Performance and human resource management: The relationship in private companies

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Abstract

It is known that management sciences are interested in the achievement of performance in all its dimensions, they are also interested in other strategic aspects and factors of business success, such as human resources management. And the importance of its use for good causes. This article reviews the literature on the concepts of performance and human resource management, and focuses on the conditions under which HRM practices have a positive or negative impact on business performance. Indeed, the hypotheses developed in this article make it possible to deepen the knowledge of the relationships between HRM practices and performance. It leads to useful conclusions for both the development of theory and practice. In addition to the theoretical presentation of the approaches that have studied the relationship between business performance and HRM, we present the results of some empirical studies seeking to measure the impact of certain practices in the organizational and financial performance of private companies, from different approaches mentioned above. The results reported here provide some support for the universal approach, due to the fact that we found a positive relationship between, on the one hand, the extent of certain practices and, on the other hand, the financial performance of SMEs.

Keywords: Performance, Human Resources, private companies.

JEL Classification: L20, L25, O15,

Type of paper: Theoretical research.

Résumé

Il est connu que les sciences de gestion s’intéressent à la réalisation de la performance dans toutes ses dimensions, elles s’intéressent aussi à d’autres aspects stratégiques et facteurs de réussite des entreprises, il s’agit de la gestion des ressources humaines et l’importance de son utilisation pour les bonnes causes. Cet article réalise une revue de littérature sur les concepts de la performance et de la gestion des ressources humaines, et se préoccupe des conditions sous lesquelles les pratiques de GRH se répercutent positivement ou négativement sur les performances des entreprises. En effet les hypothèses développées dans cet article permettent d’approfondir la connaissance des relations entre les pratiques de GRH et les performances. Il débouche sur des conclusions utiles tant pour l’évolution de la théorie que de la pratique. En plus de la présentation théorique des approches ayant étudié la relation entre la performance des entreprises et la GRH, on présente les résultats de quelques études empiriques cherchant à mesurer l’impact de certaines pratiques sur la performance organisationnelle et financière des entreprises privées et ce, à partir des approches différentes cités ci-dessus. Les résultats rapportés ici fournissent un certain support à l’approche universelle, dû au fait qu’on a constaté une relation positive entre, d’une part, l’étendue de certaines pratiques et, d’autre part, la performance financière des PME.

Mots clés : Performance, Ressources humaines, entreprises privées.

Classification JEL : L20, L25, O15,

Type de papier : Recherche théorique.
1. Introduction

In a context and in an environment increasingly in motion and full of competition, and with the advent of technological innovations, the known sources of competitive advantages are no longer sufficient on their own to guarantee the survival of companies. Competition is characterized by its increased development force companies to develop their internal potential, to work on their strategies while working on the human capital which plays an important role in the proper functioning of these companies. Lately human resources and their management are considered vital to guarantee a significant competitive advantage.

In all organizations, the HR profession is often far from the field, abstract and above all is focused only on administrative management of personnel. Without forgetting the importance of the HR profession, it is essential that it knows how to adapt to its environment and it is necessary to question it in its different dimensions and in its relationship with the efficiency of organizations.

The notion of performance in the literature on SME can be supplemented by a whole series of qualifiers which try to distinguish between different shapes. However, the way to qualify these performances differs from one author to another. The complexity of its definition lies in the lack of consensus around these qualifiers, whose content overlaps partially, with groupings of different indicators according to the typology borrowed. The literature has made it possible to identify nine major qualifiers of performance: social, organizational, operational, environmental, economic, financial, accounting and stock market humans, commercial and productive.

The objective of this article is to embellish the definition of the concepts of performance and human resource management in research on private companies, and to suggest an analytical device based on a broad scope of the two concepts, while putting emphasis on indicators specific to private companies.

In this article we will choose to study the two concepts independently of each other, then we will put in causality the relation which exists between them. HRM and its practices and we will observe the ways in which these notions are measured in empirical approaches. In this order of ideas, our central question is to know the link between the concepts of HRM and performance in the environment of private companies. Our article will answer the following questions: -How has the relationship between innovation and performance been studied? - What are the results of these studies? -How were they measured. For any research subject, it is important to state hypotheses that we will simply expose without taking a position on their characteristics close to reality. These will therefore be simple suggestions within the realm of the possible. The article responds to the following hypotheses: H1: There will be a positive relationship between performance organizational and financial business. HR practices such as training, recruitment policy, performance evaluation, individual compensation and participation in corporate strategy.

H2: There will be a positive relationship between performance organizational and financial aspects of companies and the degree of development of their HRM practices.

H3: There can be no relationship between the performance companies and their application of HRM practices.

The article will begin with a literature review on performance, then we will discuss the literature review on human resources. The last part of this article will deal with the relationship between performance and innovation. This will allow us to draw conclusions and validate the basic assumptions.
1. Literature review on HRM.

According to Proussel, "human resource management" combines all activities aimed at developing the effectiveness of all employees working within the company. The objective of human resource management is to start from resource development to achieve company objectives. Human resources management must therefore design strategies and tools for human resources, and define organizational operating methods to develop the competencies needed to achieve the goals.

L. Cadin, F. Guérin and F. Pigeyre define human resource management as all activities that allow a company to obtain human resources that best meets its expectations in both sides: quality and quantity.

For St-onge et al. (2004), human resource management is a function such as commercial, financial or productive functions. It is the sum of actions aimed at helping organizations to solve their problems of having competent and effective people.

Dolan et al. (2002) consider Human resources management is anyone who aims to manage the talent and potential of individuals, to reflect the company's strategy, to carry out its tasks, and to achieve its organizational objectives.

According to Bélanger and Bergeron, the human resources function covers all organizational, planning, oversight, and human resources management obligations and actions on behalf of labor organizations. Human resources management is generally defined as the sum of practices developed in a company to provide it with the human capital it needs to achieve its goals.

The classical school founded by Frederick Taylor, American engineer and founder of the Scientific Organization of Labor (1911), known for the sequence of tasks in the work. Scientific management is based on the principle of linking science and management at the level of employment. The aim is to seek all means to enable workers to achieve their goals in the optimal manner. Taylor suggested applying scientific methods in regulating tasks in order to solve the problem of work effectiveness. These methods are reflected in the adoption of specific methods designed to regulate tasks and responsibilities that aim at achieving the highest rate of productivity. Taylor addresses several methods, including the search for the best way to be applied for the best result, depending on the calculation of the ideal time for the task to be carried out and also the movements or behaviors that are required to perform. He included the division of labor into horizontal tasks, each one has its own method for achieving them, the purpose of such work is when searching for the person who will fill it, where it is easier to select the person based on the requirements of the task. Training, monitoring and permanent monitoring of access to fulfill the complete acquaintance. Partial reward. Taylor believes that by setting a stable day job and requiring the same effort every day, the employee deserves a stable monthly salary as well.

At this point, the difference will be received in the form of a productivity allowance. The segregation between the design, planning and organization of tasks (administrative) and those responsible for applying these tasks (workers), so-called vertical differentiation.

Taylor believes that the key to the success of his scientific perspective will be only the linkages between managers and workers, the ties of common interest and profit. This success should therefore be based on specific and objective rules in the relationship between worker and manager.

Unlike Taylor, the current of scientific administration founded by Fayol took an interest in analyzing the route's work, so that he was general manager of an industrial company. Through his 1916 book "Industrial and Public Administration," in which he built practical principles and rules. Fayol was able to divide the activities of the company into six functions. The first function concerns the technology used in industrial activities, in production, and in installation or transformation. The second function is accounting. Its role is to draw up the annual inventory

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accounts. Then the financial function, which has the role of seeking funds and advising on the choice of investment. On another side we will find the marketing function which manages the purchases and sales of products and services. Finally, there are the administration and security functions.

Fayol believes that every manager should be aware of the importance of his employees, be aware of the contracts that bring his contractor together with employees and examine their social status.

The Fayol principles can be regulated to ensure effectiveness by the following elements: Hierarchical coordination, the specialization of tasks, the centralization or consolidation of leadership, order and discipline, the collaboration of staff in the public interest, incentive salaries, and finally the spirit of enterprise, unity and stability of staff.

Henry Fayol gives importance to the stability of the staff and its role in the development of the enterprise. The relationship between employee and enterprise becomes close and this later becomes a stable and stimulating place for increased productivity.

The school of human relations emerged after the known excesses of Taylorism. Indeed, objectives hoped for by Taylorism have not been achieved as expected. Following the research, Taylorism has seen opposite results. This research has been the cause of several behaviors such as staff rotation, accidents work and high absenteeism.

For the school of human relations, the organization will integrate the human dimension into the process of production or creation of value. The presence of man brings out reactions, emotional and sentimental behaviors, which can sometimes be contradictory to the more or less rational logic of the enterprise.

This requires material and psychological tools, taking into account the role of the human factor in the production process and taking it on track to achieve the company’s objectives.

George Elton Mayo (1880-1949), a doctor and specialist in industrial psychology, he has studied behavior at work and developed several research papers.

For Mayo, in any organization there is an unexpressed system of relationships and interactions between all employees of an organization. Mayo also studied the material side of work and its impact on productivity. Research results have been done by Mayo and its teams, show that there are other factors besides the material ones that increase productivity. For example, the role of a sense of belonging to a social group. According to Mayo, the psychosocial elements that govern performance such as the social climate, the quality of staff relations and good communication.

Elton Mayo’s work concludes that an individual’s performance and quality of work is not related to his physical ability as advocated by the Taylorism approach, but rather his social capacity and integration as a member of a group.

The School of Human Resources is based on the principle that the mode of benevolent management, empathic, giving the group a margin of freedom that helps establish a good model of higher performance compared to other schools.

Abraham Maslow (USA 1908-1970), psychologist and author of two books: “Motivation and personality (1954)” and “Towards a psychology of being (1968)” which are interested in motivation factors at work. Abraham Maslow developed the work of Elton Mayo in analyzing the needs of the man at work.

According to Maslow, physiological, psychological and social needs can be categorized from primary to secondary. We distinguish between physiological needs, security needs, recognition needs and finally achievement and fulfillment needs.

The conduct of an individual is determined by the level of satisfaction of such needs. The search for satisfaction respects a particular hierarchy that humans seek first to meet their basic needs and then to move to other levels of saturation. The fulfillment of a higher need can only take place after the fulfillment of the other lower needs.
The Psychologist Mac Gregor (the United States of America, 1906-1964) emphasizes the role of leaders through publication of several works. "The Human Side of Actions (1960)," Leadership and Motivation (1966) and "Professional Director (1967)." Douglas assumes that in any work there are implicit theories about any of them. Management exists and any decision that works is the result of nature's assumptions and human behavior. McGregor showed that there are many forms of business management. McGregor showed that there are many forms of business management, places in the face of two situations that are the basis of managers' behavior. The theory X represents the classical school (Taylorism, fayolism...). It does call the traditional leading system, where some form of work difficulty characterizes work and degree of hardship, this requires the control of individuals, due to their low motivation to carry out their tasks and assume their responsibilities. For this theory, penalties and material rewards are the only means by which they are achieving goals. The theory Y is the opposite of the theory X, because it is based on the postulate that individuals find in work a source of personal satisfaction, and where they have self-management and a spirit of creativity and responsibility. In this case, the management can successfully adopt the participatory style. McGregor considers decision-making and participatory governance to be more effective for business success. F. Herzberg (USA, 1923), a psychologist, introduced the notion of job satisfaction. His theory asserts that motivation was born through the search for satisfaction of certain needs. Herzberg had carried out a job satisfaction analysis and it came out with the so-called two-factor theory. Factors of satisfaction are also factors of motivation and are aimed at mixing the essence of the work with the deep aspirations of the individual. These are the key factors aimed at staff development: self-fulfillment and concern for work, creativity and initiative, opportunity to promote, responsibility and autonomy. The second type of factor, known as dissatisfaction, corresponds to the extrinsic factors at work. They relate to working conditions, such as the organization’s policy, the command style, remuneration policy, and management of social interactions. For Herzberg, it is necessary to reduce these factors so that we do not drop dissatisfaction even if they do not play an important role in motivating staff. Staff dissatisfaction may be reflected in increased stress, calls for strikes and an important absence rate.

2. literature review on Performance

The examination of the definitions which characterize the performance attests to its polysemous character. Indeed it has a very broad and confused meaning. Etymologically, the word performance comes from the Latin "parformer", which means "to form entirely". In the 15th century, the term in English was taken from the verb “to perform” which means to accomplish a process, a task with results and successes that can be attributed to them. At the end of the 17th century and according to the dictionary, performance was defined as an execution and an accomplishment. Its meaning developed at the beginning of the 20th century. It has been used in the railway sector to define in ways that quantify the possibilities of a machine and to designate a high yield (Berland and dohou). In the literature, there is an abundance on the concept of performance. Indeed, it is a difficult concept to define. It covers notions with broad meanings and allows many interpretations. Bourguignon (2000) proposed a definition of performance as being the achievement of organizational objectives, whatever the variety and nature of these objectives. According to Bourguignon 1997, the notion of performance can integrate three distinct meanings: - The first is linked to the notion of success, it is the function of presentations of success within organizations. So we can talk about a successful organization or a successful
organization, and another that is not performing because of its lack of success. - The second, which does not contain a value judgment, is linked to the results of the actions taken. - The third meaning refers to actions and not to their consequences. Performance in this case is a process and not a result. For Henri Bouquin (2004), performance criteria are based on three fundamental principles, namely: - The economy which consists in appropriating resources at a lower cost; - Efficiency, which aims to examine the relationship between results and means. It will seek to maximize the quantity of products and services on the basis of a given quantity of resources. Seen generally on an imperatively financial level, the notion of performance was gradually broadened during the twentieth century. Indeed, performance is a complex and multidimensional concept. (Chakrarth, Venkatraman 1986). Currents of thought opt for their own criteria of effectiveness and their own dimensions of analysis. There are four dimensions: economic, social, political and systemic. The latest theoretical developments on organization and management adopt a global and systemic view of performance. They integrated the organizational dimension to assess performance. The indicators will therefore, in addition to financial measurement, focus on customer satisfaction, the quality of products or services and the results of companies compared to the competition. The definition of performance is often the subject of controversy and dilemmas. Indeed, the absence of a single definition opens the field to power games that arise from a plurality of partners. (Shareholders, customers, suppliers, employees, the ecological and regulatory environment). It is this absence that gave the performance its multidimensional aspect.

Indeed, several authors such as (Gherra and Rousselot, 2009; Verreyne and Kastelle, 2012; Brulhart, Gronum; Fernhaber and Li, 2010; Davidsson and Fitzimmons, 2009; Steffens; Wolff and Pett, 2006; Saeed, Yousafzai and Engelen, Sheehan 2014) consider that performance in companies amounts to evaluating its results and its financial capacities, hence the preponderance of financial indicators, also known as economic. In another sense, other authors such as (Morin and Savoie, 2002; Poissonnier and Drillon, 2008; Adams and Kennerly, 2002; Neely, Ducrou) consider performance in a sense other than financial, which has revealed indicators various performance measures. Among these indicators, there are those relating to the organization of work, satisfaction, motivation and the management of human resources. Hence the existence of studies that have questioned the relationship between performance and HR practices.

Authors have sought to contextualize and relativize the nature of performance by making a distinction between two types of factors. The first are internal and the others are external to the company. External factors include: - The scope of the business which can be local or even international. - The economic and institutional context according to Bouabdallah and Tholomiat. - The dimension of social concentration. As for internal factors, we can cite: - Size: According to (Hyan and Osborne, Jack, Julien and Carrier, Scozzi, Vossen, Wolff and Pett), the size of the company plays a role in its ability to react and adapt to the environment and to problem solving. - Age: According to (St-pierre, Julien and Morin, Lacoursière and Watson), the maturity of the company plays an important role in achieving good performance - The dimensions of HRM, which are often informal (Nizer and Pichault 2013), increasingly tend to integrate strategic thinking (Ait razouk and Byad, 2010). - The manager of the company: Some studies have demonstrated the existence of a relationship between the skills of the manager and the performance of his company (Pettersen, Brutus and Watson). They also showed that the personal values of the leader, his vision as a strategist, his capacity for decision-making are important and determining factors of performance in any type of company. The various indicators and factors discussed show that it is difficult, but also important, to integrate several dimensions, and that it is necessary to widen the fields of measurement and to deal with the indicators which are interested in the working conditions in the organization and in the environmental aspect. Indeed, by carrying out a complementary grouping between the

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indicators and the performances themselves, we will have a model grouping together the series of indicators with various performances. This grouping makes it possible to highlight the dimensions of indicators as follows: Work organization, work standards and regulations, work environment, social accounting, product and service quality, productivity and financial accounting and profitability. Each of its dimensions has been built on the basis of a group of indicators that come from the various performances. Arcand (2004) proposed a second grouping into three types of indicators: proximal, intermediate and distal. The first are related to people management practices in the workplace and the others are more distant. Resorting to this conceptualization gives the performance an expression in its widest sense and a diversified measure. The table below gives an idea of the grouped dimensions, where we will notice the social and organizational footprint. Hence the term “socio-organizational performance”. For the intermediate indicators, two important elements arise, namely “environmental performance” and “productive performance”. And finally the most famous performance that we will call “financial performance”. The table also makes it possible to highlight key indicators which are characterized by a strong appearance in the literature and which can give rise to quantifiable and measurable results.

3. The relationship between HR practices and performance

For Becker and Huselid, the approaches that have dealt with the link that may exist between the HR function and performance, integrate on the conceptual level, the fields of finance, economics and strategy or work psychology. It is in the same sense that Arcand M, cretien L and tellier G had listed four theoretical approaches which had treated the role of human resources practices in the performance of organizations: economic, financial, strategic and psychological.

The economic approach since the sixties of the last century, based on the theory of human capital, the economic approach confirms that the skills, experiences and knowledge held by all employees play an important role in increasing the economic value of organizations. The financial approach was born from the seventies of the last century, advances that it is the coordination between all the personnel in an optimal way that minimizes the business risk and helps to achieve high levels of performance of the organizations. The strategic approach emphasizes the role of internal variables, which are characterized by their original and non-substitutable characteristics, which can help gain a competitive advantage over the long term. This approach also stipulates that a large part of the success of organizations is closely linked to the mobilization of the HR resources they have.

For the psychological approach, Kiwell and Bennett (1993) discussed the positive impact of interactions between all personnel on the performance of organizations. According to huselid and jackson and Sculer (1997) had argued that the behavior and performance of individuals and the result of all companies depends on several aspects such as motivation and satisfaction.

If we refer to the approaches cited above, other approaches have focused on the specific effect of the single factor of human resources on the performance of organizations. The three major approaches were conceptualized in 1996 by Delery and Doty. these include the universalist approach, the contingency approach and the configurational approach. The universal approach confirms that the most recognized practices of HRM have a favorable and positive effect where they are applied. Depending on the model, the application of one or more HRM practices directly influences the performance of a company. This approach is known by the name of "best practices" and the "one best way" (Mcmahan, Virik and Wright).
It is in this sense that certain studies have validated the positive relationship between profit-sharing programs and organizational and financial performance (Kaufman, Magnan, Laland, kook and kim). Others have validated the existence of a positive relationship between the application of training practices and increased productivity (bartel, russel, 1985). a study by Terpstra and Rozell (1993) confirmed the existence of a positive relationship between the presence of human resources practices such as selection and recruitment, on the one hand, and the performance of service companies, on the other hand.

The universal approach also gave rise to several studies that sought to measure the impact of several practices on performance. Among these studies, that of Patersson 1998. This study shows that HRM practices explain 18% of variance with respect to the improvement in productivity and 19% of variance observed with respect to the increase in the profitability of the companies studied. among the HRM practices that enter into the explanation of the shares of variances would be that of: teamwork, rotation of tasks, versatility, evaluation, selection and recruitment and reception and training.

![Figure 1: Winning HRM practices - impacts on organizational performance](source)

The contingency approach proposed according to Lengnick Hall 1988 and Schuler and Jackson, 1987; as HRM practices must be contiguous to other aspects of the organization and also in particular to the strategy which is considered by the HSRM. According to this approach, no HRM practice can influence the performance of a company unless the latter enters into the application of the company's strategy.

In this sense, the empirical studies have sought to explain how individual practices in HRM matters can integrate business strategies in order to enable better business performance. We are therefore dealing here with the external alignment of HRM practices, while internal alignment is dealt with in the configurational approach.

Indeed, rare are the studies that aimed to find the relationship between individual HRM practices, their integration with the company’s strategy and its performance.

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**ACCESSIBILITY OF HUMAN RESOURCES PRACTICES**

1. Conciliation travail vie personnelle
2. Leadership
3. Communication and participation
4. Performance evaluation
5. Sélection.
6. Receiving and integration
7. Training
8. Remuneration
9. Social advantages
10. Work organization and job characteristics

**INDIVIDUAL AND ORGANIZATIONAL CHARACTERISTICS**

- Job satisfaction
- Commitment to the organization
- Loyalty (intention to stay/leave)

**Organizational performance**

- Quality
- Productivity
- Profitability

*Source: L. lemire, E Charest, G Martel, J. Larivière, 2011, p:268*
Delery and Doty (1996) found some validation for the contingency approach: prospector-type banks showed better return on assets (ROA) and on equity (ROE) when they applied performance appraisal practices and involved staff in decisions and when they offered opportunities for advancement within the organization.

A study by Rajagopalan (1997) established a positive relationship between the remuneration factor, business strategy and the financial performance of companies. Prospector-type firms performed better when opting for equity participation.

The configurational approach is an extension of the contingent approach. It defends the fact that the HR function can only have an effect on performance if it harmonizes with the main characteristics of the organization. Therefore, the positive link between HR practices and performance is conditioned by the following two conditions: firstly, the synergy effect between HR practices and secondly the interaction with the business strategy of any company. But it must be admitted that this positive link must be relative to the configuration, indeed this link can lead to the opposite effect in configurations unlike other different configurations.

*Table 1: summary of some results of studies carried out on the relationship between HR practices and performance*

<table>
<thead>
<tr>
<th>Years</th>
<th>Authors</th>
<th>Main finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>Datta, Guthrie, et Wright</td>
<td>On a study carried out with 48 project management and consulting, engineering companies had validated that all HR practices except performance evaluation led to significant results when they were applied.</td>
</tr>
<tr>
<td>2005</td>
<td>Payne et Huffman</td>
<td>The study of 1,000 US Army officers found that mentoring depends more on affective commitment and continuation rather than rotational behavior.</td>
</tr>
<tr>
<td>2006</td>
<td>Green et Whitten et Medlin B</td>
<td>This study was conducted among 269 HR professionals from large American manufacturing companies revealed the existence of a positive impact of strategic management of human resources on organizational performance through strong commitment and great satisfaction.</td>
</tr>
<tr>
<td>2007</td>
<td>Cassoni A Labadie</td>
<td>This study conducted in Uruguay with 274 medium and large companies showed that HR practices had only a marginal influence on performance. This causal link is positive or negative depending on the difference between HR practices and the dimensions of performance taken into account.</td>
</tr>
<tr>
<td>2008</td>
<td>Luna Arocos et Camps</td>
<td>Luna et camps had carried out a study with 198 employees, resulting in the validation of the positive link between compensation and job enrichment strategies on employee satisfaction and commitment.</td>
</tr>
<tr>
<td>2009</td>
<td>Moideenkutty et Lmki Currie et Irving</td>
<td>This study, conducted on 87 companies on the Norwegian stock exchange, had shown that the strong involvement of HR led to a very high organizational performance, whether it was a social or financial performance.</td>
</tr>
<tr>
<td>2010</td>
<td>Pati et Kumar</td>
<td>This study carried out on Indian organizations had shown that work attitudes such as self-esteem, participation in decisions, selection, internal promotion, autonomous teamwork, are factors for improving the performance of organizations.</td>
</tr>
<tr>
<td>2011</td>
<td>Ndao</td>
<td>The study was carried out on 60 Senegalese companies showed that effective HR practices depended on their complementarity and that their impact on performance is present on the condition that they are aligned with the objectives set by management.</td>
</tr>
<tr>
<td>Year</td>
<td>Authors</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
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<td>-------------</td>
</tr>
<tr>
<td>2012</td>
<td>Pascal Paillé, Y Boiral, O et Jin J</td>
<td>This study was conducted with 151 directors in China. It demonstrated in a tangible way the important role played by the selection, training and rewarding of employees in order to benefit from an important performance.</td>
</tr>
<tr>
<td>2013</td>
<td>Bakotic</td>
<td>This study was conducted with 5806 employees in companies of origin believed. It demonstrated the existence of a positive relationship between employee satisfaction and organizational performance. However, it should be noted that the intensity of this relationship is weak.</td>
</tr>
<tr>
<td>2014</td>
<td>Kurtulus Yılmaz Genç</td>
<td>This study examined the relationship between the characteristics of manufacturing department employees of 60 Turkish SMEs. It could not demonstrate the existence of a positive relationship between the expertise and skills of employees and the performance of organizations.</td>
</tr>
<tr>
<td>2015</td>
<td>Fabi, Lacoursière et Raymond</td>
<td>The study carried out with 730 employees of several Canadian companies has shown that there is a real relationship between work systems requiring high performance and the willingness of employees to leave the organization. The study emphasizes the role of job satisfaction and organizational commitment. The combination of the three elements has been validated as having positive results rather than applying each component individually.</td>
</tr>
<tr>
<td>2016</td>
<td>Khashman Iyad et Khashman Aysar</td>
<td>This study, conducted in 37 hospitals with 170 employees in Jordan, had shown that the use of information systems, the use of HR practices such as job analysis, recruitment, selection, evaluation of performance and communication; had a very positive impact on organizational performance.</td>
</tr>
<tr>
<td>2017</td>
<td>Bandibeno et Ndongo</td>
<td>This study was carried out on a sample of 166 Cameroonian communities. The latter demonstrated that there is a positive link between HR practices and social performance and that the formalization of HR practices is a factor in the modernization of local management.</td>
</tr>
<tr>
<td>2018</td>
<td>Chukwuka et Nwakoby</td>
<td>Unlike other studies, this study carried out on 250 employees in the insurance sector confirmed that there is no real relationship between HR practices and the retention of employees within companies.</td>
</tr>
<tr>
<td>2019</td>
<td>Binti Moh taib et hj m et saludan</td>
<td>This study was carried out with 318 employees in the property development sector. This study demonstrated the importance of the positive link between the performance of this sector and certain HR practices such as training, compensation, job security and promotion. The study also showed the role played by the commitment of employees to play the role of mediator to make this causal relationship between the two concepts succeed.</td>
</tr>
<tr>
<td>2020</td>
<td>Karim, Komat et Koubaa</td>
<td>This Moroccan study carried out with 107 large companies, based on the configurational approach, demonstrated that there is a positive relationship between HR systems aligned with business strategy and the improvement of societal and environmental performance.</td>
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</table>

Source: author's summary
4. Conclusion

By way of conclusion, we have tried to make the purpose of the article clear. First, we made a clarification of the objective and the interest of the paper, then we wondered about the various questions on which we answered later.

Secondly, we presented a literature review on human resources, their practices and their management. The first section represents a panoramic view of the existing definitions of human resources and their management and their relationship to business development and the achievement of objectives. We have also described the different theoretical schools that have dealt with human resources and their important value within any organization.

Then we presented the literature review on the concept of performance and on its measurement. The second section dealt with the definition of the broader concept of performance. We went through the definition of the different types of performance, their measurement criteria and their importance for the evolution of companies.

Finally, we proceeded to the literature review dealing with the relationship between the two concepts and we validated the causal link existing between them. We have validated the positive relationship between the two notions.

Our article conducts a literature review on the existing relationship between HRM and performance in private companies to contribute to scientific knowledge on human resource management and business performance. The article is based on research questions defined and drawn from the literature.

Indeed, and without claiming to be exhaustive, this review of theoretical literature on the issues of HR practices, culture and performance of organizations, we can confirm that there is always a need to extend the horizon of studies on countries in developing.

References


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