

Journal review



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BUSTER**

Management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.

Furthermore, it also can be defined as ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee.

Most organization doodads, really focus the need for an efficient and effective performance management systems (MS) has increased over the last decade. This is because it has been shown that the use of MS improves the performance and overall quality of an organization (Linger and Chainman, 1996; Lawson et al 2003; De Wall and Covert, 2007).

Unfortunatelyh the failure rate of MS implementation and usage projects is said to be around 70 percent (McCann, 1998; newly and Bourne, 2000).

Issue The purpose of this research is to identify the main problems that can be encountered during the implementation and use of a performance management yester (MS). Without proper research being performed on the problems, organizations that are implementing a MS will be confronted with the same problems over and over again, resulting in inefficiency, longer project lead- times and even cancelled and terminated systems. Contribution The study shows the extensive overview of severe problems that can be encountered when implementing MS by the organization.

This overview has been validated by experts and as such constitutes an important contribution to the literature and practice. In respect to the latter, organization can now better prepare themselves for he issues to be dealt

with during the implementation and use of PM. Implications The main implication of the study is that the number of experts could be higher in order to get an even broader view on the main problems. Other than that, from the study, organization can better prepare itself for the issue to be expected while introducing MS in the organization and investigate the relationship between problems (correlation analysis).

From the research also, the organization can concentrate on finding ways to deal with the problems found, which could lead to edification concerning the approach and methodology of MS implementations currently used and investigate the link problems and the type of organizations, to identify which problem truly generic. Limitations The main limitation from the study is that the number of experts could be higher in order to get an even broader view on the main research.

Other than that, there are several limitations as below: Number of experts could be higher in order to get an even broader view on the main problems Important MS problems have been overlooked Higher number of experts would increase the overall validity of the results Did not investigate which relationships exist between the problems themselves Did not look specifically at the circumstances in which each problem occurred The Impact of Human Resource Management Practices on Performance Evidence from Public University Muslim Main Management Department, College of Business Administration, King Saudi University, Riyadh, Kingdom of Saudi Arabia Wan Chairwoman Wan Small Jan College of Business Administration, Jan University , Jan, Kingdom of Saudi Arabia Sit Azalea Abdul Arras and Richard Davidson Andrew Salesman International Business School, Universities

Ethnology Malaysia (TM- BIBS) Koala Lump, Malaysia Employees are one of the most important assets of an organization as they contribute to its growth and success (Danish and Susan, 2010).

Mali et al. (2010) concluded that in the era characterized by rapid and continuous change, knowledge capital must be retained in order for organizations to be productive and responsive to the needs of their stakeholders. Likewise, universities as training and research institutions need to attract, retain and develop their employees. Issue The purpose of this paper is to examine the impact of human resource management (HRM) practices on organizational performance. The objective of the study is to examine the impact of HRM practices on organizational performance. The study revealed that HRM practices have significant impact on organizational performance.

It has been found that university performance can be attributed to HRM practices including recruitment, training, performance appraisal, career planning, employee participation, Job definition and compensation. This study is consistent with Squishier et al. (2010), Chine et al. , 2009, Khan (2010), Hustled (1995), Rotor and crouched (2009), Change and Chine (2002). Contribution The study has found that human resource practices: recruitment, training, oversimplification, career planning, employee participation, Job definition and compensation have a significant relationship with university performance. Implications - If the university is to increase its performance to higher levels, it should emphasize more on Job definition, training and employee participation.

Some improvement needs to be done on the other HARM practices- recruitment, performance appraisal, career planning and compensation in order to increase their effectiveness on the university performance

imitations One of the major limitations of this study is the small sample size thus the findings are not generalize. Future research should include more universities both public and private. In addition, future researchers should also consider moderating variables such as university culture, organization climate, the labor market, legal and regulatory environment. The results come from a cross-sectional study which was done at the convenience of the researcher. The results may not be generalized across the country. The application of the results to other universities must be done with maximum care.