



**THE EFFECTIVENESS OF HUMAN RESOURCES PRACTICES IN ABC GROUP<sup>1</sup>**

**<sup>a</sup>Amal Khalfan Abdullah Al Mamari, <sup>b</sup>Nasser Hamad Al Harrasi.**

a: MBA student, Middle East College, E-mail: [amal.almamari@hotmail.com](mailto:amal.almamari@hotmail.com)

b: Faculty Middle East College

**ABSTRACT**

The Human resource is the most valuable and dynamic assets of organizations. This study aims to evaluate the effectiveness of Human resources practices from employee perspective. This research is Explanatory research as it provides an accurate facts based on the variables and analysis taken that support the research. This research adopted quantitative research methodology. The study targeted the employees working in ABC group administrators, operations managers, directors and staff. The sample size is 124 respondents selected randomly. The data analysis shows that there is weak positive relationship between Training & Development with experience & age which refers that the more experience, the greater effectiveness of training and development. Furthermore, there is a weak relationship between performance management with age & gender which means that the elder and male employees are more satisfied with performance management system. Finally, the researcher found that Recruitment & selections process/practices in ABC group are not effective enough to feed the group with talented employees in order to achieve group future goals to be aligned with Oman vision 2040. Training & development practices in ABC group are not effective enough to encourage the employee to work better to reach the peak performance. Performance management in ABC group is not effective enough to monitor the performance regular basis and fairly. Lastly, the study concluded by providing some recommendations to enhance human resource practices in ABC group.

**Key Words**

Human Resources Practices Recruitment and Selection, Training and Development, Performance Management, Effectiveness.

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<sup>1</sup> ABC group: is an international Omani organization operated in many countries and various business activities, the name of the group hidden due to organization request.

## Introduction

human resource practices in a company is a key contributor to appropriate and meaningful quality management. Therefore, this research will elaborate the blinds spots hidden in the internal practices of ABC group to assess the effectiveness of the overall performance and proposing solutions & ideas for development (OBI, 2015). The goal of research is to find, create, and validate knowledge. It's an intellectual process that's evolved over hundreds of years, evolving in purpose and form while constantly seeking truth. (Singh, 2006) The global logistics organization ABC was founded in 2016 with the goal of leveraging the government's investments in ports, free ports, marine and land transport firms, as well as mastering the implementation of the Sultanate's national logistics strategy's goals to be aligned with Oman vision 2040 (ABC, 2019). ABC strives to be one of the top 10 service providers in the globe. Through a group of enterprises, ABC's aim is to advance growth in the Sultanate as a worldwide logistics center supporting economic success (Alfatisi, 2016). Human resource Analytics is the study of data dynamics that aid in decision-making and performance improvement. Human resource analytics is described as the process of evaluating the impact of human resource metrics on business growth, such as time to hire and efficiency and production rate. HR analytics is a platform for learning how improvements in human resource assets contribute to the accomplishment of four major objectives. (Ialwani, 2021)

Human resource analytics is the process of collecting and analyzing Human Resource data in order to improve employee engagement in an organization. This data collection method compares Human resource data collected on a daily basis to human resource and corporate priorities. This provides quantifiable evidence of how human resource programs align with the organization's goals and policies. (Tyagi, 2018)

## Research Problem Statement

According to the researcher observations (2021) at Human Resource department at ABC Group, there are lack of human resource matrix to evaluate the effectiveness of the internal practices. Also The Human Resource Department has a lack of statistical record and practical analysis for the massive datasets which they can used in decision-Making. Furthermore, the continues changes in ABC group leaders and organization structures influences the overall operation and performances of Human resources department. In addition, all the annual surveys ABC group has taken prove that there is a problem in the internal practices which need to be highlighted and solved.

## Objectives

The research aims to evaluate the effectiveness of Human resources practices in the last five years at ABC Group as well as to develop a human resource matrices framework for ABC group, The following are the objectives of the study:

1. To measure the effectiveness of recruitment & selections process/practices in ABC group.
2. To evaluate the effectiveness of training & development practices in ABC group
3. To assess the effectiveness of employee performance management in ABC group,
4. To provide recommendations to enhance human resource practices in ABC group.

## Research Questions

1. Is the recruitment & selections process/practices in ABC group are effective enough to feed the group with good employees in order to achieve group future goals?
2. Is the training & development practices in ABC group are effective enough to encourage the employee to work better?
3. Is the performance management in ABC group is effective enough to monitor the performance regular basis and fairly?
4. Is there any way to enhance human resource practices in ABC group?

## Literature Review

According to previous studies, human resources activities are focused on regulatory policy guidelines, business priorities, and best practices in the human resources industry. (Contributor, 2021). Also Prakash confirmed that Human resource practices are very important in order to increase overall efficiency. (Prakash, 2021). The investigators discovered that a human resources scheme that includes activities such as selectivity of staffing, performance-based compensation, and increased employee flexibility by decision-making results in higher levels of organizational effectiveness. Overall researchers agreed that the much of efficiency are human resource practices as the much of company/business overall performance is better and in a good position. Prior studies have indicated that human resources best practices are broad human resource approaches and methods that can be applicable to any company, regardless of scale or sector. Having said that, not to implement any of the human resource best practices available; instead, focus on those that resonate with the industry which can contribute to the growth (McCandless, 2021). In addition, some studies defined human resource practices as it is a strategy, concept, or philosophy that is widely adopted by businesses in order to provide them with the best market execution. This is true regardless of the business, market, or area to which it is applied. However, we cannot generalize the best fit case for human resources best practices to any layout; instead, a given human resources priorities is required. (Prakash, 2021). Most companies conduct surveys of stakeholders and, in some cases, customers to decide how well the action strategy is going. The findings may prompt a reorganization or the implementation of new practices. As a consequence, new practices can emerge. If an organization strives for continual growth and change, the human resources department is constantly on the lookout for new activities and practices (Rose, 2020).

According to (Patrickvan EschaJ. StewartBlackb & Joseph Feroliec, 2019) findings, prospective candidates' attitudes toward organizations that use Artificial intelligence in the recruiting process have an im-portant impact on their probability of completing the selection process. Additionally, (D. A. Olaniyan, Lucas. B. Ojo, 2008) have examined as training minimizes the manager's job in terms of tight monitoring, it also enhances employees' drive, initiative, and quality of work, assisting them to be more devoted to accomplishing the company's goals and objectives, and this has the tendency of increasing effectiveness among workers inside the company. On the other hand (John Delery , Nina Gupta, 2016) Delery & Gupta illustrated the general hypothesis that human resource activities improve organizational effectiveness. The investigators discovered that a human resources scheme that includes activities such as selectivity of staffing, performance-based compensation, and increased employee flexibility by decision-making results in higher levels of organizational effectiveness. As well as Ridding revealed the effective recruiting requires more than just hiring the best candidate for the position as well as (Gopalia, 2012) agreed on his study. A quick and effective recruiting process will cut costs, improve a company's image in the industry and among candidates, and ensure that the best talent is found, engaged, and introduced into the sector. (Ridding, 2019). Moreover, (greenbean, 2018) stated that recruitment can be

an obstacle to development if it moves too slowly and to boot that they confirmed that effective recruiting will help the business expand at a faster rate. Streamlined, flexible recruiting practices result in higher-quality, more committed recruits, giving you a strategic edge that has a direct effect on the company's success. However, (Eva, 2018) mentioned that going with internal recruitment will increase employee motivation & loyalty instead of external expenses.

B.K.Punia discovered several elements that influence training effectiveness, but three aspects, namely motivation, attitude, and emotional intelligence, proved to be stronger and more responsible in making training successful. These three elements were shown to be dominant on other aspects while a training program was in progress. (Dr. B.K. Punia & Saurabh Kant, 2013). Additionally, (D. A. Olaniyan, Lucas. B. Ojo, 2008) have examined as training minimizes the manager's job in terms of tight monitoring, it also enhances employees' drive, initiative, and quality of work, assisting them to be more devoted to accomplishing the company's goals and objectives, and this has the tendency of increasing effectiveness among workers inside the company. Furthermore, (Akhila Kunche, Ravi Kumar Puli, Sunitha Guniganti, Danaiah Puli, 2011) have illustrated for training assessment to be genuinely effective, the training and development must be appropriate for the person and the circumstances. Even though evaluation is listed as the last step, it occurs across all phases. It is utilized during the training process to evaluate the training process itself.

While the researcher Mackenzie explained how performance management has changed through time and why contemporary thinking has changed, in today's competitive labor market, there is a lot of pressure to keep employees satisfied and groom them for promotion as the quickly changing corporate environment necessitates agility, which supports regular staff check-ins it is required urgently Putting improvement ahead of responsibility fosters teamwork. Some businesses are concerned that becoming numberless may make it more difficult to match individual and corporate goals, grant merit raises, identify poor performance, and defend against unfair dismissal traditional evaluations haven't solved those issues either. Researcher stated that other businesses are experimenting with hybrid techniques, such as providing staff with performance evaluations across many aspects, in addition to regular development input. Researcher Mackenzie believe that the annual review's main shortcoming is its concentration on holding workers accountable for what they did last year at the expense of enhancing performance now and in the future. As a result, many businesses are shifting toward more regular, development-focused discussions between managers and employees, as it is clearly now most performance appraisals follow a familiar pattern: individuals are invited to write about their successes and areas for improvement, and then managers write appraisals of their employees' performance (Mackenzie, 2018).

## Data Analysis and Findings

This paper contains comprehensive information on the analysis and findings of quantitative research conducted through questionnaires. The research focuses on human resource practices and how they affect overall performance from various perspectives. Participants Profile, I used pie chart to show how a whole is split into several pieces. Each slice of the pie represents a distinct category within the larger data set. It represents a percentage distribution in this way.

The demographic information of the participants was gathered in the first part, and the data linked to age range, 39% are between the ages of 26 and 30, and the gender is 71% male and 29%female. In terms of qualification, 54 % having bachelors, and 47 percent% are staff employees. The majority, 65%, are from Mwasalat, and 55% have experience ranging from 2-4 years.

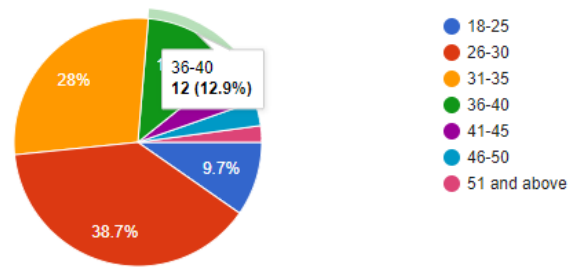


Figure 1: Age

This graph indicates that the bulk of respondents are between the ages of 26 and 30, with a percentage of 38.7 percent, followed by 28 percent for those between the ages of 31 and 35, and the lowest percentages are most likely the same for those aged 41 and up. To summarize, the survey is gathering perspectives from employees between the ages of 27 and 35.

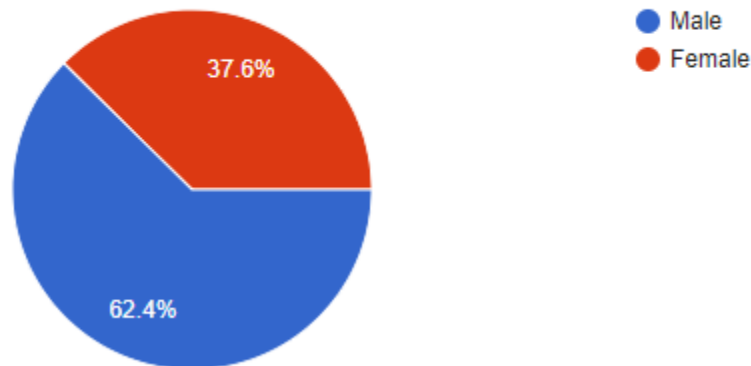


Figure 2: Gender Frequency

This graph depicts the proportion of gender who engage in this study. The male has 62.4 percent, which is higher than the female participation rate of 37.6 percent, indicating that males are twice as likely as females to participate in this study.



Figure 3: Employee portfolio

This chart describes the employees to categories from which company they are under ABC group, as plainly Mwasalat employees cover 54.8 percent of the population survey, while other firms have comparable percentages less than 19 percent.

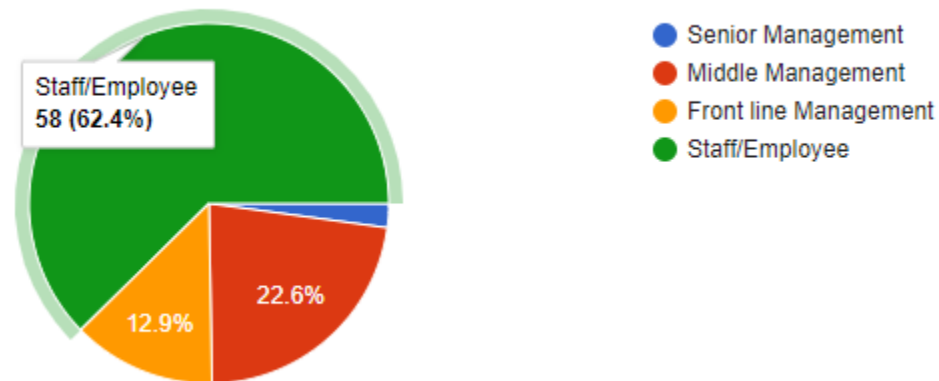


Figure 4: Role level

This figure illustrates the population study's role level, as seen above, with 58 percent of responses coming from staff/employees, which is considered good for research objectives.

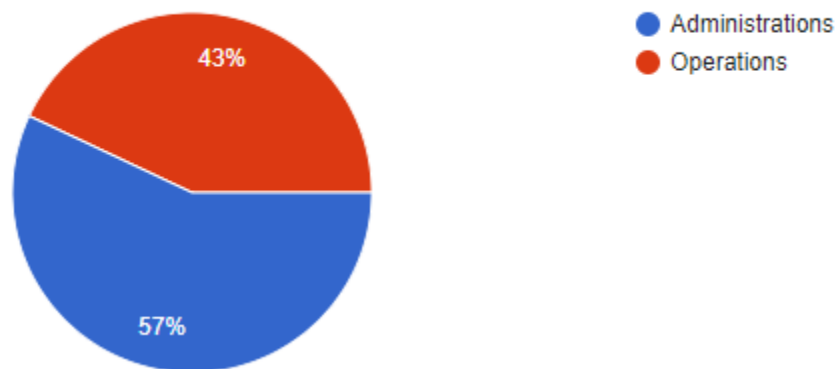


Figure 5: Type of job

This chart reflects the type of job the employee has, whether it is in operations or administration. As shown above, the percentage of operations employees who participate in this study is 57 percent, while the percentage of administration employees is 43 percent. This diversity is thought to be beneficial to the study's objectives.

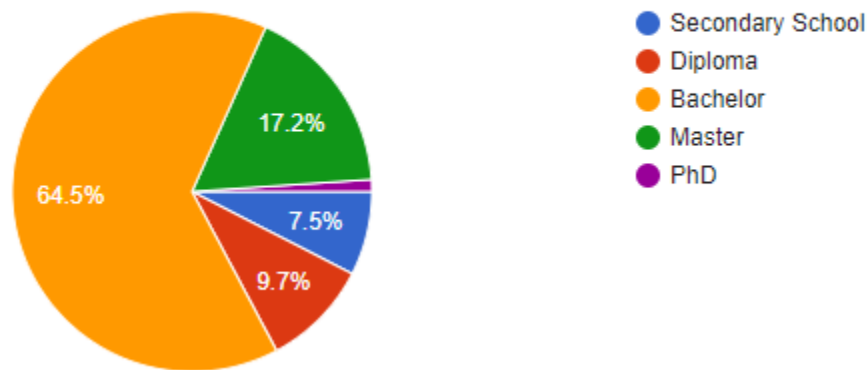


Figure 6: Qualifications

As seen in the figure above, 64 percent of employees who participated in this survey have a bachelor's degree, 17 percent have a master's degree, and the remainder have a diploma or have completed secondary school. To summarize, the majority of people have a good mindset when it comes to deciding and judging the efficacy.

in this study the data is normally distributed between respondents. According to this result, the researcher will apply Nonparametric tests.

The following table shows the descriptive analysis of Recruitment & Selection. The result shows that respondents are not agree with the innovative techniques used in selection process. They believe that there is no innovative method such as 360 degrees in evaluating the candidates (Mean = 1.54) and only depending on common method (mean = 3.8). Furthermore, respondents believe that there is poor job applying system in Asyed group (Mean = 1.55). Also, respondents believe that Asyed group spent long time in explaining the job details (Mean = 2.8). Furthermore, Recruiter professionalism has a mean of 3.3, Clarity of explain job details (mean = 3.45), Speed of recruiter reply to candidate emails/ phone calls has mean of = 3.17) and finally the overall satisfaction with the recruiting and selection process has a mean of 3.36.

Table 1: Recruitment & selection section

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Recruitment & Selections	Recruiter professionalism	Clarity of explain job details	Time spent explaining the job details	Clarity of explaining recruiting process following interview	Speed of recruiter reply to candidate emails/ phone calls	Types of Recruitment methods used for selected candidate	Selection process innovative techniques	Job applying system	Satisfaction with Job applying system	Satisfaction with the recruiting and selection process
N Valid	124	124	124	124	124	124	124	124	105	124
Missing	0	0	0	0	0	0	0	0	19	0
Mean	3.3226	3.4597	2.8387	3.1935	3.1774	3.8145	1.5484	1.5565	3.2952	3.3629
Median	3	3	3	3	3	5	2	1	3	4
Mode	4	3	3	3	3	5	1	1	4	4
Std. Deviation	0.99223	1.14337	0.79005	1.13823	1.05959	1.6047	0.58926	0.83911	1.00884	1.07699
Variance	0.985	1.307	0.624	1.296	1.123	2.575	0.347	0.704	1.018	1.16

The following table shows the descriptive analysis of training & development. The result shows that respondents are not agree on getting training & developing opportunity based on competencies needs/ Gaps with (mean = 2.9) as well as they argue on company investment in human capital training and

education with (mean = 2.9). also, the respondents are denying the availability & efficiency of evaluation process in for training programs with (mean = 2.9). however, respondents think that there are no opportunities provided for talents & expertise employees with (mean = 3.5), quality & delivery of job-related training is poor with (mean = 3.0), and finally, company commitment to employee professional development is unseen same as professional growth opportunities with (mean = 3.0).

Table 2: Training & development section

Training & Development	Q11 Getting training & developing opportunity based on competencies needs/ Gaps	Q12 Satisfaction with organization investment in training and education	Q13 Satisfaction with opportunities provided for talents & expertise employees	Q14 Satisfaction with quality & delivery of job-related training	Q15 Company commitment to employee professional development	Q16 Career advancement opportunities	Q17 Satisfaction with professional growth opportunities	Q18 Availability & efficiency of evaluation process in for training programs
Valid N	124	124	124	124	124	124	124	124
Missing	0	0	0	0	0	0	0	0
Mean	2.9435	2.9274	3.2581	3.0323	3.0161	3	3.0081	2.9839
Median	3	3	4	3	3	3	3	3
Mode	3	2	4	4	3	3	4	3
Std. Deviation	1.16383	1.14887	1.118	1.08901	1.11883	1.13338	1.17906	1.1042
Variance	1.355	1.32	1.25	1.186	1.252	1.285	1.39	1.219

Below table shows the descriptive analysis of employee performance. The result shows that respondents are not getting the explanation about company's future plans with (mean=3.0). The respondents are not agreeing on employee growing & developing career chances provided by the group with (mean= 3.1). furthermore, the respondents settle that they are not receiving regularly useful performance feedback from manager nether understanding performance Evaluation process with (mean=3.3). in addition, respondents believe that performance evaluation is not fairly taken and the quality of evaluation process is very low with (mean=3.2). finally, the respondents think that the managers don't care about employee development (mean=3.5), either not listening to employee's ideas and suggestions (mean=3.6) & (mean=3.7).

Table 3: Frequencies of employee performance section

Employee Performance Management	Q19 Receiving regularly useful performance feedback from manager	Q20 Understanding performance Evaluation process	Q21 Manager caring about employee development	Q22 How the organization's future plans a explained by Manager to employee	Q23 Manager responding to employee ideas, requests, and suggestions?	Q24 Manager listening to employee	Q25 Employee growing & developing career	Q26 Fair of performance evaluation	Q27 Quality of employee evaluation process
Valid N	124	124	124	124	124	124	124	124	124
Missing	0	0	0	0	0	0	0	0	0
Mean	3.3306	3.379	3.5323	3.0242	3.6129	3.7823	3.1532	3.2661	3.2016
Median	3	3	4	3	4	4	3	3	3
Mode	4	4	4	3	4	4	4	3	3.00 <sup>a</sup>
Std. Deviation	1.08741	0.98437	1.1221	1.17884	1.14558	1.13739	1.15501	1.0677	1.08185



Variance	1.182	0.969	1.259	1.39	1.312	1.294	1.334	1.14	1.17
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Below table shows that there is a relationship between training & development with years of experience, the significant is 0.014 which is less than 0.05 which confirm the correlation, the strength and direction of the relationship are positive moderate relationship as the Correlation coefficient is 0.219.

Table 4: a relationship between training & development with years of experience

			Experience
Spearman's rho	Training and Development	Correlation Coefficient	.219*
		Sig. (2-tailed)	.014
		N	124

There is a correlation between training and development with age as shows in below table, the significant is 0.002 which is less than 0.05 that confirm the correlation and the strength and direction of the relationship are positive moderate relationship as the Correlation coefficient is 0.273.

Table 5: a correlation between training and development with age

			Age
Spearman's rho	Training and Development	Correlation Coefficient	.273**
		Sig. (2-tailed)	.002
		N	124

There is a correlation between company and experience shows in table below, the significant is 0.035 which is less than 0.05 that confirm the correlation and the strength and direction of the relationship are positive moderate relationship as the Correlation coefficient is 0.190.

Table 6: correlation between company and experience

			Experience
Spearman's rho	Company	Correlation Coefficient	.190*
		Sig. (2-tailed)	.035
		N	124

1. The researcher finds that there is a correlation between Training & development & the Experience, therefore the following tables describing the details of the relation based on the question on training & development.

Table 7 : cross tabulation experience item 11

Table 8 : cross tabulation experience item 12

		Q11 Getting training & developing opportunity based on competencies needs/ Gaps		
		Disagree	Neutral	Agree
Experience	Less than 1 year	1	1	0
	2-4 years	25	15	15
	5-7 years	15	12	13
	More than 8 years	4	7	13

Table (7) shows that (40) employees having 2-7 years' experience disagree that the company provide training and development opportunities based on competencies needs/ Gaps. However, one employee with less than 1-year experience also disagree on providing the necessary training. On the other hand, (13) of the employees having more than 8 years' experience are agreed.

		Q12 Satisfaction with organization investment in training and education		
		Dissatisfied	Neutral	Satisfied
Experience	Less than 1 year	0	1	1
	2-4 years	25	15	15
	5-7 years	18	11	11
	More than 8 years	5	6	13

Table (8) shows that (43) employees having 2 -7 years' experience are dissatisfied with organization investment in training and education for individual as well as 5 employees having more than 8 years' experience disagree too. On the other hand, 1 less than one year is satisfied.

1. The researcher finds that there is a correlation between Employee performance & the Age.

**TrainingDevelopment \* Age Crosstabulation**

Count	Age							Total
	18-25	26-30	31-35	36-40	41-45	46-50	51 and above	
Total	12	49	32	16	8	5	2	124

- 2.

Table 9: cross tabulation experience item 13

Table 10: cross tabulation experience item 14

		Receiving regularly useful performance feedback from manager		
		Disagree	Neutral	Agree
Age	18-25	3	5	4
	26-30	15	12	22
	31-35	3	8	21
	36-40	1	9	6
	41-45	1	4	3
	46-50	1	0	3
	51 and above	0	2	0

		Understanding performance Evaluation process		
		Disagree	Neutral	Agree
Age	18-25	1	5	6
	26-30	15	15	19
	31-35	2	11	18
	36-40	1	9	6
	41-45	0	5	3
	46-50	0	1	4
	51 and above	0	0	2

Table (9) shows that number of employees from 26-40 old are agreed that they are Receiving regularly useful performance feedback from manager, where employees from 41-51 and above are neutral. However, employees from 18-25 old are neutral.

Table (10) shows that number of employees from 18-40 old are Understanding Performance Evaluation process, where employees from 41-51 and above are not sure.

## Conclusion

The researcher found that in ABC group is not adopting the modern types of recruitment methods for selection candidate & hasn't used the trend innovation techniques like 360-degree test and IQ test in selection process. Also, the system for applying job is not good enough which need some improvements to facilitate the applying process. Moreover, ABC group spent long time in explaining the job details, not responding to candidates' emails/calls, no Clarity in the whole process, which reflect the low professionalism and the rate of Recruitment & Selection process satisfaction is low. In addition, the data analysis shows that there is no relationship between recruitment and selection with the other demographic details in this study. The finding through the literature review identified that the Internet and employee transfers are the most common and successful methods for hiring and Spend time exploring which promotional methods would best approach the demographic want to reach. (Dr. V. Vijay Anand, Dr. M. Shanthanlakshmi, Dr. G. Uppili Srinivasan, 2018). Other researcher like Ridding supported the study when he mentioned that the effective recruiting requires more than just hiring the best candidate for the position as well as (Gopalia, 2012) agreed on his study.

The researcher found that Training & Development employees in ABC group that training and developing opportunities are not selected based on competencies needs/ Gaps, as well the group does not invest in human capital training and education, also, the availability & efficiency of evaluation process for training programs are missing. However, there are no opportunities provided for talents & expertise employees neither the quality & delivery of job-related training is below the expectations and finally, group's commitment to employee professional development is unseen same as professional growth opportunities. In addition, the data analysis shows that there is a relationship between Training & Development with experience & age demographic details in this study, the more experience, the greater the opportunity for development and training. The finding through the literature review where the researchers (Farjad, 2012) as well as (Rama Devi, Nagurvali Shaik, 2012) supported the study on the role of the Organizations to train and develop their staff to the best in order to increase their effectiveness. In addition, other study says that Training must include more than simply fundamental skill development (Happiness Ozioma Obi-Anike, Michael Chidiebere Ekwe, 2014). On the other hand, there is a study taken by (Atiq Ur Rehman, PIFRA & Azhar Mansur Khan & Rashid Ahmed Khan, 2011) where they against this study as they think training approaches are unsuccessful as long as always the inadequate process for evaluating training and making use of assessment data. The researcher Farjad is supporting this study as he mentioned that Individual, occupational, and organizational needs should be considered while designing training courses for each position (Farjad, 2012), as well as (AlYahya , Mohammed Saad & Dr. Norsiah Binti Mat, 2013) confirmed in their study and they support this study

when they explained that training must be described as either training based on bad performance or training based on organizational objectives, despite the fact that both are intimately connected. Additionally, Akhila Kunche, Ravi Kumar Puli, Sunitha Guniganti, Danaiah Puli, 2011) have also supported this study as they think that training and development must be appropriate for the person and the circumstances.

The researcher found in employee's performance management in ABC group that employees are not getting the explanation about company's future plans & objectives which affects them. Furthermore, the employees are not getting development career chances which seems that the group doesn't care about the employees. Moreover, the employees are not receiving regularly useful performance feedback from manager in any kind, neither understanding performance Evaluation process. In addition, employees believe that performance evaluation process is not fairly taken and the quality of evaluation process is very low. Finally, the employees believe that the managers don't care about employee development neither not listening to employee's ideas and suggestions. In addition, the data analysis shows that there is a relationship between employee performance with age & gender from demographic details in this study, the older and males, the greater satisfied with employee performance management. The finding through the literature review shows that researcher Hertzberg support this study that it is necessary to maintaining evaluation process & review goal-focused and effective (Hertzberg, 2019). As well as (Vienni, M Bachtar, 2006) explained that company must have a comprehensive measurement system as a strategy. Additionally, (Loseman, 2015) supported this study as he explained the importance of the good communication between the employees and the managers which in a way can increased production for the whole company. While the other researcher was against this study as he thinks that evaluation process occurs at the end of the year and it is just a box needs to be filled with no right judgment on the facts neither the right performance that the employees performing. it is clearly now most performance appraisals follow a familiar pattern: individuals are invited to write about their successes and areas for improvement, and then managers write appraisals of their employees' performance (Mackenzie, 2018). Furthermore, the researcher Correll confirmed that people must take steps to decrease uncertainty and be more objective while filling out the open box which support this study finding. (Correll, 2019)

## Recommendations

Based on the summary above, researcher recommendation are as follows:

1. Researcher suggests in recruitment and selection to use trend innovation techniques like 360-degree test and IQ test in selection process.
2. Researcher advice to do some improvements regards Appling job system to facilitate the process for the employees.
3. Researcher suggest to review training or replace the current employee working in human resource as their level of professionalism is very poor and below the standard comparing with the level of ABC group.
4. In researcher suggests in training and development to review & invest in human capital equal and provide them the training needed based on the competencies gabs and needs to help them to reach higher level as the human capital is the most important asset in each company.
5. Researcher believe that it is important to look at the quality and the type of the training provided to the employees to be selected carefully not in a random process.

6. Researcher advice in performance management to look at employee and care about him and remove the gap between the bottom line and the senior line to help to be driven by it human capital.
7. Researcher advice to have some modifications in evaluation processes the as the employees are not happy with the current process neither understand it.
8. Researcher think that some awareness sessions the it would be helpful to the employees explain the aim and the step of the monitoring the evaluation process to avoid any un necessary misunderstanding.
9. Researcher believe that the regular feedback is very important to keep both sides aware about the individual and overall team work.

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