

Efficiency Redefined: A Deep Drive into HRM Practices and Organizational Success in Lebanon

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Abstract

This paper examines the influence of six human resource management practices on the efficiency of organizational performance in Lebanese SMEs across diverse sectors. The examined practices encompass training and development, selection and recruitment, compensation and benefits, performance appraisal, empowerment, and succession planning. Employing a quantitative deductive approach, data analysis employed SPSS to address study objectives, validate hypotheses, and tackle the research problem. The questionnaire, distributed among 360 respondents in various sectors, revealed that managing selection and recruitment, empowerment, and succession planning significantly impact organizational efficiency, while training and development, compensation and benefits, and performance appraisal show no discernible impact. The study's findings provide insights into the specific HRM practices influencing the efficiency of organizational performance in Lebanese SMEs, contributing novel perspectives to the existing literature on this subject.

Keywords: *HRM, Organizational Performance, Training and Development, Recruitment, Compensation, Performance Appraisal, Empowerment, Succession Planning.*

1. Introduction

The given importance to human capital is increasing day after day; this capital is considered to be the main key element for the financial success of any organization (Ahmed, Salloum, and Shaalan, 2021). Starting from this point the existing link between HR and the organizational financial results has raised an issue for all organizations in all sectors (Nyambane and Muathe, 2017). The current debate on the effects of Human Resources Management on the efficiency of organizational performance has an extended academic line that has to come up with a managerial outcome to have a smooth relation between the HR practices and the efficiency of the organizational performance since it is a mandatory objective for survival and continuity (Rajni, Singh, and Satpal, 2019). Understanding the link associating HRM practices and the efficiency of organizational performance has always been a fundamental objective to any organization and has gained a high interest in human resources research (Rasool et al., 2019). It is certain throughout

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loads of articles, studies and researches that HRM has many practices that can be applied, it is also confirmed that HRM practices do impact the efficiency of organizational performance (Karman, 2020). The real concern is to identify which HRM practice is the most impacting on the efficiency of the organizational performance in Lebanese SME's during ambivalent circumstances.

In the context of a rapidly evolving business environment, the study on the impact of HRM practices gains paramount importance for Lebanese SMEs. As organizations navigate through uncertainties and challenges, the need to decipher which specific HRM practices significantly contribute to organizational efficiency becomes imperative. This research aims to fill this crucial gap by providing insights into the unique dynamics of Lebanese SMEs and identifying the HRM practices that hold the key to enhancing organizational performance amidst ambiguous circumstances. The findings of this study not only contribute to academic discourse but also offer practical implications for managers and decision-makers striving to optimize HR strategies for sustained success in the competitive era.

2. Literature Review

According to Pombo and Gomes (2020) and Jasim (2020), the real challenge for exploring HRM and the efficiency of performance is to define its real practices to be able to impact the organizational efficiency. Based on the research of Guillermo (2021) that focused on human resources management practices, it was clear in its results that HRM practices and organizational performance are closely related, the focus was mainly on financial performance and other objectives such as the efficiency and loyalty of service delivery, they were found to also impact organizational performance. Consequently, this paper will precisely focus on six of the human resources management practices that are managing selection and recruitment, training and development, compensation and benefits, performance appraisal, empowerment, and succession planning that are usually found to affect the efficiency of organizational performance.

2.1. Human Resources Management Practices

2.1.1. Managing Selection and Recruitment

Managing selection and recruitment is an imperative practice of human resource management that allows to leverage organizational performance efficiency (Li and Rees, 2021). The major objective of recruiting and selecting is to find out the correct candidate to fill a vacant position. The main problem is to guarantee an equilibrium between the job requirements and the candidate distinct aptitudes. Recruitment and selection are considered a managerial operation that ensures organizational growth and development (Kanagavalli, Seethalakshmi, and Sowdamini, 2019).

Studies such as those of Dosumu et al. (2021); have also shown that the implementation of an effective recruitment process is positively linked to organizational performance. On the other hand, for Ore and Sposato (2021) recruiting and selecting bad candidates who are not competent has a huge cost that companies cannot always afford; this shed the light about the existing relation between the selection and recruitment being an HRM practice and the efficiency of organizational performance (Bazana and Reddy, 2021).

2.1.2. Managing Training and Development

As per Omar and Nik Mahmood (2020), managing training and development is the most powerful attribute of human resources management since it catalyzes human development and its apprenticeship. Bibi, Ahmad, and Majid (2018) confirmed that employees' training to adapt to new technologies, rules and guidelines has become an organizational survival necessity and it directly affects the efficiency of the organization.

Kutlay and Safakli (2019) stated that one of the ways to grant a high organization performance is to establish a good training and development program since its core objective is to expand employees' skills that will surely enhance the performance and the efficiency of the organization.

2.1.3. Managing Compensation and Benefits

Establishing a strategy of employees' compensation and benefits is considered an HRM complicated objective no matter what is the employee type of contract, remuneration, overtime, working hours, seniority and profile (Prihantoko and Ferijani, 2021). Rizaldy, Kartika, and Jayawinangun (2021) confirmed that well compensated employees are always ready to be more dedicated and engaged to its organizational productivity and efficiency; a well-compensated employee is a motivated and committed employee (Omar, 2021).

A compensation and benefit strategy that puts employees' motivation and fair remuneration in the first place can certainly develop and increase their moral, physical and cognitive commitment toward their workplace (García-Juan, Escrig-Tena, and Roca-Puig, 2020).

2.1.4. Managing Performance Appraisal

A good management of the performance appraisal procedure has an impact on employees' well-being and efficiency (Bayo-Moriones, Galdon-Sanchez, and Martinez-de-Morentin, 2020). Managing performance appraisal is a part of the career management that organizations should put first so they can improve their organizational efficiency.

The purpose of managing the performance appraisal is to scrutinize the current circumstances in the job taking into consideration effectiveness, acquired skills and the applied methods at work. It is a human resource practice that situates the capacities, the current and future aptitudes, and therefore evaluates the probable performance level (Al-Jedaia and Mehrez, 2020). The objectives and goals of the performance appraisal procedure should be highly aligned with organizational strategic objectives and strategic performance goals.

2.1.5. Managing Empowerment

The relational perspective views empowerment as a collection of practices and procedures that aim to share additional authority, control and expertise with employees (Dickin et al., 2021). Based on the study of Alkhazali et al. (2020) the linkage between managing empowerment and the accomplishment of a higher organizational efficiency can be done through the theory of Social Exchange and the theory of Support.

Through maximizing empowerment in the workplace and inspiring workers to do their best, organizations will strengthen the existing skeletal relationship between the corporation and its staff, increase their productivity thus improve the efficiency of organizational performance (Manzoor et al., 2019).

Organizations that optimize workplace responsibility and accountability through empowerment tactics create a culture where co-workers can rely on each other. Any lack of employee empowerment will decrease the efficiency of organizational performance (Cho and Choi, 2021).

2.1.6. Managing Succession Planning

Umans et al. (2021); Umans et al. (2020) stated that succession planning is a dynamic process in which the roles and functions evolve in a dependent and overlapping manner; on the long run, this leads to an organizational performance increasment.

The outcome of good succession planning relies on procedures that should be transparent and credible. Marachi (2013); Kim (2017) have specified that succession planning is

much more than a series of interventions to fill positions, it is certainly a part of an overall exercise of strategic financial planning.

Al-Mohaisen and Al-Kasasbeh (2021) confirmed that succession planning is classified as a vitally critical platform of a larger human resource development procedure. This requires a cohesive, unified and efficient organized tactic to find qualified and talented teams and ensure their development and retention to meet current and future financial business objectives (Chineye and Ogohi, 2020).

2.2. The Efficiency of Organizational Performance

The efficiency of organizational performance is transformed into a progressively significant topic since the emergence of the COVID-19 pandemic. The unprecedented disruption of work flow has proven to be a stimulus for businesses around the world to rethink about their current performance approach. As a result, organizations are quantifying the meaning of organizational effectiveness in today's complex and changing market landscape. The efficiency of organizational performance is assessed based on the corporate mission, purpose, objectives, shareholders' and stakeholders' expectations, HRM practices and the constraints of its environment (Chowdhury, Rana, and Azim, 2019). As per Nezam et al. (2016) the organizational performance efficiency is the optimization of capitals dedicated to the achievement of strategic goals consequently reaching the organizational vision. To measure the efficiency of organizational performance, indicators are compared in time and space and their results are related to quality, quantity, costs, and deadlines.

According to Abdul Mutalib, Sapri, and Sipan, (2018) as well as De Pablos (2021), when talking about a company's organizational performance many conditions should exist; these conditions are the degree of achievement of the objectives, efficiency and productivity, adaptation to environmental constraints, the exploitation of the environment in the acquisition of rare resources and values, maximizing returns to the business, the fulfillment of certain functional requirements and finally the social value of the company (Goshu and Kitaw, 2017).

2.3. The Link Between HR practices and the organizational performance efficiency

Many research investigated the influence of human resource management practices on the efficiency of organizational performance, results of these studies showed that organizations should repetitively study the variation and change in their traditional human resource management practices and develop its original practices (Al-Taweel, 2021; Elhadi, 2020). Examining other models, performance appraisal, empowerment and succession planning are perceived as an investment favoring the creation of corporate value, therefore enhances the efficiency of organizational performance (Lamichhane, 2021).

Therefore, the first hypothesis is:

H1: There is a significant statistical relationship between human resources management practices and the efficiency of Lebanese SME's organizational performance.

2.3.1. The link between managing selection and recruitment and the efficiency of organizational performance

According to Harky (2018) and Kurniawan et al. (2020), selection and recruitment have direct impact on productivity, efficiency, work climate and the organization's image.

Selection and recruitment are a vital human resource practice that refers to an advancement of organizational procedure concerning the attraction and selection of potential candidates. Those candidates to be hired, selected and recruited should show a remarkable level of skills, talents and commitments and this will certainly contribute to the efficiency of organizational performance (Khashman and Khashman, 2016).

Based on the empirical results of the study of Salahuddin (2016), a positive and significant correlation between selection and recruitment and the efficiency of organizational performance was highlighted. Similarly, Singh, Mohanty, and Mohanty (2017) found a positive association between those two variables. The same results, concerning the positive relationship between the efficiency of organizational performance and the selection and recruitment were confirmed by Lamichhane, (2021), Al-Taweel, (2021), and Elhadi, (2020). Other studies have also shown that the implementation of an effective selection and recruitment strategy being a human resource management practice is positively related to the efficiency of organizational performance. Therefore, the second hypothesis is:

H2: There is a significant statistical relationship between managing selection and recruitment and the efficiency of Lebanese SME's organizational performance.

2.3.2. The link between managing training and development and the efficiency of organizational performance

Training and development objectives must be properly applied to reach a high efficiency of corporate performance (Cera and Kusaku, 2020). From the corporate side, training and developing employees allow them to become more performant, this allow them to increase their productivity so this will certainly impact the efficiency of organizational performance (Moradi, Mohamed, and Yahya, 2018).

Hence, training and development as a human resource management practice only makes sense if it increases employees' performance and therefore leverages the efficiency of organizational performance. Implementing training and development for employees requires a quantifiable procedure to obtain the desired results. As per the study conducted by Roque and Ramos (2019); Topno, (2012), there is a synergetic need to demonstrate the significant effect of training and development being a strategic lever on the efficiency of organizational performance. Indeed, training and development are considered vectors of progress for all organizational functions and a privileged instrument for developing skills and controlling the efficiency of organizational performance. It should be noted that if the efficiency of organizational performance is not achieved as it has to be, this means that training and development were not correctly assessed. Therefore, the third hypothesis is:

H3: There is a significant statistical relationship between managing training and development and the efficiency of Lebanese SME's organizational performance.

2.3.3. The link between managing compensation and benefits and the efficiency of organizational performance

Compensation and benefits link the employee and the employer in a monetary way, it shapes the existing relation between them (Gulzar, Advani, and Rauf, 2016). Managing compensation and benefits has an influence on the efficiency of organizational performance. Compensation and benefits influence the motivation and the workforce performance. Compensation has a significant impact on employees' involvement and this increases the efficiency of organizational performance. According to a study by Amirul, Amirul, and Mail (2020), organizations that pay workers a percentage of compensation and benefits practices built on profits or sales see an immediate influence on the efficiency of the organization and on the financial performance.

Compensation and benefits are powerful tools for achieving the efficiency of organizational performance (Halim et al., 2019). As a conclusion, the efficiency of organizational performance is therefore directly influenced by managing compensation and benefits as a part of human resources management practices. Therefore, the fourth hypothesis is:

H4: There is a significant statistical relationship between managing compensation and benefits and the efficiency of Lebanese SME's organizational performance.

2.3.4. The relationship between managing performance appraisal and the efficiency of organizational performance

Performance appraisal acts as a significant contributing facet in any organization since it is considered one of the most important human resource management practices. Corporate performance appraisal enables a top managerial decision-making on promotions, merit increases, training needs and succession planning (Tahsildari and Shahnaei, 2015).

Studies have shown that implementing a performance appraisal as a part of human resource management practices in organizations promotes individual performance, enhances communication between managers and employees and consequently leverages the efficiency of organizational performance. Empirical results of Shaharyar et al., (2014) have verified that performance appraisal is a beneficial instrumental device to reach corporate efficiency. Therefore, the fifth hypothesis is:

H5: There is a significant statistical relationship between managing performance appraisal and the efficiency of Lebanese SME's organizational performance.

2.3.5. The link between managing empowerment and the efficiency of organizational performance

Managing empowerment is a mandatory HR practice to increase employees' motivation, engagement and outcome. Therefore, when human resource managers are responsible for their employees' progress and follow up, they can feel valued and empowered and contribute to the efficiency of organizational performance (Linn et al., 2020). Empowerment gives employees the chance to contribute enthusiastically to the efficiency of organizational performance (Yin, Wang, and Lu, 2019). An empowered work environment allowing associates to contribute in the process of decision-making offer them the chance to increase the efficiency of organizational performance. In the study conducted by Ganjnia, Gilaninia, and Sharami (2013); Zhang et al. (2021); organizations that place a high value on managing empowerment during the ongoing employees' process reinforce the quality of their contribution to the efficiency of organizational performance.

Therefore, the sixth hypothesis is:

H6: There is a significant statistical relationship between managing empowerment and the efficiency of Lebanese SME's organizational performance.

2.3.6. The link between managing succession planning and the efficiency of organizational performance

Succession planning is an enduring system that consists of helping staff to develop their skills and then enhance the efficiency of organizational performance. Managing succession planning is a vital managerial action for the efficiency of organizational performance (Baporikar, 2021).

Managing succession planning improves the development of employees' skills, sharing of expertise of qualified workers, staff movements, identification of high-potential employees and the retention of top performing employees. These advantages lead to an improvement in the efficiency of organizational performance (Hosseini, Barzoki, and Isfahani, 2018).

The study of Karman, (2020) as well as that of Gulzar (2017), have verified that managing succession planning being a resource management practice is linked to higher performance appraisal results and has a high significant influence on the efficiency of organizational performance

Therefore, the seventh hypothesis is:

H7: There is a significant statistical relationship between managing succession planning and the efficiency of Lebanese SME's organizational performance.

3. Conceptual Framework

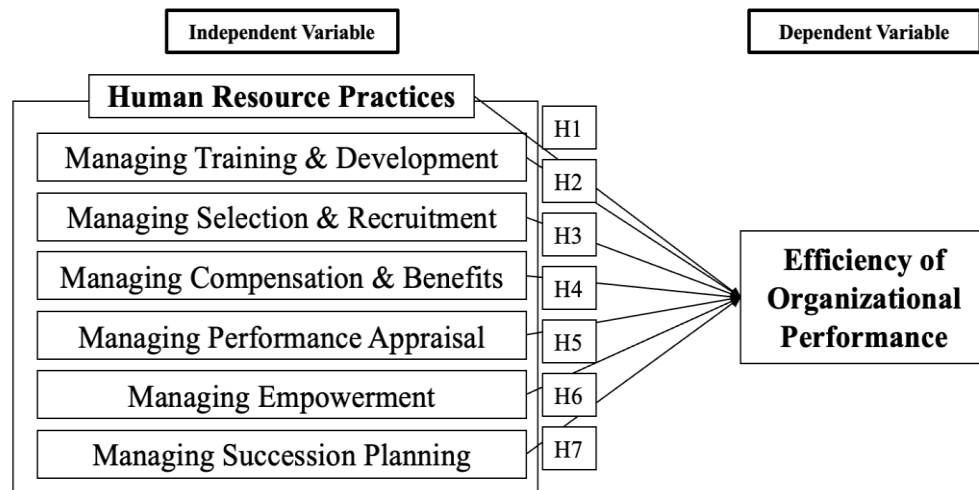


Figure 1. Conceptual Framework

4. Research Methodology and data analysis

4.1. Procedure and sample

This study aims to investigate the relationship of HR practices on organizational performance in SMEs in Lebanon. Therefore, to investigate the relationship between variables we have collected data by using a questionnaire. This study is based on a sample of 347 employees working in Lebanese SME's; 360 questionnaires were distributed and 347 only came valid and reliable. Convenience sampling method was conducted in order to collect data. The questionnaire contained questions distributed to employees in different sectors in SME's in Lebanon to get information that is suitable for the objective of this study.

4.2. Analysis and Results

Data were analyzed using statistical package for the social science 24 (SPSS 24). SPSS enables several different types of analysis and data transformation, and most importantly, it serves the purpose of our study, moreover it was chosen following previous research (Lewis & Spyrapoulos, 2001; Chan & Isabella Lai, 2017).

4.3. Measures

The questionnaire consists of two parts: the first part includes the demographic questions and the second part comprises 28 items assessing each of recruitment and selection, training and development, managing compensation and benefits, performance appraisal, managing empowerment, succession planning, and organizational performance. The study examines all variables through multi-item scales adapted from the literature. Organizational performance was measured with four items modified from (Khandwalla, 2017). Recruitment and selection and training and development were measured with 8 items, 4 items each modified from (Triguero, Vines, Rendon, & Apellániz, 2012). Managing compensation and performance appraisal was measured using 4 items modified from (Delery & Doty, 1996). Empowerment was measured with 4 items modified from

(Bae & Lawler, 2000). Succession planning was measured through 4 items modified from (Hills, 2009).

The scoring criterion for each item is based on a five-point Likert-type scale, with anchors ranging from “strongly disagree” (1) to “strongly agree” (5).

4.4. Respondent profile

The demographic information about gender, age, industry, level of education, and salary was collected. The demographic analysis of the research population is shown in the below table.

Table 1: Demographic information

| Variable | Frequency | Percentage totals | Variable | Frequency | Percentage totals |
|-------------------|-----------|-------------------|------------------|-----------|-------------------|
| Gender | | | Education | | |
| Male | 198 | 57.1 | Bachelor | 164 | 47.3 |
| Female | 149 | 42.9 | Master | 127 | 36.6 |
| | | | PhD | 56 | 16.1 |
| Age | | | Salary | | |
| 18 – 25 | 91 | 26.2 | Less than \$100 | 28 | 8.1 |
| 26 – 35 | 157 | 45.2 | \$100 - \$300 | 99 | 28.5 |
| 36 – 45 | 77 | 22.2 | \$300 - \$600 | 54 | 15.6 |
| 46 – 55 | 22 | 6.3 | \$600 - \$900 | 69 | 19.9 |
| | | | Above \$900 | 97 | 28 |
| Industry | | | | | |
| Agriculture | 7 | 2 | | | |
| Health care | 35 | 10.1 | | | |
| Finance | 45 | 13 | | | |
| Food service | 35 | 10.1 | | | |
| Hotel service | 30 | 8.6 | | | |
| Military | 4 | 1.2 | | | |
| Telecommunication | 28 | 8.1 | | | |
| Education | 61 | 17.6 | | | |
| Other | 102 | 29.4 | | | |

The demographic results indicate that the majority of participants (57.1%) are males. In addition, 45.2 % of the participants are aged in the range of 26 and 35 years old. The majority of participants possess a bachelor degree with a percentage of 47.3. Moreover, 28% of participants are earning salary above \$900, and the majority of them with 29.4% are working in other sectors.

4.5. Reliability and validity

To test reliability, we used Cronbach’s alpha coefficient to evaluate the internal consistency reliability of the research items (Nunnally & Bernstein, 1994). The Cronbach’s alpha coefficient as shown in table 2 ranged from 0.895 for succession planning to 0.968 for managing compensation. Therefore, Cronbach’s alpha values exceeded the minimum recommended cutoff 0.7, which demonstrates acceptable reliability (Nunnally & Bernstein, 1994).

Table 2: Reliability Test

| Items | Number of items | Cronbach’s alpha |
|---------------------------|-----------------|------------------|
| Recruitment and selection | 4 | 0.915 |
| Training and development | 4 | 0.947 |
| Managing compensation | 4 | 0.968 |

| | | |
|----------------------------|---|-------|
| Performance appraisal | 4 | 0.942 |
| Managing empowerment | 4 | 0.938 |
| Succession planning | 4 | 0.895 |
| Organizational performance | 4 | 0.911 |

In order to test the data validity and suitability, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is used and must be higher than 0.5; also, Bartlett's test of sphericity must be significant ($P < 0.001$) (Hair, Black, Babin, & Anderson, 2006). As shown in table 3 the overall validity of the model is 0.896 with Bartlett's test of Sphericity P-value < 0.001 which is considered satisfactory and valid. Moreover, table 4 shows that the KMO value for each of the research variables are above 0.5 with Bartlett's test of Sphericity of P-value = $0.000 < 0.001$ which is considered also satisfactory and significant.

Table 3: KMO and Bartlett's Test

| | | |
|---|--------------------|--------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 0.896 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 1314.200 |
| | Df | 21 |
| | Sig. | 0.000 |

Table 4: Validity test

| Variables | KMO | Bartlett's test of Sphericity (P value) |
|-----------------------------------|------------|--|
| Recruitment and selection | 0.815 | 0.000 |
| Training and development | 0.822 | 0.000 |
| Managing compensation | 0.699 | 0.000 |
| Performance appraisal | 0.829 | 0.000 |
| Managing empowerment | 0.779 | 0.000 |
| Succession planning | 0.775 | 0.000 |
| Organizational performance | 0.822 | 0.000 |

4.6. Hypotheses test results

Regression analysis was used to examine the association between the independent variable (HR practices) and its components, and the dependent variable (organizational behavior).

Table 5 shows the model summary of the research with R which demonstrates the correlation between the observed values of the response variable and the predicted value is equal to 0.749, indicating a significant and positive relationship between variables. On the other hand, R Square is equal to 0.561, which means that 56.1% of the variation of the dependent variables is explained by the independent variables in the regression model of the research. In addition, table 5 shows that Durbin-Watson value is equal to 2.270, which is acceptable since it is located between 1.5 and 2.5, indicating a negative auto-correction between variables. Moreover, table 6 shows the significant level of the whole model with P-value equal to $0.000 < 0.001$ indicating that the model is significant.

Table 5: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|-------------------|----------|-------------------|----------------------------|---------------|
| | .749 ^a | .561 | .554 | .66868330 | 2.270 |
| Predictors: Recruitment and selection, Training and development, Managing compensation, Performance appraisal, Managing empowerment, Succession planning. | | | | | |
| Dependent Variable: Organizational performance. | | | | | |

Table 6: Regression Analysis

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|----------------|-----|-------------|--------|--------------------|
| Regression | 194.072 | 6 | 32.345 | 72.339 | 0.000 ^b |
| Residual | 151.580 | 339 | .447 | | |
| Total | 345.652 | 345 | | | |
| Dependent Variable: Organization performance | | | | | |
| Predictors: (Constant), Recruitment and selection, Training and development, Managing compensation, Performance appraisal, Managing empowerment, Succession planning. | | | | | |

Table 6 shows the regression analysis between HR practices as a whole variable and organizational performance. The results of the regression analysis indicate that there is a significant, positive relationship between HR practices and organizational performance with Beta equal to 0.817 and P value equal to 0.000 < 0.001. Therefore, H1 is accepted.

Table 7: HR practices impact on organizational performance

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .002 | .031 | | .055 | .956 |
| HR practices | .818 | .031 | .817 | 26.263 | .000 |
| Dependent Variable: Organizational performance | | | | | |

Table 7 shows the regression analysis between the components of HR practices and organizational performance. The results of the analysis indicate that there is a significant and positive relation between recruitment and selection and organizational performance with Beta of 0.152 and a significant level of 0.000 < 0.001 which demonstrates that recruitment and selection positively influence organizational performance. Moreover, managing empowerment positively impacts organizational performance with Beta of 0.200 and significant level of 0.000 < 0.001, also there is a significant and positive relation between succession planning and organizational performance with Beta of 0.227 and a significant level of 0.000 < 0.001. Therefore, H2, H6 and H7 are accepted.

However, H3, H4 and H5 are considered rejected since their significant level is higher than 0.001. There is no significant relation between training and development and organizational performance with P values equal to 0.125 > 0.001. There is no significant relation between managing compensation and organizational performance with P value equal to 0.001. There is no significant relation between performance appraisal and organizational performance with P value equal to 0.031 > 0.001. Moreover, table 8

demonstrates that there is no multi-collinearity between variables since all the VIF values are less than 10.

Table 8: Hypothesis Testing

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| Recruitment and selection | .152 | .053 | .152 | 2.851 | 0.000 | .455 | 2.200 |
| Training and development | .090 | .059 | .090 | 1.536 | 0.125 | .374 | 2.675 |
| Managing compensation | .151 | .045 | .151 | 3.369 | 0.001 | .641 | 1.559 |
| Performance appraisal | .126 | .058 | .126 | 2.167 | 0.031 | .384 | 2.607 |
| Managing empowerment | .227 | .050 | .227 | 4.557 | 0.000 | .520 | 1.923 |
| Succession planning | .200 | .051 | .200 | 3.887 | 0.000 | .491 | 2.037 |
| Dependent Variable: Organizational performance | | | | | | | |

Table 8 shows the hypotheses test summary of the research where only H1, H2, H6 and H7 are accepted, while H3, H4 and H5 are considered rejected.

Table 9: Hypothesis test summary

| Hypotheses | Sig. | Test result |
|--|--------|-------------|
| H1: There is a significant statistical relationship between human resources management practices and the efficiency of Lebanese SME's organizational performance. | 0.000 | Accepted |
| H2: There is a significant statistical relationship between managing training and development and the efficiency of Lebanese SME's organizational performance. | 0.0125 | Rejected |
| H3: There is a significant statistical relationship between managing selection and recruitment and the efficiency of Lebanese SME's organizational performance. | 0.000 | Accepted |
| H4: There is a significant statistical relationship between managing compensation and benefits and the efficiency of Lebanese SME's organizational performance. | 0.001 | Rejected |
| H5: There is a significant statistical relationship between managing performance appraisal and the efficiency of Lebanese SME's organizational performance. | 0.031 | Rejected |
| H6: There is a significant statistical relationship between managing empowerment and the efficiency | 0.000 | Accepted |

| | | |
|--|-------|----------|
| of Lebanese SME's organizational performance. | | |
| H7: There is a significant statistical relationship between managing succession planning and the efficiency of Lebanese SME's organizational performance. | 0.000 | Accepted |

5. Discussion

The objective of this study was to test the relationship between HR practices and organizational performance in SMEs in Lebanon. The finding of the regression analysis showed that H3, H4 and H5, which are related to the impact of each training and development, compensation and benefits and performance appraisal on organizational performance, are rejected. These results contradict the findings of several studies, which found that effective training and development leads to high organization performance (Storey, 2007). In addition, the results do not match with Zumrah, Boyle, & Fein (2013) who argues that trained employees apply new learned skills, knowledge and attitude in their everyday work and enhance the organizational performance. Furthermore, the results of this study contradict the finding of Cheng & Brown (1998), which demonstrates a significant relation between compensation and organizational performance. Also, the regression analysis does not validate the results of Osman, Berbary, Sidani, Al Ayoubi, & Emrouznejad (2011) who contends that performance appraisal procedure results in supporting organizational performance.

On the other hand, only H1, H2, H6 and H7 are accepted which are related to the impact of HR practices as a whole variable, recruitment and selection, empowerment and succession on organizational performance which go in line with the findings of Young, Green, & Gross (1995). The results of this study validate the findings of Pfeffer, 1994; Ardichvili, Page, & Wentling, (2003). It demonstrates that managers must recognize the importance of recruitment and selection, managing succession and having empowered employees in order to increase organizational performance. Therefore, HR practices should be implemented with the intent of maximizing employees' results that in turn will enhance the organizational performance through implementing a proper recruitment and selection process, managing succession and empowerment. In addition, previous empirical studies have showed that there is an increasing link between HR practices and the performance of the organization (Cheng & Brown, 1998). Thus, this study matches with Delery & Doty (1996) who demonstrates that HR practices are strongly related to the firm's performance.

5.1. Theoretical Implications

The findings of this study support the literature on the subject of improving HR practices in order to increase organizational performance in SMEs in Lebanon. This study contributes to the literature by testing the impact of several components of HR on organizational performance in Lebanon. This study indicates that HR practices play an important role in all kinds of organizations. Moreover, the findings of the study assist in clarifying the ambiguity in the literature in relation to HR practices and organizational performance. Furthermore, the findings of this study indicate that HR practices especially recruitment and selection, employee empowerment and managing succession improves SMEs performance.

5.2. Managerial Implications

The results of this study lead to the consideration of a series of implication for SMEs in Lebanon. The results of this study are recommended for policy makers, stakeholders and managers to encourage the adoption of proper and well-articulated HR practices in SMEs. The results of this study show that managers can foster SMEs performance by using the

right HRM practice. Managers should give special attention to the recruitment and selection that can properly motivate those candidates who fit the needs of the job, and who can increase the organizational performance. Moreover, managers must empower their employees, which can play a significant role in enhancing their productivity, thus influencing positively organizational performance. Moreover, based on the finding of this study, manager must implement and execute a proper succession plan if they want to increase the performance of the organization.

5.3. Study Limitations

The basic limitations of this study were that the sample covered some domains, the intention was to extend the circle of investigation to cover a bigger landscape of domains. In addition, the conducted sample was 360 where 347 questionnaires were considered, the intended objective was to conduct a sample of 500 respondents but there was a time constraint.

The most important limitation is that this study was conducted after the invasion of Covid-19 where most of employees were working from home and this did change the structure and the content of employees' job description; this hazardous invasion changed the concept of HMR practices and their implications in the workplace.

6. Conclusions

This study indent to extent the previous research work on the influence of HR practices on organizational performance in SMEs in Lebanon. This study revealed that HR practices has a significant impact on SME's performance. Therefore, managers must pay attention in enhancing and implementing the most appropriate HR practices, which have the most effective impact on organizational performance. Moreover, it has been found that SME's performance in Lebanon can be attributed to HR practices including recruitment and selection, empowerment, and managing succession.

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