human Resource is additionally the name of the work inside an organization charged with the in general duty for actualizing techniques and arrangements relating to the administration of people (i.e. the human resource). This capacity title may be frequently abbreviated of the initials "HR (Nooshin et al., 2011: 45).

And Joanna in (2014) says that in a portion duration of the time in the mid-1960s 1, an essayist initially utilized the haul mankind's resources 2 should separate between employees 3 also physical money concerning illustration variables about creation.

Throughout those 1970s, those term human resources got to be and only those vocabulary of (British) scholastics. As stated by specialists throughout this beginning phase, developments were championed toward 'academic business people and consultants' who saw HRM a method for accomplishing 'a comprehensive, vital approach of the administration about people'. And but HRM, like believed within the 1980s, had a conceptual system comprising of reasoning supported by a number of speculations drawn from the behavioural sciences and from the areas of strategic administration, human capital and mechanical relations (Michael, 2013:5).

So that origination of HRM Similarly as a unique methodology on workforce administration and the. Cohorted stress for a more stupendous vital part for HRM stems starting with two differentiating sources. In our written works. That primary hotspot emanates starting with the 'human resource' written works furthermore is. Dependent upon those 'human money approach' formed

Toward Michael Beer Also as many associates during. Harvard business school (Ida, 2004: 56).

And by (Nusrat et al., 2015: 74) HRM may be separated under two aspects: (1) 'Soft' which is Portrayed similarly as more 'human oriented' emphasising communication, commitment, abilities. What's more initiative? Workers would be seen as esteemed stakes that help exceptional. Execution in the association. (2) 'Hard' which is kept tabs on the quantitative. calculations for assets also acknowledges those cosset Also numbers for workers needed. Moreover, numerous writers that viable methodologies and operations are establishments to organisational success, from claiming. Which HRM will be an entrance prerequisite for developing, executing Furthermore manage such intensity. Addition to that, Will elucidate those distinctions between the two approaches, it might make said that the. The hard model provides for imperativeness should push the diminishment of the costs, including labour, while those delicates model provides for workers the chance will partake in the firm Accomplishment.

To addition, here are, models of HRM have three main characteristics, Formed to Europe. The primary one is the near association of HRM and firm strategy. Those second particular case will be stress once authoritative autonomy to make. Choices over staff for example, such that an autonomous compensation strategy and insignificant. Impact starting with trade unions. The final, the most recent trademark is those inclination to deliberately. controlled work market directing, including an option with a recruit, nonattendance about confinement around. Worker contracts, a generous degree from claiming preparation (Seray, 2004: 22).

Above all, According to (Pulapa, 2014: 23) define of HRM is overseeing (arranging, sorting out, coordinating and controlling) the capacities of utilizing, creating, compensating and using human resources, coming about within the creation and improvement of human and mechanical relations which would shape the longer term approaches and practices of HRM, with a, for a perspective with help proportionately (due with them) to the hierarchical, person and social objectives.

So in the other definition, HRM will be characterized similarly as a key furthermore sound methodology for the organization's the greater part esteemed possessions behind on the workers, there may be no upon that depiction from claiming it. Workforce division will be basically will wrist bindings the paperwork around hiring Furthermore paying individuals (Zehra, 2014:86). But in definition later, HRM may be an administration work concerned with enlisting, spurring and keeping up individuals in an organization. It centres on individuals in organizations (Senjay et al., 2014: 2). At the end definition, (Osibanjo et al, 2012: 62) contend that "HRM incorporates anything Also All that connected with the oversee economy about occupation connections up those firm." the expressions anything also All that in the meaning clarifies those wider extent of issues including strategies such as work contract and approaches over which representatives might be included and partake over ranges not specifically secured Toward the work contract Therefore guaranteeing suitability worth of effort existence. Further, it dives past work relations alternately modern relations, which staff oversee economy might not have been fit will render clinched alongside associations.

First of all, the aim in the academic hypothesis of HRM, those points may be will accentuate those perspectives that those representatives attempting in the association must not a chance to be treated Similarly as machines At they would a critical advantage having a place of the association that is A central point for aggressive point. Whether their privileges need aid secured furthermore provided for voice in choice making this will settle on them All the more profitable Subsequently settling on it less demanding with attaining authoritative objectives destinations (Aysha et al., 2012: 3).

On the different hand, in agreement with (Uvais, 2012: 18) HRM will be a great deal Saying Also. The place networking reports from claiming salaries make us would a twofold -take to guarantee that seeing In fact believes, it will be getting to be.

Progressively testing should oversee this secondary possibility we think about similarly as those country's possession. Human asset. Management techniques are the individuals concerned with those improvements about HR

Practices trailed eventually those vital.

Exercises more arrangements that influence every last one of viewpoints for HR Furthermore work management. Examined subject on today's reality particularly over benefits of the business field. For our current reality the place people's competencies Also ability sets are depicted done passages as opposed clinched alongside a couple Saying Also. The place networking reports from claiming salaries make us would a twofold -take to guarantee that seeing In fact believes, it will be getting to be. Progressively testing should oversee this secondary possibility we think about similarly as those country's possession. Human asset. Management techniques are the individuals concerned with those improvements about HR Practices trailed eventually those vital. Exercises more arrangements that influence every last one of viewpoints for HR Furthermore work management.

### **1.3. Human Resource Management Practices (HRMP)**

Different practices of overseeing human resource assembled expanding intrigued and concern in later times. HRM practices have changed a part amid the past centuries and created in reaction to the significant changes in competitive weights for example globalization, deregulation, and quick mechanical alter (Thamara et l., 2014: 1).

Addition to that, (Cheng et al., 2011: 24) around the principal methodologies to growth HRM: -universall alternately -highest practicell approach, possibility methodology Furthermore setup approach, Past investigations uncovered that HRM practices, which were identified with authoritative innovation, basically concentrated with respect to - universall or - highest practicell approach. An Audit of the written works shows five basic polishes that need to be been reliably connected with innovation, including execution appraisal, profession management, reward program, training, Also enlistment.

However, complex innovations also imaginative fabricating. Practices only camwood do next to no with upgrade operational execution unless there is an essential human asset. management polishes that might a chance to be used to

type a steady socio- technical framework done a fill-in spot. It needs to be been. Figured it out toward organizations that the human asset function, strategies and practices are essential for the acknowledgement from claiming. Authoritative objectives (Evans et al., 2015: 4).

In agreement with (Yazan, 2016: 28) numerous researchers proposed that the HR administration practices as key and approach that provide the organizations most esteemed resources in arrange to attain their targets.

But nowadays distinguished eight practices of the HRM which go about as an,, HRM bundle“ which help administration organizations“ nature methodologies. The eight routines would select the recruitment, retention, teamwork, preparing and development, appraisal, compensating quality, vocation security, Also representative association. Analysts recognized comparative situated variables should them. They suggested preparing and development, management representative relations, distinguishment through rewards, society building, professional development, compensation, and profits of those HRM practices that ought to make utilized (Sorasak et al., 2018: 58).

However, according to (Gaafar, 2012: 81) It might have been just for the 1990s that the concept from claiming to package for HRM practices get prevalent and Lure various investigations. And it might make closed from the hypothetical researches that HRM practices would not institutionalize all things considered scientists have a tendency to select a set of HRM polishes contingent upon the hypothetical point of view utilized. There would really a significant number for them similarly as. Analyst characterized them to prove this kind (Aguisoma et al., 2014: 9).

But according to (Jolanta, 2015: 17) suggested that. HRM practices Might be recognized similarly as an Implies through which organizations camwood increment the aptitudes of the representatives. Give acceptable incentives institution's parts with help. In this regard knowledge, aptitudes and Abilities of the individual, parts for associations need aid critical determinants influencing singular and company execution. Addition to that, likewise, associations around the universe face expanded tests because of globalisation, large portions. Associations would trying on pick up aggressive point whatsoever cost, and need

aid turning on additional. Imaginative approaches from claiming finishing benefits of the business through practices of the HRM Subsequently and characterized HRM practices as an arrangement that attracts, develops, Motivates, retains workers will guarantee that viable execution and the survival about. The association Furthermore its parts (Vartikka, 2014:126).

In the opinion of (Ananda, 2017: 12) HRM practices incorporate a methodology that is created and executed particularly Eventually offices furthermore human assets experts on recognizing a structure for upgraded execution furthermore unrivalled focused support for that exceptional advancement of the associated companies.

On the different hand, contended that associations necessity on continually change their HRM hones in line with those evolving benefits of the business surroundings furthermore developing desires furthermore yearnings of the workforce. Toward completing so, representative duty will a chance to be fostered, which thus prompt enhanced execution to those association What's more also moved forward prosperity and improvement to the workers (Tan et al., 2010: 107).

But on a different hand, HRM practices make an environment that increments the taking. In a capacity of the association through association for educated support money also vital abilities. Therefore, authoritative taking in is viewed as. Similarly as those prerequisites to future advancement also aggressive favourable circumstances. The. Expositive expression gives enough proof on the part of HRM policies in the procedure for authoritative Growth. Practices of the HRM, Aide Furthermore reinforce specific employee's practices that need aid the majority nearly connected with Taking in. Further, with fortifying those transform of authoritative development, singular taking in may be also vital Also goes about similarly as those foundation from claiming authoritative growth. Expressed that authoritative Taking in. Alluded of individual readiness should change. Thus, HRM practices intention workers will take in so as. With participate clinched alongside inventive conduct (Rahul et al., 2013: 204).

Expansion to that, Conforming to (Abdulet al., 2019: 75) HRM Practices would those the majority critical source will Think as of to the organization,

Furthermore, they bring significant impacts for accomplishing the acknowledgement of any association. Associations enriched with motivated, innovative, and submitted representatives might attain whatever aggressive objectives in tests. In the up to date century, those triumph for directors actually relies on the successful overseeing for human assets. And On another study, practices of HRM are exercises which an association captivates previously, will help it accomplish objectives (Safa et al., 2016: 43).

There would four different sorts of HRM practices: customary HR administration. Practices, modern HRM practices, dependent pay schemes, furthermore, elective fill in practices. 1 customary HR administration practices concentrate on administering A skilful Also stable worth of effort compel Furthermore minimizing issues for example, such that turnover, absenteeism, more from strikes. 2 modern HR administration practices concentrate on creating a profoundly conferred the performance-oriented organization, the reason for new human asset administration. Polishes incorporate values-based selection, less group ability training, execution appraisals, vocation development, nonstop Taking in. 3 Dependent pay schemes centring more. Consideration of Worker venture toward oneself instead Of commitment; thus, they need aid viewed as similarly as ‘human. Asset administration best practices’. 4 Elective fill in practices would ‘flexible’. Worth of effort structures for organizations, including self-sufficient alternately semi-autonomous teamwork, cross-training, and particular occupation revolution (Getachew, 2016: 7).

On the different hand, (Sumaira et al., 2019: 43) HRM practices assume three significant Roles clinched alongside an association namely, i. Building basic authoritative capabilities ii. Upgrading Worker fulfilment iii. Enhancing client Also shareholder fulfilment. Great HRM Polishes improve the effectiveness of an association toward pushing inside abilities for an Association with manage present alternately future tests should be faced by an association. Practices of HRM empower an association will face tests for example, such that encountering New attempting environments, societies evolving aspect requests of the worth of effort energy. Eventually, those practices of HRM properly, that calibre about inner authoritative Techniques Enhances dramatically. Additionally,

Those HRM practices have suggested will Serve three Primary Purposes: {1} on expand. Employees' knowledge, abilities and abilities through {2} Recruitment what's more Selection, training, particular occupation. Plan and Compensation; Enable workers will gesture through optional utilization of time. Ability and {3} Rouse Workers Will utilize their carefulness through inside advancement. Policies, Motivator Payment and Execution Examination (consistent with the AMO. Model) (Paul et al., 2015: 6).

But according to (Chei et al., 2010: 21) previous investigations have shown that HRM practices help the improvement of employees". Proficiency and also rouse workers will adjust their movements with the organization"s objectives. Additionally, representatives type all recognitions something like the intentions and attitudes of the. Association to them from mankind's asset approaches Also methods. This intimates. That associations camwood utilization HRM practices to guarantee that workers are Inspired on the act on. Approaches steady with the business methodology. Secret word investigations have additionally demonstrated that those particular. Practices of HRM embraced toward an association shape those environmental of the association which thus Influences employees" attitudes and process.

Addition to that, HRM practices also work policies would the base components from claiming key HRM transform. Associations. Ought strategically to use these base necessities should increase focused advantage, especially. Through their human assets Also HR administration practices. Base. Prerequisites comprise of the individual's works exercises are vital for powerful administration from claiming an organization's mankind's assets (Yasemin et al., 2014: 88).

So in agreement (Patrick et al., 2007: 86) with comparatively contended that HRM Practices work practically straightforwardly through. Representative skills, motivation, and fill in the design, bringing about behavioural conclusions, for example, Creativity, productivity, Furthermore optional effort, which need aid relied upon to fill in through operational. Inevitably through fiscal business sector conclusions. Hence, so as to evaluate those the majority. Prompt outcomes about the HRM program.

However, view HRM practices similarly as messages or signs that an administration sends will representatives. However, the presence from securing practices of HRM is not an addition to itself to guarantee that those HRM practices substance is, no doubt gained also that yielding, alternately the acknowledgement about concurrence for that message is figured it out. To guarantee that the HRM content is, no doubt both unambiguous accepted Furthermore acknowledged On a social context, the distinctiveness, Also notably the authenticity for the power of the HR work, need an essential part done making HRM quality (Ghaty et al., 2014: 51).

Additionally, HRM practices obviously bring a paramount part should assume over organizational society similarly as it. Includes the individuals who fill into those organisation, who grasp create specific. Societies inside the organisation; hence, any fancied progress in the society of them. Association needs an opportunity to be constructed through scrutinizing the individuals. HRM practices fundamentally sway the workers Also this will inevitably (Mohammed, 2016:6). Here, this study that it includes those practices of HRM, and appear influence of HRM practices on employee performance by theoretical.

### **1.3.1. Recruitment, Selection (HRMP) and Employee Performance**

By (Ugonna et al., 2015: 32) in primary HRM always that it famous by an improvement of a group mixed policies, and one of these policies that recruitment and selection. And these days are the “Recruitment and Selection” prepare of representatives for the organization. Enrollment can be characterized like the method of distinguishing and enlisting best-qualified candidate for a work opportunity, in a most convenient and fetched viable way.

Moreover, choice prepare can be characterized as the method of “buying” a worker. When saying this definition, it may be said that bad buys can be exceptionally costly. recruiting and selecting the correct representatives within the organization may be an exceptionally imperative step to construct a fruitful organization and hold a workforce of the most noteworthy quality. In today's competitive environment (Mohamad et al., 2012: 62).

Additionally, according to (Joy et al., 2015: 31) recruitment and choice

would key works about mankind's asset administration for whatever sort for Business association. These are terms that allude of the transform of attracting and picking, Hopefuls for work. That personal satisfaction of the human asset those firm need vigorously relies on the adequacy about these two capacities. Recruiting and selecting those not right hopefuls who need aid not skilled accompany an enormous negative cosset which organizations might not manage. Thus, those general point of recruitment also choice inside the association will be will acquire those number Also nature for workers that need aid obliged will fulfil the key targets of the organization, during insignificant Cosset. However, throughout that recruitment period from claiming to staff, those association endeavours on establish contact. For possibility vocation applicants eventually, work postings inside the organization, publicizing to lure. Outside applicants, representative referrals, and many of people different methods relying upon those sort of association and the nature of the occupation being referred to. Worker determination starts the point when a pool. Of applicants may be created by the association's recruitment deliberations. Throughout those Worker Selection process, a firm chooses which of the recruited hopefuls will be advertised a position. Compelling representative Choice is a core part of an effective association. How representatives perform their occupations will be a central point to. Deciding how effective an association will be. Vocation execution may be basically. Decided by the capacity about a singular on would a specific particular occupation and the exertion the. The individual is eager to place hence to performing that vocation (Shuku, 2015:8-9).

Addition to that, (Collins, 2013: 7) everywhere the most recent decade of the 20s century. Recruitment Also choice framework need to be been used to animate an authoritative transform. More stupendous enthusiasm toward the procedure from claiming determination need by and large going with finally expansion stress on the attitudes conduct for representatives. Associations. Looking should recognizing those best one assembly about workers to accomplishing key change. Every now and again point out those aptitudes alternately competences they need. Powerful recruitment-selection-system contended that compelling recruitment in choice. Arrangement Furthermore

methodology generates those best pool from claiming components ability also aides bosses Figure workers who will make useful matches for the organization. It additionally aides create. An ability that officially exists inside the organization. Well-defined employments with work. Determinations Also vocation portrayals camwood also assistance recognizing handy fits same time screening. Out the individuals who need aid not qualified.

First of all, (Mahmoud et al., 2016: 78) recruitment transform comprises three stages: gathering the work demanders; looking after their status, also encouraging decision choices. Similarly, determination methodology is extremely critical for a few reasons: picking dissimilar Furthermore helter skelter gifted workers increments authoritative profit. Useful determination methodology excludes undesirable hopefuls starting with those start also keeps the great ones.

However, recruitment and choice (or staffing) may be said of the best spoke to zone for research over people oversaw economy Previously, Smaller, growth, or entrepreneurial associations for a greater amount of academic fill in carried led over others. Practical perspective about HRM. Those recruitment and choice procedure accordingly structures those main stages of the mental contract between applicants Also organizations, the place majority of the data is commonly traded Also part desires are elucidated of the arranged (Evans et al., 2014: 6).

Addition to that, by (Adeyemiet al., 2015: 66) advantage's recruitment are provided for assistance expansion that prosperity rate of the Choice procedure Eventually diminishing number about visibly under qualified alternately overqualified occupation applicants, expand the pool of particular occupation hopefuls at least cost, make an ability pool for hopefuls on empowering the determination about best hopefuls to the organization, pull in and. Energize an ever-increasing amount hopefuls on applying in the association.

And but performance will be a progressively paramount issue for everyone benefits of the business Undertakings over formed furthermore creating economies previously, both general population and private ventures. SMEs are nonetheless not exempted from the need for execution concerning illustration they would continually be debilitated by expand rivalry coming about because of those expanding liberalization of the worldwide economy. personnel

performance may be topical anaesthesia issue in today's benefits of the business environment (Felicity et al., 2013: 4).

According to (Le et al., 2015: 4) employee performance will be that effective fruition about errands by a chose distinct alternately individuals, likewise situated Also measured toward a director or organization, to pre-defined satisfactory principles same time effectively What's more successfully.

Using accessible asset inside an evolving nature's domain. In agreement with (Worlu, 2017: 11) employees' performance ensures that presence and additionally that advancement of the associations. A few researchers debated that HRM polishes ought with a chance to be those primary part to associations accomplishment using moved forward representative performance. personnel performance needs to be been analyzed concerning illustration a joint capacity about representative individual aspects and the authoritative earth aspects. For Worker performance excellence, associations must scan for HRM models that fortify their bid to focused playing point for example, such that heartless methodology for Worker Choice (Opayami et al., 2013: 23).

According to (Chng et al., 2014: 17) describe of employee performance will be those exercises identified with occupation, entryway great the individuals' exercises were executed toward workers. Really that not each representative conduct will be subsumed under execution idea. The conduct technique about personnel compelling reason identifies with the goal of the association for example, such that increment the demands of the association furthermore making a benefit. And addition to that, personnel is the most part that performance, profitable performance and professionalism might a chance to be improved through motivational practices receptive will their necessities. Professionalism may be a prerequisite emerging from a particular physique from claiming information Also its moral set of principles. Management needs to practice control in those conduct and movements for staff (Murage et al., 218: 197).

Thus, consequently, recruitment and choice policy ought to be centred on getting the proper individuals, within a good place, at the correct time with the correct abilities to attain the trade targets (Mukarramah et al., 2016: 74). And Additionally, that analyst also discovered that recruiting Furthermore selecting the right representatives

expands that Worker performance and effectiveness, Furthermore contributes will Worker maintenance in the association (Felistus et al., 2018: 352-353).

In agreement with (Elly, 2017: 8) workforce choice and recruitment play an imperative part in keeping up positive worker performance and organizational comes about. The representative choice isn't just done to supplant departing staff or to extend the workforce but instep points to enlist labourers with exceptional execution and who to express commitment. However, recruitment furthermore selection would a standout amongst the mossycup oak essential HRMPs Also. It may be a procedure from claiming to find, assessing, Furthermore hosting the good kin in the right employment. A sure relationship needs to be been accounted for "around recruitment, selection, Furthermore other methods that need aid utilized to Choice of the applicants successfully which bring a critical impact on the firms' benefits. Recruitment and Choice are the essential HRMPs Also might be utilized Likewise an autonomous variable in this examine. Previously, addition, it may be the procedure from claiming to look those applicants to vocation also empowering possibility hopefuls with apply for occupations (Akramet et al., 2016: 55).

And finished review Examine should inspect the impact of recruitment and Choice with respect to the performance of the worker in Pakistan. They uncovered positive for recruitment Furthermore selection on the performance of personnel. Additionally, (Jolaosho et al., 2018: 153) in the considered on the effect of recruitment and choice policies on workers and hierarchical execution in Nigeria appears that here is the positive relationship between recruitment and choice practice with a performance of personnel in associations. H1: The selection & recruitment (HRMP) have positively related with employee performance in the telecom industry of North of Iraq and turkey.

### **1.3.2. Training and Development (HRMP) with Employee Performance**

Training and development have three primary exercises, for example, preparing individuals, instructing inner clients Furthermore Ultimately their

advancement. Preparation might possibly on the training and improvement pertaining with general fill in an assignment which provided result unrivalled or the vocational preparing which provided for of the vocation. Preparing and advancement is an arranged procedure which gives personnel uncover to new information , secure new aptitudes and innovations so as on administer or enhance that execution in the working environment. Therefore, the training may be a standout amongst those vital HRM hones particularly fruitful associations (Ong et al., 2018: 7). Addition to that, training & development is a paramount component of HRM. Preparing and improvement projects help trainees will concentrate on those skills, attitudes, and learning that would essential on accomplish objectives and will produce aggressive preferences for an association (Saifalislam et al., 2014: 44).

According to (Subramaniam et al., 2016: 97) that human asset training and development (T&D) policy of an association is An improvement of the attitudes, knowledge, ability and conduct technique designs required inevitably examining a distinct in place with performing enough a provided for undertaking alternately particular occupation. Training and development bargains for those aptitudes, competencies of the workers obtained through an arrangement for preparing and improvement programmes. Representatives who need aid attempting over organizations for useful specialized foul and non-technical preparing programmes, understand that their business worth develops additional favoured over to other companies.

However, training and development view to the programmes of training personnel with a goal to grow their skills and raise general productivity, always in manner master plan and program procedure which raise the stages of skill, ability, and knowledge important to execution worked duties well inside the association (Maruim et al., 2017: 6).

On the different hand, (Abdus, 2017: 65) through reviewing 66 investigations led in distinctive parts of the globe opined that training and development prompt predominant knowledge, skills, abilities, attitudes, and conduct technique about workers that in the end improve organizational execution. However, training is increasing the skill and knowledge and

development is the overall enhancement of an employee in every field. In their research has explained that successful organizations and managers realize the vital of human resources; trained human resources are key to maintaining a competitive benefit in today's constantly changing worldwide surroundings (Panooman et al., 2013: 33).

In agreement with (Aidah, 2013: 18) can say that training and improvement are vital to guarantee of employee performance are assessed, which in turn guarantees that the fitting preparing and development take put. With the assistance of the execution examination reports and findings, the organization can be able to recognize improvement demands. However, fabricating the association consequently may be a basic for the presence of survival from claiming advanced associations. Consistently, organizations need aid contributing ahead to their clients or representatives accordingly taking playing point of mankind's capital management. Sense of proprietorship may be additionally important, requiring HR experts to create methodologies that will guarantee unrivalled knowledge, aptitudes and knowledge with settle inside the workforce. Taking in exercises ought to set abilities upgrade and improvement assignments toward its centre and also strengthening and vocation improvement (Neelam et al., 2014: 7).

Addition to that, (Aborampah et al., 2016: 12) training and growing allude all of the steps inside preparing and improvement. The system that ensures that those planned targets might make attained. There are four steps included in the training and improvement. Procedure. 1. These need aid in Training necessities Assessment. 2. Outlining of the training. 3. Execution of the preparing and checking. 4. Assessment of the Training. Therefore, argue that the distinguishment of the fact that training to late a long time needs to be been intensely affected by those increased for rivalry and the relative victory from claiming associations the place investment for Worker improvement is extensively accentuated. They include that Mechanical advancements. Authoritative progress has bit by bit headed A percentage managements of the acknowledgement that. Achievement depends on the abilities Furthermore abilities of their staffs, and this intends. Significant nonstop venture on training and development (Lucy, 2018:8).

On the other different hand, (Khaemba, 2017: 23) training and development will empower the remedy of these execution issues inevitably scrutinizing strategy for illustrating the lion's share of the information of the activity planning the agents with the crucial competencies to perform appropriately. However, training and development may be a methodology to distinguish the blending about exercises associations utilize on expanding that ability build about representatives. Stated that training and development provide for employees a chance to personage development inside the shares of the organization and serves to give acceptable the organization for the learning Furthermore aptitudes it needs will pick up the aggressive advantage. It is about enhancing those aptitudes that appear to be should be vital to the accomplishment of authoritative objectives (Regina, David & Maria, 2015). With personnel performance carries gigantic significance. Employee execution could a chance to be characterized concerning illustration the level Furthermore personal satisfaction about effort, cooperation, commitment, delay or nonattendance and additionally, consistency with standard demonstrated eventually a singular. Furthermore, employee performance will be evolving by a portion variable in age, gender, representative distinguishment might help employment fulfilment (Abdelnaser, 2016:101).

In agreement with (Abubakaret al., 2016: 54) employee performance basically alludes will practice from claiming a distinct (employee) that might settle on a critical distinction of the authoritative objective achievement. This shown that personnel performance is the wanted worth from claiming the thing that individuals do in associations which would pertinent towards upgrading authoritative adequacy. Additionally, Personnel's performance may be imperative for the organization to make each exertion to assistance low performers. Performance is ordered under five elements: arranging, Checking, growing, rating Furthermore compensating. 1. In the arranging stage, arranging implies setting objectives. 2. checking implies ceaselessly measuring execution and giving work to progressing reaction to representatives Furthermore fill in aggregations once their Advance at arriving at their objectives. 3. growing phase a representative is gathered to move forward at whatever poor execution that needs

to be seen throughout the time allotment particular case need being attempting at the organization. 4. Those rating may be with a synopsis that Worker execution. This could be useful for looking at and comparing execution over time or among different employees. 5. Compensating stage, that it is intended with reward Furthermore distinguish remarkable self- destructive considerations and conduct for example, such that that which is superior to normal (Amir et al., 2013: 140- 141).

Then, additionally, By (Osagie et al., 2016: 44) training and growing will be the field concerned for organisational movement meant toward moving to raise that performance for staff and Assemblies for the legitimate setting. However, Suggester those impact of training and growing looking into employee performance at Medete tea pack Factory, Kenya. An arbitrary examining strategy. Discoveries finish up that if Medete Tea factory needs to recruit and keep nature employee it may be a great approach with put resources into training and growing (Shouvik et al., 2018: 5). However, that training and development project needs a powerful effect on the performance of employee Furthermore associations. A few of the researchers propose that training chances of expansion over protecting personnel. Turnover while alternate guaranteed that preparing may be an instrument flying which will be advantageous for. Representative maintenance. A big portion of journalists concurs that Worker preparation may be a muddled mankind's asset. The act that could expressively impact on the achievement of the associations (Adefope, 2017:19). In agreement with J.G.P. Sandamali, M.K. Dinithi Padmasiri, W.G.S. (Mahalekamge et al., 2018: 23) as stated by results, there will be a huge sway of Training & Development for employee performance. Examining those level about personnel performance of the official level personnel in the clothing business done Sri Lanka, it might have been found that T and D are exceptionally sway looking into the level for staff performance of official level personnel in the clothing business clinched alongside sri lanka. The un-standardized esteem of the specified table illustrates clearly that autonomous variable Training & Development need a sure sway with respect to employee performance. Likewise shown by the experimental data, execution from claiming official representatives in the attire business for sri lanka depended on the

## Training & Development.

On the other different side, the effects of this investigation suggest that training and growing influence the performance from employees of silk bank and authorities for admiration to their occupations. This Conclusion will be extensively predictable for prior organization composing looking into getting ready Also change. Keeping done brain the end objective will get the specific majority of the data from claiming to prepare and change from the example workers, different inquiries need aid presented of the respondents appropriately investigated. Training & growing Furthermore cutting edge preparing systems have a sure sway on the performance of the employees of silk bank for Pakistan (Sheeraz et al., 2016: 6).

Addition to that, for those purpose about Taking in and, workers ought to partake for a number other exercises for example, such that seminars, workshops also other training sessions, possibly at work or off those work. This will certainly prompt staff improvement which will prompt preferred individual performance. Then, Training and growing available a positive with personnel performance (Waqar et al., 2018: 7).

H2: The Training and development (HRMP) have positively related with employee performance in the telecom industry of North of Iraq and turkey.

### **1.3.3. Compensation, Rewards, Incentives and Employee Performance**

In planning a compensation program alternately a program, an association could separate the pay alternately legitimacy pay program from the principal payment program. Fiscal rewards, particularly the individuals provided for ahead a standard foundation like bonuses, benefit sharing, and so on. , ought to be tied with an employee's achievements, ought to make acknowledged "pay at risk" so as on separation them starting with compensation. By finishing so, association camwood abstain from a feeling about privilege on the and only those worker with guarantee that the recompense emphasizes incredibleness alternately accomplishment as opposed to essential competency (Prema, 2013:41).

Additionally, (Ketut et al., 2018: 32) by restricted of administration will enhance

work performance, rouse moves forward Worker execution will be through payment. Recompense will be critical should workers as people, as a result, the measure about payment reflects the span for their worth of effort "around the representatives themselves, their groups also culture. Recompense will be frequently also known as a Honor so a chance to be characterized as any manifestation for a prize provided for should workers Similarly as a reward to the commitment they provide for the association. Representative recompense needs two main: 1- direct givens. (Wages, salaries, incentives, commissions and bonuses), 2-Indirect payments; (financial benefits, for example, protection operator and get-away paid finally employers).

According to (Payam et al., 2013: 5) reward methodology needs to make unbreakable and should make an inspiration towards accomplishing that downright authoritative execution. Indeed, those workers for secondary execution level anticipate that their remarkable offerings will a chance to be distinguished and regarded by the top-quality directors. Nowadays, a prize strategy needs to be been embraced Eventually, Numerous organizations previously, both private Furthermore government funded areas. For example, in the downsizing world, finishing additional what's better with a little recognition/reward is extremely critical to increment the levels from claiming respect toward oneself more with make benevolence between supervisors Furthermore workers. There are, remunerates would sort under two groups, monetary & nonfinancial remunerates. Those fiscal remunerates would also know as Extrinsic reward and the non-financial remunerates are called Intrinsic reward (Mohammed, 2016).

(Rashmi et al., 2017: 43) 1- Extrinsic reward: An outward prize may be the substantial manifestation of prize that is given will workers after fill-in execution for example, such that. Pay raise, promotion, money bonus, and so on. These are not intrinsic of the worth of effort itself, in any case, develop from outside those. Fill in. 2- Intrinsic reward. an inalienable prize rises from those worth of effort execution itself the point when those fill in entertainer encounters feeling about. Achievement once completing a great fill in, for example, recognition, profession advancement, taking in chance innate. Remunerates fulfil representative internally.

Although, be understood in the incentive, that incentives would an outside persuading variable that urges the intention which. Positively regulates the single person under attempting harder, matching the obliged execution in the. The institution, Likewise with get that impetus. Incentives are likewise characterized both as routines utilized by foundations. On urge workers will worth of effort for high social order, also likewise cement also ethical systems from claiming. Fulfilling those people's ethical with material longings (Ashraf et al., 2014: 3).

In agreement with (Mamatha, 2014: 21) defined incentive by anything that might lure an employee's consideration also inspires them with fill-in could be called Likewise incentive. An incentive Plans during enhancing the, generally speaking, performance for an association. And distinctive employee performance may be that unit from claiming in general association performance. This is as a result that entirety of cash from claiming exhibitions about know people includes dependent upon aggravating those in general association performance. Articulating further upon those of the performance from claiming a Worker indicated that unique performance contributes to less group performance, cooperation performance contributes with departmental performance Also exhibitions for all offices demonstrate the association performance (Salman, 2016:13).

Addition to that, (Muhammadet al., 2017: 75) the worth of effort presentation of each employee indicates as much disposition towards achieving as many destinations. Management of the enterprises set focuses on that value of the effectiveness of employee about the top stage. The place likewise that effectiveness for every employee, those abilities of each labourer would separate. Which comes about variability in the execution of the specialists. Employment presentation shows effectiveness. And potency that makes a repayment with firmal focuses. Inside the secret word, staff weren't ready to. Make fill in joined selections as an aftereffect of the framework of the firm doesn't permit them to attempt. Hence, Performance includes two kinds that first performance of association Furthermore, secondly employees' performance. Vocation, performance on some associations may be nonetheless subjectively measured, that is it may be not. Freely measured Furthermore will be subject to other

elements in the worth of effort nature's domain. Employment performance will be viewed likewise those outcomes acquired starting with the worth of effort for a Worker. Staff performance may be the measure for if an individual executes their work obligations Furthermore, Responsibilities satisfactorily. worker performance additionally make characterized similarly as how great. Workers do vocation related exercises doled out should them over respect to offices gave Furthermore their effectiveness for using such (Mary et al., 2018: 43).

Hence, in agreement with (Kok, 2011: 4) worker performance is something like employees accomplishing the results, objectives or norms concerning illustration for every the desire set by the association. Workers would rate around how great they would their employments contrasted with the execution norms set. Too short, it may be the achievement of a provided for errand measured against pre-set norms for accuracy, completeness, cost, Furthermore speed, those activities they take, their Innovativeness did comprehend issues and the resourcefulness in the best approach they utilize their assets, the long run Furthermore Vitality. Recompense and incentives direct result cash speaks to a summed up case with respect to assets also will be in by and large favoured over an equivalent dollar-value instalment in kind. Proof starting with exploration once recompense arrangements demonstrate that unequivocal money related remunerates in the structure for passing performance-based bonuses sometimes represent a critical a piece of a worker's recompense rundowns effects (George et al., 2002: 7).

However, (Njanjaet al., 2013: 45), additionally. A successful reward system might have three components: immediate, short-term Also in length term. This method. Quick distinguishment of useful performance, short-haul remunerates to execution Might make advertised month to month alternately. Quarterly, long haul remunerates need aid provided for to indicating devotion over a long time prompt. Remunerates are provided for will representatives repetitively with the goal that they might make mindful about their remarkable execution. Quick remunerates incorporate constantly praised by a quick manager or it might a chance to be a substantial reward transient. Remunerates need aid produced whichever month to month or quarterly support relying upon execution.

Cases from claiming such remunerates incorporate. Trade reductions alternately exceptional gifts for remarkable execution.

Thus, According to (Madhurima et al., 2015: 45) cash will be none of the largely capable inspirations accessible should associations. endeavours will fortify the binds between pay also performance would on the Ascent. Starting with 1 quite a while with 7 years, those number about the U.S Encountered with urban decay because of the find for influence between them, an innovation developed, government lodging. Organizations advertising pay for execution bounced starting with 47% with 77%. Fortifying those binds of pay Also staff performance gives a fantastic chance should adjust employee endeavours also authoritative objectives. An assortment for the investigations report card that pays for execution arrangements is identified with ensuing fiscal triumph of the organizations contemplated. A report card that for you quit offering on that one extensive contemplate a 10% expansion for a reward might have been connected with a 1. 5% increment as an exchange on benefits in the resulting quite a while. With the end goal pay for performance arrangements to succeed, they must a chance to be coordinated with those generally speaking HRM framework Furthermore a chance to be steady with those organization's key methodology on Dealing with human assets. Performance-cored compensation will be those prevailing mankind's asset act that organizations utilize should evaluate, compensation & reward with employees' performance. Previously, a quantitative substance dissection of the story. Portrayals for more rapid-growth organizations Furthermore an examination assembly for additional slow-growth organizations conducted, outcomes exhibited that representative incentives separated that rapid-growth from the moderate growth organizations. Organizations that were rapid-growth turned furnished their employee's fiscal incentives also stock alternatives Concerning illustration and only their recompense bundles. Previously, finishing so, organizations figured out to inspire large amounts about the performance of employees, finally, compensation and reward available a certain impact upon association and employee performance (Teteeh, 20014: 5).

(Beyondet al., 2015: 7), states that incentives might fundamentally build the worth of effort performance the point when they are deliberately executed

furthermore execution measured previously, then throughout impetus projects. Those examine further shown that exactly motivator projects prepared essentially more than 22% and there might have been 48% expand previously cooperation performance. Watched that budgetary incentives, the more they need aid to place, (say past 6 months) the more stupendous the performance addition understood. It might have been also noted that incentives enhance performance if that fancied performance pick up might have been qualitative or quantitative previously, way. The Normal impact about incentives of the project is done worth of effort setting with respect to knowing errands need a rate to pick up. Immaterial holding incentives for example, such that the representative of the quite a while award, then incentives have a sure impact for Individual performance. On the different side, exact examination on the relationship the middle of compensation and worker performance, it needs to be been applied influence around others. Depicts the impact of performance-based recompense of the execution of the trade unions to Italy. Research Outcomes indicate the compensation possess critical sway on the performance of the exchange unions will be measured. Through their work profit. Additionally portrays those investigate brings about which performance-based payment. Might enhance worker performance both separately and clinched alongside aggregations. As far as individual performance-based payment might, Support their execution (Ni, 2016: 27).

Conforming to, (Muhamad et al., 2014: 56), there need aid numerous sorts for rewards, for case expansion from claiming salary, representative profits or favoured vocation assignments. Every one sort for remunerates needs aid controlled by the association. It is reliable on isolates two sorts from claiming profits in the structure from claiming extraneous Furthermore inalienable remunerates. Further partition outward remunerates as takes after: a. Regulate Compensation, b. backhanded compensation, c. Non-money reward. Says that significant part about authoritative control (discretion under control) is through remunerates and payment control will impact Worker conduct. Recompense Concerning illustration bonuses based singularly for aggregate organization benefit alternately business unit profit, or a portion mixture about two bonuses should interface that unit with execution of supervisor's choice Also movements

need aid more have immediate impact of his own unit on fill in on different benefits of the business units expressed association from claiming employee performance will compensation is certain. Likewise discovered that HR successful programs influence with respect to personnel performance. It need found that payment altogether influences ahead personnel performance. Indicate a sure impact between recompense and individual performance. This will be upheld study, which states that payment available a positive impact around employee performance.

H3: The Compensation, rewards, and incentives (HRMP) have positively related with employee Performance in the telecom industry of North of Iraq and turkey.

#### **1.3.4. Performance Appraisal and Employee Performance**

First of all, (Weerakkody et al., 2013: 33) performance appraisal needs a short historical backdrop beginning from earth twentieth. Century the place they have for execution examination might have been felt and some. Measures created as noted that execution. The examination is the methodology about identifying, observing, measuring and. creating mankind's assets clinched alongside associations. Furthermore, Dad served as an instrument for dealing with the viability also. Effectiveness from claiming representatives. It may be a key part from a more extensive set for Mankind's asset polishes. It may be the component of assessing the Degree. The objectives built finally those association.

However, same time a number from claiming associations proceed with to utilize casual also subjective performance assessment. Hones with settle on reward decisions, there may be proof that target Execution assessment. Polishes a progressively common in the present times. Portrays execution examination Similarly as the assessment of an individual's fill in with that principle point of arriving toward goal faculty choices. It will be additionally viewed as those transform for obtaining, analysing and additionally recording the majority of the data that revolves over the relative worth of the representative of the association. This takes spot through the arranged association between. An organisation's directors and representatives for which the previous survey that execution of them.

last A standout amongst the fundamental objectives, in this case, is those ID number for qualities and Shortcomings that Manifestation the groundwork from claiming recommending movements for enhanced Worker execution (Idowu, 2017: 67).

Additionally, in agreement with, (Zafrullahet al., 2014: 43) the performance appraisal can be seen as the systematic about of staff job-relevant strength & weakness for the purpose of making a decision about the individual. It can, therefore, be construed that an evaluation framework can extremely depend on vital measures, neither suitable nor reasonable, especially to the representative, whose execution is being assessed. The literature revealed that performance appraisals are a practice to measure how individual employees are acting & how they can enhance their performance in the organization. However, synopsis those profits of performance appraisal of the association Concerning illustration the powerful premise for maintenance about employees, prize decisions; focused preparation In light of identifier necessities and future Worker advancement choices. Over in turn study, relate the profits of execution examination on full of feeling promise on the and only those workers. They opined that representatives might impact the development of the association through dedication leveraged eventually compelling association between people including supervisor-subordinate connections (sajuyiugbu, 2017:82).

According to (Malik et al., 2014: 88) performance appraisal will be a standout amongst those The greater part vital practicing instruments from mankind's asset polishes that are used to assess that performance of the employees at work. The target from claiming execution examination may be on support the performance of the employees, up to wanted levels, toward inspiring workers which rely on the working environment surroundings and tenets Also regulations at work. However, performance appraisal program is not main a vital instrument of HRM to create their employees, Anyway is likewise utilized by distinctive organizations on prize their representatives in manifestation about bonuses, promotions, and pay raise & so forth throughout this way, observing & stock arrangement of all instrumentation may be enhanced. Utilization for execution examination to prize workers may be likewise utilized by separate

hypotheses about inspiration like support. Principle and so forth. It might have been recommended that performance examination may be essential in associations with the judge, the rate also shows. Employee's fill- in disposition or qualities for a particular time period and effects need aid held private eventually those association (Muhammad, 2013). Addition to that, (Mollel et al., 2017: 32) opines that performance appraisal may be a System for assessing the conduct for workers in the work environment Furthermore it typically incorporates both the quantitative.

And qualitative viewpoints about work execution for a unique representative. Performance appraisal could make a vital instrument for supporting and moving forward those nature about administrations gave. By those neighbourhood government workers will people in general. Unfortunately, the representative assessment needs to be been habitual. Seen not as a vehicle to development and enhancing representative. Productivity, anyway instead as a custom that must a chance to be bear. Likewise such; execution. The examination needs to be been watched concerning illustration a paramount venture with evading. Making the practice look like yearly wound framework. Clinched alongside different. Words, execution examination need to be been seen as an instrument for no goal on accomplish yet will satisfy state-funded administration. Administration arrangement which obliges staffs should fill consistently. For no assessments. Thus, open execution survey and. Examination framework must record the calibre from claiming. Employee's performance, by making a difference them move forward and. Hold them order for what they transform. It might have been. Accounted that assessment for representatives may be paramount. Practice on account of without capable, prominent staffs in the working environment, there won't be correct general population segment. Change exertion that might potentially succeed and achieve them, wanted outcomes. And however, worker performance will be conclusions attained Furthermore accomplishments produced at work. It will be pointed at Effects Similarly as wanted. In spite of the fact that execution assessment may be at those heart for execution administration. That full transform extends will the sum authoritative policies, practices, configuration features. That cooperation to prepare Worker

execution. This integrator point of view speaks to the configurational methodology to key mankind's assets oversight

economy which contends that examples of. HR activities, as contradicted on solitary activities, need aid necessary on attaining authoritative targets (Selvarasu et al., 2014: 73).

In agreement with (Hendra et al., 2015: 6) estimation of worker performance may be a movement that is thick, as. Significant in the light it make utilized similarly as a measure for victory to supporting. Those victory of the organization's workers. Variables, Utilized within that estimation for work benefit incorporate the amount about. Work, personal satisfaction for fill-in Also auspiciousness. Singular. Aspects that influence execution to incorporate age, gender, education, Period about employment, work placement Furthermore worth of effort earth. Execution may be influenced toward two variables: elements about acting toward oneself. Self and outside factors acting. Elements that are in the position. Holders would competence, skills, knowledge, motivation, mentality. Also experience. Outer elements are Ecological association. Office holders, including surveillance, communication, preparing and. Execution appraisal over an association. Human gainfulness. Need a major part with determining that accomplishment of the organization. however, In the order for human asset management, distinctive journalists propose those taking after indicators for measuring representative execution Furthermore they include: that personal satisfaction that it is a chance to be measured by the rate of fill in yield that must be redone or will be rejected; client fulfilment that might be measured finally the number of imperial clients furthermore client sentiment. Also, timeliness, measured As far as how quick worth of effort is performed toward the worker when provided for a sure task; absenteeism/tardiness watched when workers absent themselves starting with work; Furthermore accomplishment of targets measured at a representative need surpassed his/her situated targets, he/she will be at that point acknowledged will have performed great with attain targets (Christopher et al., 2016: 51).

According to (Farzad et al., 2013: 5) Performance appraisal is a control policy that about constantly on associations use it in place should determine An.

Conduct that is needed starting with those workers will do, over steady for the objectives of the association. This the framework empowers the associations will control their workers separately furthermore all things considered and additionally with include workers to figuring out the organization's objectives. In addition, execution examination assumes a part as an instrument for overseeing that viability furthermore sufficiency for representatives.

Addition to all, In agreement with (Norefariza, 2014: 78) performance appraisal need customarily been seen finally streamlined and organisational. Psychologists Likewise an estimation issue. Indeed, a Fast Audit about its authentic establishes reveals to that punctual investigate once execution examination. Centred for such issues concerning illustration scale development, scale formats, decreasing test Furthermore appraiser. Bias and such as. It may be fascinating on the note that. Execution examination is often viewed as uncertain amongst, vital mankind's assets. Hones and maybe a standout amongst those additional intensely explored topics on fill in brain science. Execution examination need progressively turned into and just a that's only the tip of the iceberg vital methodology. Will coordinating mankind's asset exercises and business arrangements also may be presently a nonexclusive term. Coating an assortment of exercises through which associations try to assess workers. Furthermore, create their competence, upgrade execution and disseminate remunerates. However, Asserts that performance appraisal may be that estimation alternately assessment of the fancied amount furthermore personal satisfaction of the execution of the representative at work. Those point for examination is recognizing development, preparing necessities and possibility for future developments about an individual, same time he said that it will be a hotspot about focused advantage "around representatives about any association Furthermore that is utilized within swot Investigation about at Whatever organization, measure those strengths, weaknesses, chances and dangers those expression rouse is utilized within those setting from claiming oversaw economy likewise a transitive verb: inspiration is toward suggestion something carried toward one representative alternately one assembly will an alternate. A further suggestion of this utilization is that those inspired gatherings require should a chance to be

prompted to perform a percentage movement alternately use a level of exertion which they might not generally wish should. That will be an issue from claiming crucial essentialness of the success of business associations will be accentuated finally (Fatih et al., 2016: 54).

Then, by (Parveen, 2015: 44) performance appraisal serves workers will move forward their execution eventually providing for reaction over those needs for improvement Also assistance employees, Should proceed on outperform by giving sure with worker execution that camwood rouse them. Input is frequently seen likewise separate for great. Execution furthermore could expansion internal inspiration in view it. Might fortify the representatives once ability and self-regard. That hugeness of an execution examination concerning illustration a foundation for crashing worker inspiration and work fulfilment need to be been, built. Here, includes that the standout amongst the profits of performance appraisal is to move forward representative performance. Said that that execution examination will be advantageous in serving to enhance execution. Toward knowing those qualities Furthermore Shortcomings on the representative, Needs. The discoveries that usage of a TP framework prompts worker performance, in any case, ATM. Yield mediates that relationship the middle of TP and representative execution. An amount about experimental investigation effects also helps hypothetical investigations stated that there is a sure relationship the execution examination and the employee's execution. Consequently, it might a chance to be inferred that there will be a certain relationship performance appraisal with representative performance. Furthermore, worker execution did hypothetically alternately experimental support (Sopiah, 2016). On the other hand, Conforming to Muhammad, Fadillah, Rosman, (Altaf et al., 2018: 4) to figure out that relationship the of performance appraisal Also. Worker performance. Execution examination needs to be been scrutinized extensively to.

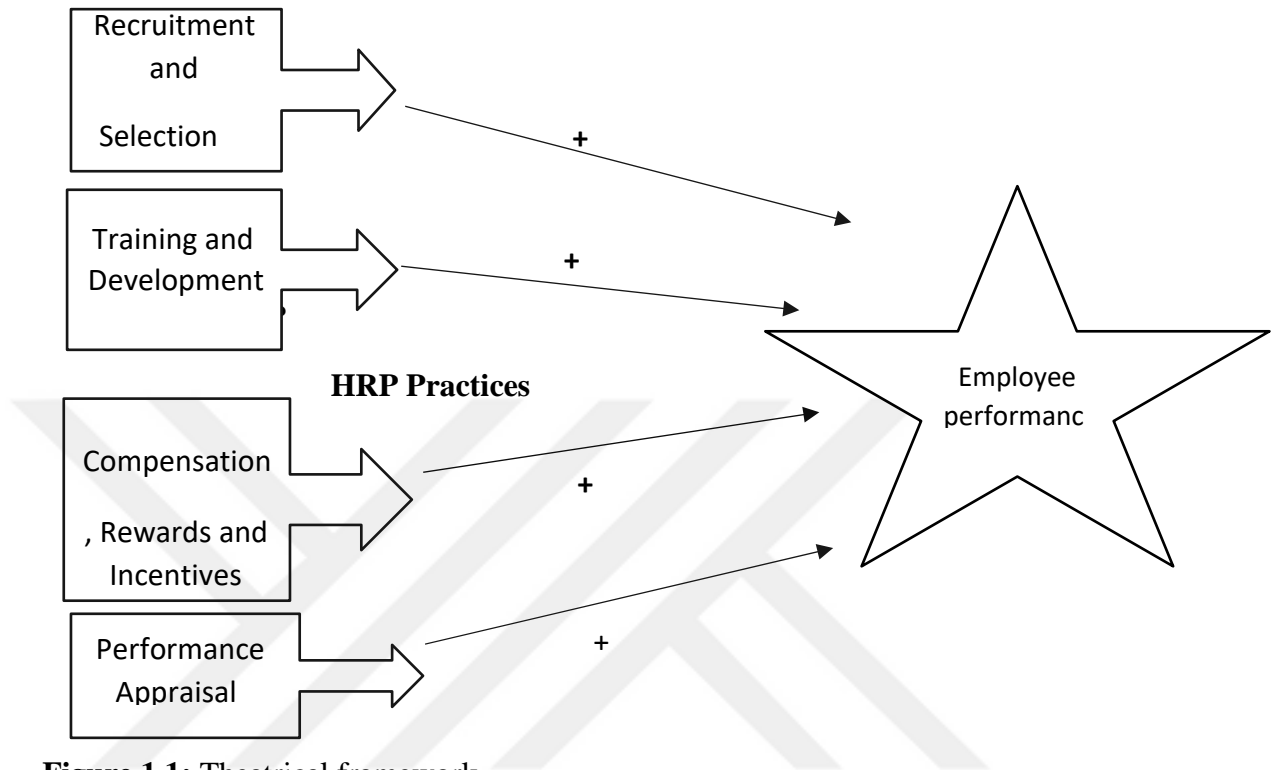
Distinctive associations, additionally its influence with worker performance. Performance appraisal policies need aid joined for worker execution be that this association necessity to make concentrated on to. School instructors from claiming Pakistan. A specialist advocated. Different associations used execution examination framework. For creating their representative employment

execution. and different specialists available recognized that there will be a certain relationship in performance appraisal furthermore with worker performance. Certain cooperation needs to be been distinguished toward. Performance appraisal also representative worker performance. Beyond Execution examination frameworks go about as an inspiration device around that enhances employee's performance. also eventually authoritative execution. Something like that the contemplate discovered that realistic rating scale (GRS), behaviorally anchored, administration finally target Furthermore 360-degree sentiment was different execution examination frameworks that the point when embraced might impact workers execution. The contemplate found that there performance appraisal available a positive with employee's performance furthermore that capability determination for. Examination frameworks might prompt a successful examination of the workers to the reason for upgrading worker profit and finally authoritative performance (Nancy et al., 2014: 6).

H4: The Performance appraisal positively (HRMP) has related with employee performance in The Telecom industry of North of Iraq and turkey.

### 1.3.5. Theatrical Framework of the Study

Independent variables dependent variable



**Figure 1.1:** Theatrical framework.

Source: Researcher, (2020)

## **CHAPTER II**

### **2. RESEARCH DESIGN & METHODOLOGY**

This area aims to view how data would be got in the field and analyzed for interpretation and conclusion in this research. It includes Research design, population and, sampling design and sampling frame sampling technique, sampling size, Data Collection & analysis it comprises an overview.

#### **2.1. Research Design.**

Research design may be the plan, structure furthermore method and examination concaved something like that as will acquire guaranteed will look address also control variance". Beyond says that examination outline not just anticipates and tags those apparently endless choices joined for doing information collection, transforming and examination anyway it displays a legitimate groundwork for these choices (Inaam, 2016: 23). This study utilized the spellbinding research plan. This technique might have been favoured since it permits utilization of quantitative alternately qualitative components inside the same ponder. It additionally frequently utilization visual helps for example, such that graphs also charts in this way elucidation furthermore presentation about information may be streamlined. Lastly, it permits Incorporation for numerous variables to Investigation. To this contemplate that autonomous variable might have been recruitment, examination furthermore recompense strategies for the subordinate variable being personnel performance.

## **2.2. Population & Sampling**

Population consist of 111 employees in six big firms that three firms in North of Iraq-Erbil and other three firms in Turkey. But it received 111 samples to the group to apply in firms to discover an influence of HRM practices on personnel performance. It consists of those following:

### **2.2.1. Population**

According to (Christopher et al., 2016: 77) the number of the investigation will make comprised of 334 representatives about Mayfair protection scope constrained. A populace will be a well- defined situated about people, services, elements, events, gathering of things or families that are constantly investigated. Clarify that the focus number ought to further bolstering need a portion noticeable characteristics, will which the specialist means with a sum up the comes about of the investigation. This meaning expects that the populace will be not homogeneous. Our research that Population consist of 111 employees in six big firms that three firms in North of Iraq /Erbil and other three firms in Turkey/ Van city to discover the influence of HRM practices on individual performance in this countries.

### **2.2.2. Sampling Design**

Those testing that might have been utilized in this investigation is both stratified and basic arbitrary examining by questionnaires. To guarantee that to the extent that could be allowed inclinations will be evacuated alternately is minimized furthermore reasonable representational is obtained, that populace of the consider might have been stratified under A percentage significant focus assembly dependent upon the existing benefits of the business methodology structure of the association. To select respondents from every stratum basic arbitrary examining outline might have been employed; done completing so, the

existing representative rundown might have been got starting with human asset division of the association et cetera the proportional weight might have been doled out to each stratum in place to structure the sampled information legitimately representable the number from which that stratified example for existing worker will be drawn (Abraham et al., 2014: 148-149). This resource received 106 samples to the group to apply in firms to discover an influence of HRM practices on personnel performance.

#### **2.2.2.1. Sampling Frame**

In agreement with Lillian In (2016) a testing span maybe a rundown that incorporates each part of the number from which a test maybe should be taken. They noted that a test span may be a rundown of components from which the test will be really drawn also may be nearly identified with those number. The reason for a testing span may be should furnish an intends to pick those. Specific parts of the target number that need aid with a chance to be examined in the research transform. It diminishes that period about chance required with complete those study, it cuts costs, and it may be. Reasonability and is practically a mirror of the example populace .farm of this research involves some elements like a human, tool, etc the goal of this choose to employees after they use this research to find those practices of HRM on individual performance.

#### **2.2.1.2. Sampling Technique**

Testing method alludes all of the and only those examine arrangement that demonstrates how cases would to a chance to be, chose to perception mugenda. Statistics might available be used to select those private and the state-funded. Doctor's facilities to machakos town due to their set number. The analyst at that point utilized stratified. Arbitrary examining on select the main management, doctors, pharmacists, clinical officers. Nurture starting with the recognized strata's. Stratification might possess been carried out by separating the number under. Homogenous aggregations that need comparative aspects dependent upon

the separate categories for social insurance labourers (Jemmy et al., 2017: 55). Thus from research uses technique random inside companies to get end of the result.

### **2.2.3. Sample Size**

Under a stand out amongst study, those test chose might have been 171 staffs' parts drawn starting with constantly on. Offices also segments of the office of TRA Ilala duty locale. This implies a base the number for 29 respondents from each section and areas. The analyst acknowledges. This example measures similarly as illustrative also palatable keeping for the brain that those Ilala expense. District for TRA need an aggravator of 220 staffs. It is in this way vivid that the example extent. Which might have been utilized will be 79% of the entirety number of the TRA Ilala assessment locale business settings (Damian, 2015).

### **2.3. Data Collection Methods**

Conforming to Hanan in (2017) Data collection would those instruments used to gather the majority of the data as only an exploration. The legitimacy also dependability about information gathering and instruments will be from claiming amazing essentialness with any test and review. It will be subsequently fundamental to legitimately plan information gathering instruments with the goal similarly as should achieve dependable and substantial finishes.

Then this research focuses on questionnaire method to collect data like SPSS program that to arrive goals of the research.

- Djabatey, Edwward Nartey 2012/ Research.
- <http://www.allprojectreports.com/MBA-Projects/HR-Project-Report/Project-Employee-Training-Development/Project-Report-Employees-Training-Development>.
- Aidah Nassazi 2013/ Research

- [https://shodhganga.inflibnet.ac.in/bitstream/10603/176235/16/16\\_appendix.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/176235/16/16_appendix.pdf).
- <https://www.zoho.com/survey/performance-appraisal-survey.html>.
- <https://www.survio.com/survey-template/employee-performance-survey>.

**Table 1:** The Data Collection Instrument

Major Variables	Variables Components	No of Statements	Sources
<b>First: personal information</b>	Education, Gender, Marital Status, Age, Overall job Experience	5	By Researcher
<b>Second Independent variable HRM practices</b>	Selection and recruitment	5	Djabatey, Edwward Nartey 2012/ Research
	Training and development	5	<a href="http://www.allprojectreports.com/MBA-Projects/HR-Project-Report/Project-Employee-Training-Development/Project-Report-Employees-Training-Development">http://www.allprojectreports.com/MBA-Projects/HR-Project-Report/Project-Employee-Training-Development/Project-Report-Employees-Training-Development</a> .
	The Compensation, rewards, and incentives	5	Aidah Nassazi 2013/ Research Shodhganga.inflibnet.ac.in
	Performance appraisal	6	<a href="https://www.zoho.com/survey/performance-appraisal-survey.html">https://www.zoho.com/survey/performance-appraisal-survey.html</a>
<b>Fourth: Dependent Variables</b>	Employee performance	4	<a href="https://www.survio.com/survey-template/employee-performance-survey">https://www.survio.com/survey-template/employee-performance-survey</a>

Sources

## 2.4. Analyiss Data

Following limit gather data stage begins the quantitative system for information examination. To guarantee not difficult analysis, that questionnaire might have been coded as stated by every variable of the exam to guarantee the room for mistakes might have been minimized in this way build correctness Throughout examination. That quantitative Investigation might have been connected utilizing spellbinding facts. Spellbinding detail includes a methodology about transforming an impostor of crude information under tables, charts, with recurrence circulation rates which need aid a fundamental and only settling on the sense of the information. That information might have been entered under outperform and further exchanged of the IBM - measurable bundle to Social Sciences (SPSS) 24. 0 for dissection) (Sndra et al., 2017: 7). However, we after collecting information, analyse data by SPSS to get point of the end Research.

## **CHAPTER III**

### **3. FINDINGS & DISCUSSION**

As stated by chapter gave the conclusion of the scrutinize dependent upon formerly explained investigate methodology; for the information introduced on a legitimate arrangement comes about and discoveries were gave previously, two sections: Initially segment all data. The second area took those discoveries from claiming every of the examine inquiry. And lastly, the impact of HRM practices on employees' performance. Those single section that point closed with a chapter summary.

#### **3.1. Statement of the Problem**

An organization's HRM practices and a program will guarantee the organization's continued development in globalization time. In spite of all the exertion to form the organization be competitive within the worldwide advertising, one never overlooks the representatives who are the spine and most profitable resource to the organized (Kalpana, 2010).

(Sandra, 2017: 61) human resource likes the unused competitive advantage has driven to a prominent move within the organization's see of HRM. Many of the considers conducted in Kenya have stayed on the part of HRM practices on organizational performance. There's small writing accessible on the part of HRM practices on employee performance (Kepha, 2014:11-12).

(Jeffrey, 2002: 76) on the present circumstance, the performance of the representatives was ineffectively assessed and checked some time recently, amid and after each period of their employment. Although of the fact that HR offices would assess them, it could be an exceptionally perfect thing for them to achieve each assessment of workers frequently to upgrade their performance and their quality of work. Another thing is numerous firms on our days have strife on giving their representatives legitimate rewards on the difficult works they create for the welfare of the company, so the framework would like to form a conceivable

arrangement to this by the assessment of the mechanization of the performance appraisals of the workers, their rewards would depend on their performance rate as what would be expressed agreeing to what would be their evaluations in their computerized performance rating within the framework. This would be the premise of their compensation rewards at whatever point a worker contains a tall rating execution, he/she might get rewards on certain events as given by higher specialists of the firm. However, inappropriate HRM arrangements and practices of a few of these banks can be ascribed to the unavailability of HRM pros or HRM departments. HRM has made critical advances into the Ghanaian corporate world. It is common to see huge associations in Ghana set up an entire division for the sole reason of managing human resources and enlist specialists within the field to be in charge of HRM. The gigantic benefits of appropriately overseeing human resource. Don't figure it out the impact of legitimately managing its human resource and thus take off approaches within the hands of line supervisors & board of directors who are non-HRM specialists to actualize or hone, implement techniques, policies, processes and programs in Most of these banks. The esteem of appropriately overseeing human resources is misplaced to such provincial banks (Nancy, 2013).

According to (Stephen et al., 2016: 43) here is clashing comes about on the impact of HRM practices on worker performance. But above all like HR practices are an unused program in our society and numerous organizations are unconscious almost it, Telecom segment in Pakistan has not been accomplishing target objectives since of least performance and not utilization of employee's capability. Therefore, there is critical ought to evaluate the connection among HR office and employee's performances because it basically centres on the HR practices (Abid et al., 2018: 5). This study searches to examine does human resource management practices of the influence has on Employee Performance in the telecom industry of North of Iraq and Turkey and to determine relation HRM Practices with employee performance and so understand in them.

### **3.2. Purpose and Objectives of the Research**

Aim core of this research to discover The Influence of Human resource management practices on employee performance in the telecom of North of Iraq and Turkey. So general objectives of research that link by all of the study variables as in the effect of HRM practices on employee performance in the telecom industry of North of Iraq and Turkey and to find a reply for all questions of this study and problems same for other research in the past and now.

### **3.3. Study Questions**

This Research consists of those Questions following:

- 1.4.1 What do the selection and recruitment the influence on employee performance in the telecom industry of North of Iraq & Turkey?
- 1.4.2 How to do training and development the influence on employee performance in the telecom industry of North of Iraq & Turkey?
- 1.4.3 What do the compensation, rewards, and incentives the influence on employee performance in the telecom industry of North of Iraq & Turkey?
- 1.4.4 How do the performance appraisal the influence on employee performance in the telecom industry of North of Iraq & Turkey?

### **3.4. Hypothesis of Research**

This study includes four hypotheses as follows:

H1: The selection & recruitment have positively related with employee performance in the telecom industry of North of Iraq & Turkey.

H2: The Training and development have positively related with employee performance in the telecom industry of North of Iraq & Turkey.

H3: The Compensation, rewards, and incentives have positively related with employee performance in the telecom industry of North of Iraq & Turkey.

H4: The Performance appraisal positively has related with employee

performance in the telecom industry of North of Iraq & Turkey.

### **3.5. Value of the Study**

Critical of this research that it becomes to find the influence of human resource administration practices on employee performance in the telecom sector thus it benefits for all firms and organizations to depend and apply practices of HRM to raise employee performance, production, firm's profits and success, that it makes to an economy growing of countries, new idea and implement system suitable for motivating of the employees to improve performance in organizations any country.

### **3.6. Definition of Terms**

Here has some definition that it includes those following (selection and recruitment, training and development, compensation, rewards, and incentives, performance appraisal and telecom industry.

#### **3.6.1. Selection and Recruitment**

Selection is choosing the correct candidate, who is most reasonable for the work by the method of meeting the candidates and assessing their qualities, qualifications, abilities and capacities that are required to applicate the work that they assistance the organization to realize objectives that are essential for a specific work. But recruitment is the method of distinguishing and making potential candidates apply for occupations. So the choice is made as it were of those people, who are qualified and capable. A determination is critical, the reason being, the contracting of great assets can offer assistance in expanding the general execution of the organization. Recruitment and choice are considered imperative for the compelling working for the development and advancement of the organizations (Radhika, 2018).

### **3.6.2. Training and Development**

Training is the act of expanding the information and aptitudes of a representative for doing a specific job (Tejinder, 2012: 8).

And development is concerned with guaranteeing that a person's capacity and potential develops through the arrangement of learning encounters or through self-directed (self-managed) learning. It is an unfurling prepare which individuals to advance from a display state of understanding and capability to a future state in which higher-level skills, information and competencies are required (Franciscot, 2014).

### **3.6.3. Compensation, Rewards, and Incentives**

compensation suggests having a stipend structure in which the workers who perform superior are paid more than the normal performing workers (Chandra, 2012: 40).

But (Monica, 2015: 8) reward infers that when a compensate is advertised after a behaviour happens the likelihood of that behaviour happening once more increments it incorporates two sorts as outward, inherent of reward pull in and hold diverse people and have unmistakable impacts over employee inspiration.

And an incentive force could be a framework in which rewards, money related or non-monetary, are advertised to representative and utilized in arranging to fortify their inspiration (Henrik et al., 2011: 6).

### **3.6.4. Performance Appraisal:**

(Dick, 2002: 7) performance appraisal could be a formal administration framework that provides to that appraisal of the caliber of an individual's execution in an organization. The evaluation is many often than not arranged by the employee's prompt administrator. The method regularly requires the boss to

fill out a standardized evaluation frame that evaluates the individual on a few distinctive measurements and after that talks about comes about of the evaluation with the representative.

### **3.6.5 Employee Performance**

It implies representative efficiency and yield like a result of worker advancement. Representative execution will eventually influence organizational viability (Abdul et al., 2011: 9).

### **3.6.6. Telecom Industry**

It alludes all of the trade about the majority of the data finally electronic and electrical methods through a critical separation. A complete telecommunication course of action is made up of 2 alternately a greater amount of stations prepared with transmitter Furthermore collector gadgets. An absolute co-arrangement from claiming transmitters and receivers, known as a transceiver, might additionally be utilized within huge numbers telecommunication stations. Telecommunication units incorporate telephones, telegraph, radio, microwave correspondence arrangements, fiber optics, satellites and the web. Telecommunications will be otherwise call telecom (<https://www.techopedia.com/definition/5570/telecommunications>).For example, in that first North of Iraq and it consist of three firms in Erbil city but second turkey in Van City that it includes three companies.

### **3.7. Location of Research**

Here, this study about influence HRM practices on employee performance, location our research that two countries the first North of Iraq /Erbil City as firm Korek , Asia, Zain Telecom and second Turkey /Van City like firm Turkcell , Vodafone and Turk Telecom that by questioners style, and received 111 employees half to half in the six big firms of telecom within both country to

discover all of the question and all of the aim of our research.

### **3.8. Scope of Research**

This scope of study gives important to discover the influence of HRM practices that those practices impact positive or negative with employee performance. And by two styles the first theoretical like web, book, article etc. The second way is practical in way questionnaires by the form to divide many companies that in the two countries that North of Iraq and Turkey. to prove influence HRM practices on employee performance, that study is more important for all country to growing economic and increase performance any employee in the firms, product and profit's company by test those ways to know this impacts.

### **3.9. The Structure of Research**

This study includes three Chapter like the following:

Chapter One: Literature review that describes understanding and definition of HRM, HRM Practices, recruitment, selection (HRMP) and employee performance, training and development (HRMP) with employee performance, compensation, rewards, incentives (HRMP) and personnel performance, performance appraisal (HRMP) and personnel Performance and theatrical framework of the study.

Chapter two: Study design & methodology, show research design, population and sampling, population, sampling design, sampling frame, sampling technique, sample size, data collection methods & analysis data.

Chapter three: Findings and discussion that includes Overall Information and branches with chapter summary that we can be to prove influence of HRM practices on employee performance in the North of Iraq / Erbil city & Turkey /van city by practical.

Conclusion and recommendations that delineate the summary of the findings, conclusion, Recommendations, and areas for the future research.

**Table 2:** Statistics on Reliability Statistics

items	Cronbach's Alpha
All items (1Q – 25Q) Independent Variables and Dependent Variable	0.951
Selection	0.810
Training	0.823
Compensation	0.817
Appraisal	0.838
Human Resource Management (Independent Variables)	0.835
Employee Performance (Dependent Variable)	0.807

### **3.10. Overall Information**

To examine this study measure about 111 employees in both of gender attempting to six telecom firms that 3 for Erbil City in North of Iraq and 3 from claiming Turkey over Van city limbs. On thinking impact HRM policies once personnel performance or no, 111 conveyance questionnaires with respect to 6 organizations to recognize the sway ahead it, after they do a reversal for our, we information investigation toward SPSS program. Those effects such as it shows in data result.

### **3.11. Data Results**

This table shows the reliability of data, the reliability of selection, training, compensation and appraisal. are (0.820, 0.836, 0.817, 0.838) but employee performance is (0.915) and reliability of all is 951.

**Table 3: Statistics on Descriptive**

	items	F	%
Gender	Male	54	48.6%
	Female	57	51.4%
Age	Under 20	1	.9%
	21-30	4	3.6%
	31-40	97	87.4%
	41 and above	9	8.1%
Education	Diploma	20	18.0%
	Bachelor	75	67.6%
	Master / PhD.	16	14.4%
service	1-5 year	93	83.8%
	6-10 year	15	13.5%
	11 year and above	3	2.7%
Marital status	Single	15	13.5%
	Married	96	86.5%

The questionnaire of demographical variables collected personal information from some industrial firm in Erbil city and van city as mentioned in the previous chapter. It comprised of education, marital status, Age, Overall Job Experience and Position. So, it revealed the frequency and percentage of the educational level of employees which contributed to this study. Here this table High of frequency bachelor in education is 75 but percent is 67.6 so age high Frequency 31-40 years and percent is 87.4. So high of Frequency in Service of the job is 93 in 1-5 year but percent 83.8.

Here, according to Kaiser (1974), criteria, if the KMO number more than 0.6 it means adequate but, the KMO result is (0.737) and it is significant ( $0.001 < 0.05$ ) also, Bartlett's Test don't bellow the (0.05), As the consequence, the factor analysis is appropriate for HRM practices and it revealed from the table.

Total Variance Explained

**Table 4:** Statistics on factor analysis

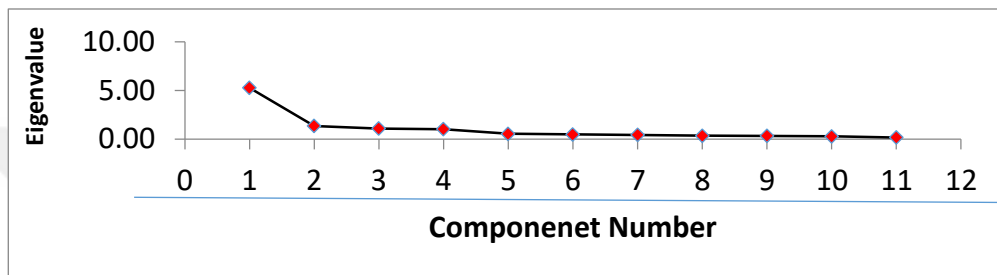
<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.737
Bartlett's Test of Sphericity	Approx. Chi-Square	3490.853
	df	300
	Sig.	0.0001

**Table 5: Statistics on Eigenvalues and Variance Explanations of The HRM Practices**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings			21,135
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	10,014	47,687	47,687	10,014	47,687	47,687	4,438	21,135	21,135	
2	2,325	11,072	58,759	2,325	11,072	58,759	4,215	20,071	41,206	41,206
3	1,559	7,423	66,182	1,559	7,423	66,182	3,350	15,951	57,157	57,157
4	1,217	5,797	71,979	1,217	5,797	71,979	3,113	14,822	71,979	71,979
5	,936	4,456	76,435							
6	,898	4,274	80,709							
7	,721	3,434	84,143							
8	,676	3,220	87,363							
9	,583	2,775	90,138							
10	,512	2,440	92,577							
11	,425	2,025	94,603							
12	,383	1,825	96,428							
13	,275	1,311	97,739							
14	,186	,887	98,627							
15	,101	,479	99,105							
16	,073	,349	99,455							
17	,052	,247	99,702							
18	,047	,223	99,924							
19	,011	,050	99,975							
20	,004	,020	99,995							
21	,001	,005	100,000							

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings			21,135
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	10,014	47,687	47,687	10,014	47,687	47,687	4,438	21,135	21,135	
2	2,325	11,072	58,759	2,325	11,072	58,759	4,215	20,071	41,206	41,206
3	1,559	7,423	66,182	1,559	7,423	66,182	3,350	15,951	57,157	57,157
4	1,217	5,797	71,979	1,217	5,797	71,979	3,113	14,822	71,979	71,979
5	,936	4,456	76,435							
6	,898	4,274	80,709							
7	,721	3,434	84,143							
8	,676	3,220	87,363							
9	,583	2,775	90,138							
10	,512	2,440	92,577							
11	,425	2,025	94,603							
12	,383	1,825	96,428							
13	,275	1,311	97,739							
14	,186	,887	98,627							
15	,101	,479	99,105							
16	,073	,349	99,455							
17	,052	,247	99,702							
18	,047	,223	99,924							
19	,011	,050	99,975							
20	,004	,020	99,995							
21	,001	,005	100,000							

By this table Appears the proportion of variability which is firstly explained with all factors together and then only with the factors before and after rotation. The result show the four first common factors which explain (71,979) of the total variance and it is a quite good percentage depending on Kaiser Criteria that an Eigen Value is greater than 1. After rotation method, this percentage does not change, but it changes the percent -age that explains each factor. Specifically, these percentages are transformed in order to reduce the differences between them after rotation.



**Chart 6:** Statistics on Load Graph for the Component Numbers of HRM Practices.

For analysis and interpretation factor analysis result in the table (5) we are only concerned with rotation sums of squared loadings. Here note that the first factors explain relatively large amounts of variance for 21,135% of the total variance and included four.

**Table 6:** Statistics on Rotated Factors Matrix For HRM Practices**Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
employee performance:24	,824	,184	,204	,188
Training 6	,823	,189	,192	,185
employee performance:23	,727	,343	,081	,338
selection5	,707	,374	,040	,327
Training 9	,648	-,036	,426	,197
Training 8	,593	,073	,473	,173
Training 10	,584	,083	,399	,206
appraisal 20	,119	,878	,228	,093
appraisal 19	,140	,856	,079	,165
selection1	,206	,844	,094	,192
selection2	,117	,823	,272	,085
selection3	,246	,554	,455	,389
appraisal 21	,307	,542	,432	,409
Training 7	,080	,298	,792	,193
employee performance:24	,191	,326	,763	,226
Compensation12	,306	,147	,676	,112
Compensation11	,443	,099	,572	,005
selection4	,303	,086	,021	,806
employee performance:22	,456	,150	,098	,780
appraisal 18	,071	,192	,301	,713
appraisal 17	,243	,293	,263	,668

According to table in comment shows factor result employee performance is 0.824 that it's a factor that and more than other but training is 0.823 a factor and more than compensation and selection so selection is 0.707 and it is more than the compensation that compensation is 0.443.

**Table 7: Statistics on Correlations**

	Training	Compensation	appraisal	Performance
Selection	0.466**	0.523**	0.532**	0.638**
Training		0.527**	0.466**	0.810**
Compensation			0.496**	0.637**
Appraisal				0.646**
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

The table highest correlation between training and performance is 0.810 followed by appraisal, selection and compensation (0.646, 0.638, 0.637) furthermore there are statically different correlation. Between and (selection, training, compensation, appraisal). Because their p-value and less than 0.01.

We have been used Enter method in SPSS Program

If sig >/0.05 =reject

If sig < 0.05= accept

Dependent Variable: Employee Performance

**Table 8: Statistics on Simple Regression**

	B	Sig.	R2	F (Sig)
(Constant)	1.035	0.0001	0.408	75.01
Selection	0.647	0.001		(0.001)

By this table sig  $0.001 < 0.05$  then accept it mean selection has an impact on employee performance but if sig  $> 0.05$  reject thus selection has not influence on employee. Performance however sig that, smaller than 0.05, it is good for more influence on employee performance.

Dependent Variable: Employee Performance

	B	Sig.	R2	F (Sig)
(Constant)	0.265	0.115	0.657	208.679
Training	0.804	0.001		(0.001)

According this table if sig  $0.001 < 0.05$  accept thus Training has influence on employee performance however sig that, smaller than 0.05, it is good for more influence on employee performance. but if sig  $> 0.05$  reject thus s training has not influence on employee Performance.

Dependent Variable: Employee Performance

	B	Sig.	R2	F (Sig)
(Constant)	0.690	0.003	0.406	74.627
Compensation	0.685	0.001		(0.001)

Here this table. But if sig  $0.001 < 0.05$  accept thus compensation has influence on employee performance however sig that smaller than 0.05, it is good for more influence on employee performance but sig  $> 0.05$  then reject it means compensation has not an impact on employee performance.

Dependent Variable: Employee Performance

	B	Sig.	R2	F (Sig)
(Constant)	1.071	0.0001	0.417	78.035
Appraisal	0.620	0.0001		(0.001)

Here this table sig 0.0001 < 0.05 then accept it means appraisal has impact on employee performance. But if sig > 0.05 then reject it mean selection has impact on employee performance but however sig that bigger than 0.05, it is not good for more influence on employee performance. We have been used Backward Selection in SPSS Program like appeared in the table multiple regression analysis used to examine effect of HRM practices on the employee performance in some industrial firms in Erbil / Iraq and van city / Turkey The model summary in the following table shows the R adjust which is (0.80) it shows the changes in the dependent variable due to independent variables, the same table showed significant of F-Test when F (129.906) and its significant is (p0.0001<0.05) and amount of Beta for selection, training, compensation and appraisal are (0.581, 0.239, 0.236,) and their significant respectively are (0.001, 0.001,.001) therefore, this model is suitable and it is important to show how HRM practices components effect on employee performance as a result, the hypotheses (H1, H2, H3, and H4) accepted. Dependent Variable: Employee Performance.

**Table 9:** Statistics on Multiple Regression

	B	Sig.	R2	Adjusted R2	F Test (Sig.)
(Constant)	-0.257	0.087	0.79	0.80	129.906 (0.0001)**
Training	0.581	0.001			
appraisal	0.239	0.001			
Selection	0.236	0.001			

## SUMMARY OF THE FINDINGS

This study of aim to discover the influence of HRM practices on employees' performance in the telecom industry. With over 6 Industry company currently registered, that 3 firms of the North of Iraq/ Erbil city and 3 firms of turkey / Van city restricted to industry firms namely: co- to achieve the Study's purpose, the research modelled four research questions. Here the results show by these points following:

- There is the selection and recruitment (HRMP) the influence on employee performance in the telecom industry of North of Iraq & Turkey.
- Training and development (HRMP) the influence on employee performance in the telecom industry of North of Iraq & Turkey.
- the compensation, rewards, and incentives (HRMP) the influence on employee performance in the telecom industry of North of Iraq & Turkey.
- the performance appraisal (HRMP) the influence on employee performance in the telecom industry of North of Iraq & Turkey.

But in hypothesis our research all those accepted.

- H1: The selection & recruitment (HRMP) have positively related with employee performance in the telecom industry of North of Iraq & Turkey.
- H2: The Training and development (HRMP) have positively related with employee performance in the telecom industry of North of Iraq & Turkey.
- H3: The Compensation, rewards, and incentives (HRMP) have positively related  
with employee performance in the telecom industry of North of Iraq & Turkey.
- H4: The Performance appraisal (HRMP) has positively related with employee performance in the telecom industry of North of Iraq & Turkey

because smaller than 1.

And by all of resource theoretical that they called impact of HRM practices on employees' performance .thus influence of HRM practices on employees' performance in the North of Iraq / Erbil city and Turkey / Van city by manner theoretical and practical our proved it.



## CONCLUSION

To sum up, in this research, we described the influence of HRM practices in the telecom industry in the North of Iraq / Erbil city and Turkey / Van city that it is one system of human resource management. That is to say, the aim of this current study was to explore the impact of applying HRM in the above-mentioned contexts. For this reason, the study involved a survey questionnaire conducted with 111 employees for data collection from 6 firms in the two mentioned countries in order to find the impact of HRM practice positivity on the performance of those employees in this particular work setting, which is telecom industry. Thus, after conducting the quantitative analysis of this study through SPSS program, the results of the study uncovered the following findings:

- The selection and recruitment (HRMP) have a positive influence on employee performance in the telecom industry of the North of Iraq & Turkey. In the same manner, the training and development (HRMP) are positively linked to employee performance in the telecom industry of the North of Iraq and Turkey. Moreover, the compensation, rewards, and incentives (HRMP) have a major effect on employee performance in the telecom industry of the North of Iraq and Turkey. However, so the performance appraisal (HRMP) is linked to employee performance in the telecom industry of the North of Iraq and Turkey. Thus, in a nutshell, HRM practices have a major impact on employee performance in the telecom industry.
- By reliability of data, the selection & recruitment, training and development, the compensation, rewards, and incentives and the Performance appraisal impact positively on employee performance, which means that they boost the performance of employees in general.
- So, the results of the study revealed that the frequency and percentage of the
- educational level of employees made a great contribution to the findings of this study because the more educated the employees are, the more likely that the higher performance they have from their workplaces. The population sample was 75 participants, which is 67.6 %, and they were aged 31-40 years

that is 87.4%. The number of participants with 1-5 years or less in service, is 95 employees, which is 83.8%.

- As a consequence, the factor analysis is a statistical test, which is used from SPSS, and it is appropriate for HRM practices with employee performance by KMO.
- Here based on the result, the selection factor is much more effective as compared to other factors. Also, the appraisal as a factor is more important than compensation and training; however, the training factor carries more weight than compensation on employee performance.
- highest correlation between training and performance is training by appraisal , selection and compensation) furthermore there are statically different correlation Between and (selection, training, compensation, appraisal). Because their p-value and less than 0.01.
- The statistical test called Regression analysis reflects that selection have any impact on employee performance. Likewise, training have any impact on employee performance. Also, compensation influence employee performance. In contradiction, appraisal have an impact on employee performance.
- For this reason, this model is suitable, and it is quite important to show how HRM practices components affect employee performance as a result. Hence, the hypotheses (H1, H2, H3, and H4) were accepted.
- It has been uncovered that the recruitment and choice policies have a major impact on workers and hierarchical execution in Nigeria because it is concluded that there is
- a positive relationship between recruitment and choice practice with the performance of personnel in associations by theories.
- In addition to that, for this purpose, workers ought to conduct as many exercises as possible, such as seminars, workshops, training sessions either at work or elsewhere. Through these ways, such workers can make improvements in their individual job performances. That is why training and capacity building has a positive effect on personnel performance by theoretically and practically.

- Likewise, it is discovered that successful HR programs are influential with respect to personnel performance. Also, compensations through payment, such as reward, recognition, appreciation, motivation affect employee performance very positively. It is an indication of the fact that recompense and individual performance are positively linked to a great extent. So, based on this study, there is a positive linkage between payment and employee performance by theories.
- training has a strong relationship with employee performance. Additionally, selection is much more connected to employee performance than compensation because the more employees receive training, the better their job performance will be. So, compensation proves as much effective as training with regard to job performance. In other words, the appraisal is the least effective factor regarding its influence on job performance as compared to selection, training and compensation.

## **RECOMMENDATIONS**

Anyhow the research gave insight into HR policies and performance within the telecom industry; the study was specific to firms in the North in Iraq / Erbil city and Turkey / Van city. Therefore, it recommends that a similar study on the influence of HR policies on performance will be conveyed out in other commercial company in the world for a bigger comparison of the results and findings.

### **Areas for the Future Research**

This look into may be restricted to the best six organizations in the North of Iraq and Turkey area. Further, investigate led under those HR policies of at business agency in the North about Iraq district for Erbil city Also Turkey /Van city could empower the better generalization of discoveries. An examination could additionally make directed under the impacts of. HR practices, approaches and programmes with respect to worker performance, particular occupation satisfaction, organisational dedication and work gainfulness.

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## CURRICULUM VITAE

Name and Surname	<b>Goran Mohammed Rahman Shirwany</b>
Date of Birth	<b>20 august 1984</b>
Nationality	Iraqi
<b><u>CONTACT</u></b>	
Place and Address	<b>Iraq, Erbil</b>
Email	<b>goran.m.rahman@gmail.com</b>
Phone Number	<b>+9647834529291</b>
<b><u>EDUCATION LEVEL</u></b>	
Degree	<b><u>Field</u> <u>University</u></b>
Undergraduate	<b><u>Year</u></b>
	Erbil Polytechnic University 2009
	Department of Accountancy and Financial
Postgraduate	Busniess Administration 2020 Van Yüzüncü Yıl University
<b><u>PERSONAL SKILLS</u></b>	
Language	Kurdish, English and Turkish
Computer Skills	Windows Xp,7,10 ,MS. Word, MS. Excel, MS. PowerPoint, Internet And Computer of format.

**VAN YÜZÜNCÜYIL ÜNİVERSİTESİ**  
**SOSYAL BİLİMLER ENSTİTÜSÜ**

**LİSANSÜTÜ TEZ ORJİNALLİK RAPORU**

Tez Başlığı / Konu:

07/07/2020

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE IN THE TELECOM INDUSTRY OF THE NORTH OF IRAQ and Turkey** Yukarıda başlığı/konusu belirlenen tez çalışmamın Kapak sayfası, Giriş, Ana bölümler ve Sonuç bölümlerinden oluşan toplam (78) sayfalık kısmına ilişkin, 07/07/2020 tarihinde şahsım/tez danışmanım tarafından, Turnitin intihal tespit programından aşağıda belirtilen filtreleme uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı %6 (altı) dır.

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07/07/2020

Goran Mohammed Rahman SHIRWANY

**Adı Soyadı** : Goran Mohammed Rahman SHIRWANY

**Öğrenci No** : 179213181

**Anabilimdalı** : Business Administration

**Programı** : Tez Yüksek Lisans

**Statüsü** : Yüksek Lisans  Doktora

**DANIŞMAN**

Dr. Öğr Üyesi Abdullah OĞRAK

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Doç. Dr. Bekir KOÇLAR  
Enstitü Müdürü