Online ISSN: 2249-4588
Print ISSN: 0975-5853
DOI: 10.17406/GJMBR

Global Journal

of Management and Business Research: A

Administration and Management



Discovering Thoughts, Inventing Future

VOLUME 25 ISSUE 5 VERSION 1.0

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Volume 25 Issue 10 was originally issued as A5

Global Journal of Management and Business Research: A
Administration and Management

Global Journal of Management and Business Research: A
Administration and Management

Volume 25 Issue 5 (Ver. 1.0)

Open Association of Research Society

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Volume 25 Issue 10
Originally issued as A5



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Volume 25 Issue 5 Version 1.0 Year 2025
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Sustainable Warehouse Operations Safety: Integrating Risk Mitigation and Environmental Performance in Modern Logistics

By Mustafa Hashem M. Al-Naser, Saleh Salman Almehmeed & Abdulaziz Mohammad Al-Subaie

Abstract- As global supply chains become increasingly complex, sustainable and safe warehouse operations have emerged as a top priority for logistics leaders. This article explores how integrating sustainability and safety can yield significant operational, environmental, and reputational benefits. It highlights key operational risks in warehousing, tools for mitigating them, and how technology, employee engagement, and performance metrics play a pivotal role in building resilient warehouse environments. By aligning occupational health standards with environmental performance goals, organizations can future-proof their logistics strategies and lead responsibly in an evolving regulatory and consumer landscape.

GJMBR-A Classification: *JEL Code: L91, M11*



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Sustainable Warehouse Operations Safety: Integrating Risk Mitigation and Environmental Performance in Modern Logistics

Mustafa Hashem M. Al-Naser [α], Saleh Salman Almehmeed [σ] & Abdulaziz Mohammad Al-Subaie [ρ]

Abstract- As global supply chains become increasingly complex, sustainable and safe warehouse operations have emerged as a top priority for logistics leaders. This article explores how integrating sustainability and safety can yield significant operational, environmental, and reputational benefits. It highlights key operational risks in warehousing, tools for mitigating them, and how technology, employee engagement, and performance metrics play a pivotal role in building resilient warehouse environments. By aligning occupational health standards with environmental performance goals, organizations can future-proof their logistics strategies and lead responsibly in an evolving regulatory and consumer landscape.

I. Introduction

In the past, warehouse operations focused heavily on efficiency and cost minimization. However, increasing environmental scrutiny, evolving safety regulations, and stakeholder demand for ethical operations have reshaped this focus. Warehousing today must not only support high-throughput logistics but also maintain safe, sustainable environments that reduce risk, conserve resources, and prioritize worker well-being. As agencies like OSHA, ISO, and the EPA push for integrated management systems, organizations must reimagine operational models that unify environmental stewardship with health and safety excellence.

II. Industry Context and Operational Drivers

The modern warehouse is shaped by multiple converging forces: the rise of e-commerce, the proliferation of energy-intensive technologies, regulatory tightening, and heightened consumer expectations for green practices. Warehouses have become energy hotspots and high-risk zones for workplace injuries, especially in facilities operating around-the-clock.

Drivers prompting the shift toward integrated safety and sustainability include:

- Rising energy and fuel costs
- Stringent emissions and waste disposal regulations
- Increased automation and electrification of warehouse fleets
- Worker safety concerns in fast-paced, high-load environments

For companies, aligning with international standards such as ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety) offers a structured path to meet these challenges while enhancing competitiveness.

III. Sustainable Design Principles for Safer Warehouses

a) *Energy-Efficient Infrastructure*

Energy use in warehousing particularly in lighting, heating, and cooling offers opportunities for simultaneous cost reduction and safety improvement. Here are some of the key drivers towards energy-efficient infrastructure:

- LED lighting with motion sensors
- Smart HVAC systems
- Solar energy and daylighting via skylights
- Insulated roofing and walls

Implementing the above helps in creating well-lit, climate-controlled environments that reduce incident risks and energy footprints.

b) *Ergonomic and Inclusive Workspaces*

Poor ergonomics is a leading cause of warehouse injuries. Facilities are highly recommended to integrate:

- Adjustable racking and workbenches
- Mechanical lifts and carts
- Anti-fatigue flooring
- Ergonomic hand tools

helping to reduce musculoskeletal disorders and improve productivity across a diverse workforce.

c) *Safe Storage of Sustainable Materials*

Sustainable operations often involve handling recyclable, biodegradable, or battery-powered materials. Safety can be compromised without proper storage and handling, necessitating:

- Fire-resistant and leak-proof containers
- Clear labeling and segregation protocols

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- Spill containment plans
- Special zones for lithium-ion battery storage

V. Operational Risks and Mitigation Strategies

Despite progress, warehouse environments continue to present significant risks. Identifying and mitigating these risks is essential to sustainable safety performance.

Table 1

Risk Area	Potential Hazards	Mitigation Tools
Material Handling	Struck-by incidents, lifting injuries	Forklift automation, adjustable platforms, wearable sensors
Slip/Trip Hazards	Spills, poor lighting, cluttered aisles	Non-slip floors, motion lighting, routine inspections
Equipment Failures	Conveyor or forklift malfunctions	Predictive maintenance, digital diagnostics, real-time dashboards
Indoor Air Quality	Dust, diesel fumes, poor ventilation	Air filtration systems, electric MHE, HVAC monitoring via IoT
Chemical/Battery Storage	Fires, leaks, incompatible materials	Safety labeling, chemical zoning, battery insulation systems

VI. Integrated Risk Assessment Models

Modern warehouses require updated risk assessment methodologies that combine environmental and occupational factors. Best practices include:

- *Job Safety Analysis (JSA):* Incorporating ergonomic and environmental risks into task-level assessments
- *Lifecycle Hazard Evaluation:* Evaluating the total environmental and safety impact of materials and equipment
- *Dynamic Risk Mapping:* Using heat maps and digital twins to simulate and visualize hazard zones
- *Sensor-Based Alerts:* Real-time monitoring for air quality, heat exposure, and noise levels

Emergency protocols must also evolve to include procedures for energy-related risks such as battery fires or bio-based material leaks.

VII. Workforce Engagement and Safety Culture

The human element remains pivotal. Safety and sustainability are most effective when embraced by the workforce. Key initiatives include:

- Regular training on safe handling of green materials
- Ergonomic practice demonstrations
- Employee-led sustainability committees
- Recognition programs for safety compliance
- Transparent communication on safety and environmental performance

Engaged workers are more likely to report risks, propose improvements, and uphold best practices.

VIII. Role of Technology and Innovation

Technology is a catalyst for safer, greener operations. The integration of smart tools enables risk visibility, automation, and predictive responses:

- *IoT Sensors:* Measure temperature, gas levels, humidity, and motion
- *AI-Based Predictive Maintenance:* Minimizes unplanned downtime and mechanical failure risks
- *Wearables and AR:* Provide real-time alerts on posture, fatigue, and hazard proximity
- *Automation:* Robotics and AGVs reduce manual handling in high-risk zones

Digital control centers can unify environmental data and incident tracking, facilitating evidence-based decisions.

IX. Performance Metrics and Continuous Improvement

Performance measurement ensures accountability and identifies improvement opportunities. Recommended indicators include:

- *Safety Metrics:* TRIR (Total Recordable Incident Rate), near-miss frequency, lost-time injuries
- *Environmental Metrics:* Carbon emissions per unit shipped, energy consumption, waste diversion rates

Annual internal audits, ISO standard benchmarks, and continuous employee feedback help close the loop between planning and execution.

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X. Strategic Recommendations

1. *Align with ISO 45001 and ISO 14001:* To integrate sustainability and safety into core management systems.
2. *Upgrade Infrastructure:* To energy-efficient lighting, ventilation, and power sources.
3. *Invest in Predictive Technologies:* Including AI and IoT for real-time safety and environmental monitoring.
4. *Reassess Risk Regularly:* Especially concerning battery use, material storage, and equipment handling.
5. *Foster a Safety Culture:* By rewarding compliance, empowering peer-to-peer initiatives, and prioritizing transparency.
6. *Modernize Emergency Protocols:* To address eco-friendly materials and automated system failures.

XI. Conclusion

The integration of safety and sustainability is no longer a peripheral initiative- it is central to operational excellence in warehousing. By investing in both human-centric design and technological innovation, companies can create resilient, responsible operations that are fit for the future. Warehouses that adopt these dual priorities not only reduce risks and operational costs but also gain trust from stakeholders, regulators, and customers alike.

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Global Journal of Management and Business Research: A Administration and Management
Volume 25 Issue 5 Version 1.0 Year 2025
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

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By XS Kunene & MB Mutanga
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Abstract- This study investigates the perceptions of employees regarding the implementation of a Business Process Re-engineering (BPR) program. The primary focus of the study is to examine how employees perceive the impact of BPR on their work routines and their overall assessment of the project's success. By exploring these areas, the study aims to gain a deeper understanding of how employees perceive and experience the changes brought about by the BPR initiative. To gather comprehensive insights, the study employed various research methods, such as surveys, interviews, and observations, to collect data from employees across different departments involved in providing services to the Department of Academic Administration. The study investigates whether the implementation of BPR has resulted in increased efficiency, streamlined workflows, and improved productivity, or if it has introduced challenges and disruptions to their work routines. By examining the employees' assessment of the project's success, the study provides valuable insights into the effectiveness of the BPR implementation and identifies areas of improvement or potential challenges that need to be addressed.

GJMBR-A Classification: JEL Code: M15, M10

EXAMININGEMPLOYEEPERCEPTIONSONTHEIMPLEMENTATIONOFBUSINESSPROCESSREENGINEERINGASTUDYINTHEDEPARTMENT OFACADEMICADMINISTRATIONINASOUTHAFRICANUNIVERSITY

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I. Introduction

In today's rapidly changing business landscape, organizations face the imperative of continually monitoring and evaluating their processes to remain relevant, competitive, and efficient. Business Process Re-engineering (BPR) has emerged as a strategic approach to enhancing organizational effectiveness by scrutinizing internal processes, identifying areas for improvement, and implementing transformative changes (Pasaribu et al., 2021).

South African Higher Education Institutions (HEIs), driven by the need to respond to a dynamic environment xt and evolving customer demands, have embraced BPR along with other private sector management techniques (Swart, 2018). However, as BPR is a relatively new concept in the realm of Higher Education (HE), its proper understanding and appropriate application present challenges (Swart, 2018; Kanyane, 2023). Effective implementation of BPR requires a contextual understanding within HE and a clear vision of its potential benefits.

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The Department of Higher Education and Training (DHET) in South Africa (SA) has set goals to increase student enrollment, which has prompted universities to focus on improving their administrative processes (Boje et al., 2017). To accommodate the influx of applications, registration processes, and student administration, administrative operations have become increasingly cost-competitive, faster in cycle time, and committed to delivering superior service (Boje et al., 2017). BPR is viewed as a means to improve teaching and learning, as well as the support systems encompassing administrative operations (Boje et al., 2017).

BPR entails the fundamental redesign of existing business processes to align with new organizational directions, resulting in improved operational efficiency in terms of cost, speed, quality, and service (AbdEllatif et al., 2017; Mokone, 2011). By analyzing current processes and identifying bottlenecks and wastages, BPR seeks to achieve operational efficiency as its primary outcome.

Public higher educational institutions, including Universities of Technology (UoTs), are obligated to adhere to the Public Finance Management Act 1999 (PFMA), which promotes good corporate governance and sound financial management (Swart and Swanepoel, 2019). BPR implementation, along with other improvement methods, supports compliance with the PFMA. Furthermore, Information Technology (IT) and its governance are recognized as pillars of good corporate governance in the higher education context (Nevondwe et al., 2014).

Integration of operations based on approved procedures, as mandated by the PFMA, is crucial for effective resource utilization and the statutory management of resources within public higher education institutions (De Jager, 2000). This integration facilitates reporting and management processes for internal and external stakeholders. IT plays a central role in executing administrative operations in higher education, automating and integrating processes within academic administration (Ng'ambi et al., 2016).

The evolution of IT in higher education has progressed from automation of tasks and improved information quality to strategic partnership, system integration, and internet-based services (Ng'ambi et al., 2016; Mashabela and Pillay, 2017). The advent of e-

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business, facilitated by internet access, has transformed information sharing, service delivery, and customer service in the higher education sector (Bagarukayo and Kalema, 2015). The increased investment in IT integration within administrative operations has not only improved internal processes but also fostered collaboration with external stakeholders, streamlining operations and eliminating potential disruptions (Bagarukayo and Kalema, 2015).

However, successful implementation of IT in the context of BPR requires a strategic alignment between the two (Swart, 2018). The Department of Academic Administration, which is the focus of this study, faces operational challenges related to the use of IT systems, particularly regarding workstations distributed across different locations during registration and the management of student records (Swart, 2018; Kanyane, 2023).

In light of the above, this research aims to examine employee perceptions on the impact of BPR on work routines due to the implementation of BPR in the Department of Academic Administration at a South African University of Technology (UOT). The research further explores the awareness of employees on BPR processes. By exploring employee awareness of BPR principles in higher education, analyzing the impact of BPR on their daily work routines, and investigating their perceptions of the success of the BPR process, this study contributes to a deeper understanding of BPR implementation in academic administration. The findings will inform decision-makers and stakeholders, enabling them to refine BPR strategies, enhance organizational efficiency, and foster employee satisfaction throughout the Department of Academic Administration and its associated departments. The rest of the paper is structured as follows: section 2 presents the literature review while the methodology is outlined in section 3. A discussion of the results is given in section 4 before we conclude in section 5.

II. Literature Review

Factors such as changing technology, cultural issues, globalization, and cost constraints drive the need for BPR in higher education. Implementing BPR brings benefits like improved administration, enhanced customer satisfaction, increased productivity and competitive advantage. However, challenges related to organizational structure, finances, defining BPR characteristics, and misconceptions need to be addressed. Understanding these factors, benefits, and challenges is vital for successful BPR implementation, enabling institutions to optimize their administrative processes and enhance overall organizational performance. This literature review focuses on Business Process Re-engineering (BPR) in higher education, examining factors influencing its adoption, benefits of implementation, and challenges encountered.

a) Factors Influencing Business Process Re-engineering (BPR) in Higher Education

Business Process Re-engineering (BPR) in higher education institutions is influenced by various internal and external factors, also known as drivers for BPR (Sorunke and Nasir, 2016). These factors can either facilitate or hinder the adoption and implementation of BPR initiatives.

One significant internal factor influencing BPR in higher education is changing technology. Ng'ambi et al. (2016) highlight four phases of technological changes that have impacted processes in higher education institutions. In Phase I (1996-2000), technology was primarily used to improve repetitive operations, aided by computers. Phase II (2001-2005) saw institutions focusing on building IT infrastructure and using technology to enhance teaching. Phase III (2006-2010) witnessed increased focus on IT and research initiatives to explore the benefits of technology in higher education. Finally, Phase IV (2011-2016) emphasized the emergence of social media and the integration of mobile devices in disseminating learning materials. These technological advancements have necessitated changes in operational processes and provide a basis for the adoption of BPR initiatives (Madumo and Kimaro 2021).

Growing globalization is another internal factor influencing BPR in higher education. The presence of foreign university campuses and students from diverse regions has necessitated changes in operational processes to cater to international students. Universities have had to adapt their processes to accommodate students from different geographical locations, employing online platforms and services for efficient and speedy operations. BPR plays a vital role in this regard by integrating processes and implementing services such as online verification of credentials and study permits (Ariail, 2016; Naidoo and Sibiya, 2018).

Enduring cost constraints are an internal factor that has put pressure on higher education institutions to optimize their operational processes. With the dramatic increase in student populations and decreased state funding, institutions face the challenge of providing quality services with limited resources. This constraint has led to decreased customer satisfaction, including students, staff, and other stakeholders. Customer satisfaction is a critical factor in BPR implementation in higher education, as it focuses on improving operations to ensure customer satisfaction (Chiwandire and Vincent, 2019; Sohail, Daud, and Rajadurai, 2006). BPR differentiates itself from other improvement management methods by emphasizing customer satisfaction and aligning operations with customer needs.

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University strategy plays a crucial role in influencing the implementation of BPR in higher education. Strategic management and direction involve managing long-term goals of the institution, with activities distributed across senior management and various departments. University strategies can drive the implementation of BPR initiatives by setting goals and activities that departments need to undertake to achieve those goals. For example, attracting the best students may require implementing online services or streamlining operations. University strategies provide a framework for BPR initiatives and guide the alignment of operational processes with strategic goals (Bosire, 2017).

b) *Benefits of Business Process Re-engineering (BPR) in Higher Education*

Implementing BPR in higher education institutions offers several perceived benefits. Mulugeta (2014) and Krishna, Kassaw, and Prasad (2015) highlight improved performance in administration, enhanced customer satisfaction, increased productivity, improved coordination, and competitive advantage as some of the benefits associated with BPR implementation in higher education.

One area of concern in higher education institutions is administrative processes, where traditional working practices may not always yield the desired results (Mulugeta, 2014). BPR can address this challenge by setting standards, introducing technical factors to support desired employee output, and eliminating inefficiencies (Aldiabat, Bataineh, and Abu-Hamour, 2018). Universities can improve employee performance and overall operational efficiency by streamlining administrative processes.

In the higher education sector, student retention is a significant focus. Real-time information is crucial for providing efficient customer service to students (Jha, Jha, and O'Brien, 2019). BPR facilitates the integration of information systems, eliminating bureaucratic delays and enabling timely access to information. This improves employee productivity and customer satisfaction by providing students with a seamless registration process and access to necessary information.

BPR can also lead to increased productivity by redesigning processes and eliminating unnecessary steps in the value chain. Harb and Abazid (2018) highlight the benefits of process design, which combines a group of processes to increase productivity and eliminate silo approaches to administrative work. By implementing BPR, universities can improve coordination, communication, and automation of processes such as student registration.

c) *Challenges in Business Process Re-engineering (BPR) Implementation in Higher Education*

Implementing BPR in higher education institutions is not without its challenges. Bosire (2017) emphasizes the gap between formulating strategic programs like BPR and realizing the desired results. Challenges may arise during the implementation phase, such as failing to meet deadlines or facing budget constraints, which hinder the achievement of desired outcomes.

The hierarchical organizational structure prevalent in higher education institutions guides the roles of administrators, leading to prolonged decision-making and duplication of processes (Chetty and Pather, 2015). BPR, in contrast, promotes a flat structure that encourages limitless information sharing and efficient communication. However, implementing such a cultural shift can be challenging within the existing organizational framework, especially in the Hinger Education sector.

Cost is another significant challenge in initiating BPR projects. Public sector organizations, such as universities, may struggle to secure funds for implementing BPR, leading to implementation difficulties and potential setbacks in achieving desired outcomes. Financial constraints can hinder the ability to invest in the necessary changes and improvements like latest Information Systems.

A lack of commonly accepted characteristics and definitions of BPR poses a challenge for organizations undertaking BPR initiatives (Bhaskar and Singh, 2014). Different interpretations of BPR can lead to confusion and misalignment with the intended goals. It is crucial to define and understand BPR accurately to avoid costly mistakes and ensure that projects meet the necessary characteristics of BPR.

In some sectors, BPR is viewed as a management fad, which may create skepticism and a lack of interest among senior managers (Dell'Aquila, 2017). Misconceptions about BPR, such as it being a tool for staff layoffs or automation, can further hinder its acceptance and successful implementation in higher education. Employees, through organized labour, may resist its implementation as they may consider it a tool for reducing labour- their members.

Transformation priorities within South African universities add complexity to BPR implementation. SA has undertaken transformation initiatives from the inception of democracy, with the need for reconstruction and transformation, along with limited resources, creates competing demands for funding and prioritization (Mokoena and Dhurup, 2016). Improving administrative capabilities becomes essential for universities to enhance their competitive edge and navigate the challenges of resource allocation effectively.

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Furthermore, a lack of guidance and common methodology specific to BPR in higher education institutions poses challenges (Harb and Abazid, 2018). The absence of shared experience-based knowledge and accepted standard procedures complicates planning, evaluation, and successful implementation of BPR projects in higher education.

III. Methodology

a) Research Design

The research design employed in this study was a mixed-methods approach, combining quantitative and qualitative data collection and analysis methods. This approach allowed for a comprehensive understanding of employee perceptions and experiences regarding the implementation of Business Process Re-engineering (BPR) in the Department of Academic Administration.

b) Population and Sample

The population of interest consisted of 110 employees working in various departments that provide different services to the Department of Academic Administration at the South African University of Technology. From this population, a sample of 60 respondents was selected to participate in the study. The sample was chosen using convenience sampling, taking into consideration the availability and willingness of employees to participate in the research.

c) Data Collection Instruments

Surveys: A survey questionnaire was developed to collect quantitative data from the participants. The questionnaire included closed-ended questions that measured employee awareness of BPR principles, the impact of BPR on their work routines, and their perceptions of the success of the BPR process. Likert-scale items and demographic questions were also included in the survey.

Interviews: Semi-structured interviews were conducted with a subset of participants to gather qualitative data. The interviews provided an opportunity for participants to elaborate on their experiences, perceptions, and challenges related to BPR implementation in the Department of Academic Administration.

d) Data Collection Procedure

Surveys: The survey questionnaires were distributed to the selected participants either in an electronic format or in printed copies, depending on their preference. Participants were given a specified time frame to complete the surveys, and reminders were sent to ensure a satisfactory response rate. Those who responed submitted their completed questionnairs, some sent them electronically whiles others dis no in person.

Interviews: A purposive sampling technique was used to select participants for the interviews. The interviews were conducted in a face-to-face or virtual format, based on the participants' availability and preferences. Each interview was audio-recorded with the consent of the participants, and detailed notes were taken during the interviews to capture key insights and responses.

e) Data Analysis

Quantitative Data: The quantitative data collected through the surveys were analyzed using descriptive statistics. Measures such as means, frequencies, and percentages were calculated to summarize the responses and identify patterns or trends.

Qualitative Data: The qualitative data obtained from the interviews were transcribed and analyzed using thematic analysis. The transcripts were coded, and themes and patterns related to employee perceptions, experiences, and challenges regarding BPR implementation were identified.

f) Ethical Considerations

Ethical approval was obtained from the relevant university research ethics committee before data collection. Authorisation was also secured through proper channels from the research site to conduct the study. Participants were informed about the purpose of the study, their rights to confidentiality and voluntary participation, and provided their informed consent before participating in the research.

IV. Results

The results obtained from the data analysis will be discussed in three main sub-headings: employee awareness of the broad principles of Business Process Re-engineering (BPR), employee perception of the impact of BPR on their daily routines, and employee perception of the success of the BPR initiative. These aspects provide a comprehensive understanding of employees' perspectives and experiences related to BPR implementation.

a) Employee Awareness

The results of the employee awareness of the Business Process Re-engineering (BPR) implementation project have important implications for the success and effectiveness of the project in the Department of Academic Administration. The finding that only 44.90% of the respondents were aware of the project indicates a significant lack of communication and consultation during the implementation process. This lack of awareness among most employees (55.1%) raises concerns about the potential resistance and challenges that may arise during the project. Insufficient consultation and awareness creation can hinder employee buy-in and engagement, affecting the overall success of the BPR initiative.

However, it is encouraging to note that among those who were aware of the project, there was

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unanimous agreement (100%) on the need for BPR implementation. This suggests that the employees who were aware recognized the necessity for change and embraced the implementation of BPR. Their agreement on the need for BPR indicates a positive attitude towards the project and a willingness to support the change process. This finding aligns with the concept of employee championship, which is crucial for the successful implementation of BPR. Employees who champion the project can contribute positively by actively participating, providing honest feedback, and advocating for the necessary changes.

The results also reveal varying levels of familiarity with the term 'BPR' among employees. While 22.40% possessed expert knowledge, 26.50% had no knowledge, and 49.0% had some knowledge, indicating a mixed level of understanding. This finding suggests the need for clearer communication and training on BPR concepts and principles. Enhancing employees' familiarity with the term 'BPR' is important to ensure a shared understanding and facilitate effective collaboration during the implementation process. It also highlights the importance of providing adequate resources and training to empower employees with the necessary skills and knowledge to contribute meaningfully to the BPR project.

Another significant finding is that the majority of respondents (63.27%) did not witness information being gathered by the BPR team to understand the shortcomings of the old system. This raises concerns about the analysis phase of the project, as a comprehensive understanding of current processes and challenges is crucial for effective re-engineering. Insufficient information gathering can result in incomplete identification of process bottlenecks and hinder the development of effective solutions. It underscores the importance of conducting thorough analysis and involving employees, in particular those that are part of the project, in the process to ensure a comprehensive understanding of the current system and its limitations.

In summary, employee awareness has implications for the effective implementation of the BPR project. Addressing the lack of awareness, enhancing familiarity with BPR concepts, ensuring comprehensive information gathering, and aligning perceptions of success are crucial for overcoming potential challenges and maximizing the positive impact of BPR in the Department of Academic Administration. By addressing these implications, the project can gain stronger employee support, improve communication and collaboration, and ultimately achieve the desired organizational efficiency and effectiveness.

b) Perception of the Impact of Business Process Re-Engineering on Work Routines

The results of the employee perception of the impact of Business Process Re-engineering (BPR) on their work routines reveal several significant findings with important implications.

Firstly, 36.7% of respondents reported that they are able to do their work easily, indicating improved operational processes in the Department of Academic Administration. This finding suggests that BPR implementation has enhanced efficiency and streamlined work tasks. The implication of this improvement is increased productivity and potentially reduced workload for employees. It also indicates that the employees feel that re-engineered processes have eliminated bottlenecks and inefficiencies, allowing employees to carry out their work more smoothly and effectively.

The finding that 34.7% of respondents witnessed an increase in online services is particularly significant in today's digital age. The implementation of BPR has led to the availability of online services, reducing costs and time required for various tasks. This has implications for cost savings, as fewer resources are needed for manual processes, and time savings, as employees can access services and information using online platforms instead of engaging in time-consuming physical interactions. The increased availability of online services also enhances convenience and accessibility for employees and stakeholders, improving customer satisfaction and organizational competitiveness.

The positive impact on corporate governance, with 18.4% of respondents reporting improved reporting, signifies the effectiveness of BPR in enhancing reporting processes. This has implications for compliance with regulatory requirements, timely and accurate reporting, and improved transparency in organizational operations. By streamlining reporting procedures and standardizing reporting practices, BPR implementation enables departments and by implication the university to meet statutory reporting deadlines, achieve greater financial and operational reporting accuracy, and optimize resource utilization. Furthermore, the reduction in paper and stationery costs is an additional benefit of improved reporting processes.

The finding that 24.5% of respondents witnessed changes to job positions resulting from BPR implementation has implications for employee roles and responsibilities. BPR often leads to automation and redefinition of tasks, which can impact job positions and require employees to adapt to new roles. This highlights the importance of change management and providing support to employees during the transition period. Organizations need to ensure that employees receive the necessary training and resources to effectively perform their new roles. Additionally, clear communication and alignment of expectations are essential to

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minimize any potential resistance or confusion arising from changes in job positions.

The respondents' perception of daily routine changes due to BPR implementation indicates positive outcomes. Rapid problem response, facilitated work processes, empowered front-line employees, improved information sharing, and increased openness in decision-making are all positive impacts of BPR. These findings have implications for organizational agility, employee empowerment, and improved collaboration. BPR enables departments to respond promptly to challenges and changes, empowers employees to make decisions within their roles, and enhances communication and information flow. These aspects contribute to organizational resilience, employee engagement, and the ability to adapt to evolving demands.

In conclusion, the results highlight the positive impact of BPR on employee work routines in the Department of Academic Administration. The implications of these findings include increased productivity, cost savings, enhanced customer satisfaction, improved corporate governance, optimized resource utilization, and organizational agility. These findings underscore the importance of effective BPR implementation, including clear communication, change management strategies, training, and support for employees. By capitalizing on the benefits of BPR and addressing any challenges, organizations can achieve operational excellence, foster a culture of continuous improvement, and drive sustainable success.

c) Perceived Completeness of the Project

Of the interviewed employees, 55% of respondents felt that the BPR project was incomplete, while 45% believed it was complete. This highlights a significant disparity in perceptions among the employees. This discrepancy suggests differences in expectations, milestones, or criteria for measuring the project's success.

The implications of this finding are twofold. Firstly, it underscores the importance of clear communication and shared understanding among team members regarding the goals and milestones of the BPR project. Misalignment in expectations can lead to confusion, frustration, and a lack of motivation among employees, hindering the progress and success of the project. Therefore, it is crucial for project leaders and managers to effectively communicate the project's objectives, desired outcomes, and the criteria by which success will be measured. This will help ensure that all team members have a common understanding of what constitutes project completion and success.

Secondly, addressing the divergent views and aligning expectations is vital to foster a sense of shared purpose and enhance collaboration among team members. When employees have different perceptions of the project's progress, it can create divisions and hinder effective teamwork. By facilitating open and transparent communication, project leaders can encourage dialogue, address concerns, and clarify misunderstandings that may exist. This will help build trust and alignment among team members, fostering a cohesive and collaborative environment that is essential for the successful completion of the BPR project.

Ultimately, by addressing the disparities in perceptions and aligning expectations, organizations can enhance employee engagement, increase motivation, and promote effective teamwork. This, in turn, can contribute to the successful completion of the BPR project and its overall impact on organizational efficiency and effectiveness.

V. Conclusion

The findings of this study provide valuable insights into employees' perceptions towards implementing Business Process Re-engineering (BPR) in Higher education. The results highlight important implications for the successful execution of BPR projects and the impact on employee work routines. The first set of findings emphasizes the need for improved employee awareness and communication during the BPR implementation process. The lack of awareness among a majority of employees raises concerns about potential resistance and challenges that may arise. It is crucial to address this issue through effective communication and consultation, ensuring employees understand BPR's purpose, goals, and benefits. Creating a sense of awareness and engagement among employees is essential for their buy-in and active participation in the change process. Furthermore, the findings highlight the importance of addressing employee familiarity with BPR concepts and processes. Providing training and resources to enhance their understanding may contribute to their meaningful involvement. This emphasizes the significance of investing in employee development and ensuring they possess the necessary skills and knowledge to contribute effectively to the BPR initiative. The second set of findings reported on the perceived impact of BPR on employee work routines. Improved operational processes, increased availability of online services, enhanced corporate governance, and changes to job positions demonstrate the benefits of BPR implementation. This positive perception leads to increased productivity. However, the findings also highlight the challenges and disparities in perceptions around the project's success within the project team. In conclusion, the findings underscore the importance of effective BPR implementation, including communication, training, change management, and collaboration. By addressing the implications highlighted in the findings, organizations can enhance employee engagement, optimize

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operational processes, and achieve sustainable improvements in performance. BPR allows higher education institutions to adapt to changing environments, improve customer satisfaction, and position themselves as leaders in the competitive landscape. This will lead to the achievement of strategic goals for Higher Education institutions. Future research should focus on further exploring the impact of BPR in higher education and identifying strategies to overcome implementation challenges for maximum effectiveness in the South Africa.

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Global Journal of Management and Business Research: A Administration and Management
Volume 25 Issue 5 Version 1.0 Year 2025
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Role of IoT in Enhancing Supply Chain Management

By Faris Alghamdi

Introduction- Nowadays in a volatile and interdependent world economy, supply chain management (SCM) is a key factor for business competitiveness. Digital technologies, in particular IoT, are turning traditional supply chains into an intelligent, responsive, connected networks. It is the interconnection of physical devices that collect and exchange data over the internet called IoT. Through the integration of sensors and software into logistics assets such as containers, vehicles and equipment, IoT enables real-time visibility, process automation and data-driven decision making (Akyuz and Bicer 2022). This essay describes how IoT improves supply chain management by increasing operational efficiency, transparency, predictive analytics and sustainability.

GJMBR-A Classification: *JEL Code: L23*



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The Role of IoT in Enhancing Supply Chain Management

IoT and Supply Chain Integration

Faris Alghamdi

I. Introduction

Nowadays in a volatile and interdependent world economy, supply chain management (SCM) is a key factor for business competitiveness. Digital technologies, in particular IoT, are turning traditional supply chains into an intelligent, responsive, connected networks. It is the interconnection of physical devices that collect and exchange data over the internet called IoT. Through the integration of sensors and software into logistics assets such as containers, vehicles and equipment, IoT enables real-time visibility, process automation and data-driven decision making (Akyuz and Bicer 2022). This essay describes how IoT improves supply chain management by increasing operational efficiency, transparency, predictive analytics and sustainability.

II. Literature Review

Academic and industrial experts have discussed the role of IoT in SCM extensively. Lee and Lee (2015) said IoT technologies are the basis of companies moving to more responsive logistics systems. Their study describes how enterprises are adopting sensor-based tools as well as real-time data processing for supply chain agility. In a similar vein, Ben-Daya et al. (2017) reviewed IoT applications for logistics and identified benefits such as increased visibility, risk reduction and responsiveness.

Zhong et al. (2016) have pointed out in that one of the unique features of IoT and Industry 4.0 is the ability of working interdependent with less reliable on human involvement in comparison to older technologies. They stressed that IoT enables intelligent decision making across the supply chain from raw material procurement to final delivery. Kang et al. (2016) contributed by describing how IoT supports predictive maintenance and automation, increasing productivity and reducing equipment downtime.

Ivanov et al. (2015) investigated the choice supports amenities of IoT data-generated decision making in real time improved asset allocation, route optimization, and demand forecasting. Collectively the literature shows a great convergence on the shaping effect of IoT on SCM but also on implementation challenges including cybersecurity, integration cost and requirement of specialized personnel.

III. IoT Applications and Benefits for Supply Chains

a) *Visibility and Operational Efficiency*

Most critical contribution of IoT is improved end-to-end supply chain visibility. RFID tags, GPS trackers and environmental sensors allow product and vehicle location tracking. This transparency reduces risks of theft, spoilage or delays for businesses. Companies in the food and pharmaceutical sectors, for example, use IoT-enabled cold chain monitoring to keep goods at safe temperature limits during transit (Ben-Daya et al. 2017).

Warehouses, factories and distribution centers Automated though IoT. Smart bins sense inventory depletion and initiate restocking and AGVs do repetitive works in warehouses (Kang et al. 2016). On the factory floor, predictive maintenance reduces machine downtime, extends equipment life and lowers repair costs compared to traditional maintenance methods (Zhong et al. 2016).

b) *Data-Driven Decision-Making*

IoT produces huge amounts of data which could be used to improve decision making. Forecasting demand, measuring supplier performance and finding inefficiencies are among the predictive analytics based on sensor data managers can use (Ivanov et al. 2015). Real time data can also support just-in-time inventory models to reduce storage costs and improve response time to market demands.

c) *Sustainability and Regulatory Compliance*

The IoT supports sustainable supply chains by reducing energy consumption, waste and emissions. Sensors monitor carbon output and alert operators of inefficiencies. Moreover, regulatory compliance is improved through real-time logging and digital documentation especially in highly regulated sectors such as healthcare and food logistics (Ben-Daya et al. 2017).

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IV. Challenges and Considerations

IoT implementation has challenges though. The major challenges include high sensor cost, legacy system integration and massive data stream complexity (Kang et al. 2016). More connectivity can increase the risk of cybersecurity attack on all entities and stakeholders of a supply chains. Organizations also have to address workforce skill gaps through training and IT infrastructure.

V. Conclusion

From real-time insight to automation and intelligent decision making, the Internet of Things (IoT) is transforming supply chain management. Literature in this area consistently supports the IoT driven notion of more agile, transparent and efficient supply chains, and while challenges including cost and security do persist, the strategic benefits are clear. IoT will play a crucial role as businesses move towards digital transformation, contributing to smarter and more resilient supply chains.

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Global Journal of Management and Business Research: A Administration and Management
Volume 25 Issue 5 Version 1.0 Year 2025
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Human Resource Practices and Employees' Performance in Higher Education Institutions in General Santos City

By Dr. Freden S. De Vera & Dr. Lovely V. Echalar

Abstract- This paper investigated the association between HR practice and employee performance in the selected private HEIs in General Santos City. With the idea of how the HRM practices- recruitment and selection, training and development, performance management, compensation and benefits- being implemented would affect employees' performance relative to the prevailing conditions of utilization of HR practices (extent), timing of implementation (timelessness), timely completion of day-to-day activities (timeliness) the study provided and tested for research measures. Simple random technique was used to select 265 respondents that participated through structured questionnaires. The study also explored the role of individuals' demographic characteristics (age, sex, position, salary, education level, years of service) on HR practices and performance outcomes. Statistical analysis with the help of Spearman's rho, Kruskal-Wallis and Mann-Whitney U tests demonstrated that well implemented HR practices were significantly correlated to higher employee performance.

Keywords: human resource practices, employee performance, higher education institutions, recruitment and selection, training and development, performance management, compensation and benefits, general santos city.

GJMBR-A Classification: JEL Code: M12, I230

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Human Resource Practices and Employees' Performance in Higher Education Institutions in General Santos City

Dr. Freden S. De Vera [α] & Dr. Lovely V. Echalar [σ]

Abstract- This paper investigated the association between HR practice and employee performance in the selected private HEIs in General Santos City. With the idea of how the HRM practices- recruitment and selection, training and development, performance management, compensation and benefits- being implemented would affect employees' performance relative to the prevailing conditions of utilization of HR practices (extent), timing of implementation (timelessness), timely completion of day-to-day activities (timeliness) the study provided and tested for research measures. Simple random technique was used to select 265 respondents that participated through structured questionnaires. The study also explored the role of individuals' demographic characteristics (age, sex, position, salary, education level, years of service) on HR practices and performance outcomes. Statistical analysis with the help of Spearman's rho, Kruskal-Wallis and Mann-Whitney U tests demonstrated that well implemented HR practices were significantly correlated to higher employee performance. Variations in the extent and quality of implementation of HR practice are apparent among demographic groups. Implications The results highlight the broader importance of strategic HR practices on workplace productivity and organizational achievement. Practical implications: HR interventions should be personalized, supportive profanity-based technologies, and transparent and inclusive recruitment and training programs. The paper provides insights into HRM in higher education and provides a platform for further organizational development and academic research.

Keywords: human resource practices, employee performance, higher education institutions, recruitment and selection, training and development, performance management, compensation and benefits, general santos city.

I. Introduction

Human resources practices were determined to be core to shaping employee performance among diverse entities, such as private institutions of higher education. Outside of Taiwan, Chen and Huang (2019) found that the effectiveness of human resource practices had a positive effect on employee performance in higher education. They also identified some practices of HR, like employee development and recognition, that had a significant effect on employee results.

Institutions of higher education; Institutions of higher learning played a key role in the elevation of academic standards; in the production of professionals' runners; However, these agencies faced severe problems in human resources management, which had an adverse implication on work performance d and overall organization function. There could be identified common topics such as an aging teaching staff, lack of motivation, excessive bureaucratic procedures, personal planning, inefficient communication, as well as low levels of digitalization in the HR processes. These challenges prevented HEIs from fostering a productive and committed workforce (Xudoynazarovich, 2024).

The influence of the human resource practices on the performance of the employees in the HEIs was under tapped in General Santos City. In order to address with the specific challenges of local institutions, it was important to understand how HR practices could influence motivation, job satisfaction, and operational performance. Thus, the present researchers focused this study on Human Resource Practices of HEIs and its relationship to the Performance of Employees in the context of General Santos City. The study aimed to provide evidence-based recommendations regarding how to improve employee performance and promote organizational effectiveness based on the scrutiny of which existing HR strategies are effective or not.

The research specifically focused on determining how human resource practices influenced employee performance in selected higher education institutions in General Santos City, particularly in the areas of HR policies, procedures, and strategies on people management to enhance workforce productivity. These strategies are critical for attracting, satisfying and developing talented individuals who drive institutional success. However, despite the significance of HR practices in maintaining and improving employee performance, very few studies have examined the impact of HR practices on employee performance in higher education institutions of General Santos City. Second, there still exists a population deficiency, because age, sex, position, educational level, and years of working service- very important employee

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demographics- are not included in many previous researches. This study fills in these two gaps and offers new questions, results on the local level and an analysis on how employee profiles condition the HR practices and performance link, which should provide interesting contributions for the field of human resource management in the educational context.

Previous research discussed that good human resource management (HRM) practices also played the role in shaping the performance of the employees at higher education institutions. Amin et al. (2014) indicated that HRM practices recruitment, training, performance appraisal, compensation positively impact on organizational performance in a public university. Similarly, Sattar et al. (2018) found that employee welfare scheme and reward management positively influence job satisfaction and employees' performance on university staff. The results indicated that successful HRM practices lead to employees' task performance in terms of task completion, process completion, and quality of work.

Insights into Higher Education: Privates will and rank as reference this study has endeavored to fill these gaps and establish the human resource practices in private higher education in General Santos City by showing the will and rank as reference. Earlier, researches have concentrated in other sectors rather than educational sector and few study on the educational environment has been conducted using this factor (Multidisciplinary Research Journal, 2023). In addition, little was known about the specific challenges encountered in these schools (Multidisciplinary Research Journal, 2023). The existing literature frequently focused on individual HRM practices and provided insufficient coverage across specified HRM dimensions (Garavan et al., 2016). To fill these voids, the purpose of this study was to contribute to the knowledge base and practical application of HR strategies for enhanced employee performance within institutions of higher education.

II. Statement of the Problem

This study aims to determine the effects of Human Resource Practices on Employee Performance in higher education institutions in General Santos City, with the intent of identifying what to improve in order to respond not only to employees' needs but also to institutional goals. Specifically, it sought to answer the following questions:

1. *What is the Profile of the Employees with Respect to their:*
   - 1.1. Age;
   - 1.2. Sex;
   - 1.3. Position;
   - 1.4. Monthly Salary;
   - 1.5. Educational Attainment; and
   - 1.6. Numbers of year works in the institution?
2. *What is the employees' assessment on the extent of implementation of Human Resource Practices in Higher Education Institutions in General Santos City in terms of:*
   - 1.7. Recruitment and Selection;
   - 1.8. Training and Development;
   - 1.9. Performance Management; and
   - 1.10. Compensation and Benefit?
3. *What is the level of employees' performance in Higher Education Institutions in General Santos City based on the:*
   - 1.11. Extent of accomplishment;
   - 1.12. Timeliness of accomplishment; and
   - 1.13. Quality of accomplishment?
4. Is there a significant relationship between the extent of implementation of Human Resource Practices and the level of employees' performance in Higher Education Institutions in General Santos City?
5. Is there a significant difference in the extent of implementation of Human Resource Practices when group according to the profile of the employees?
6. Is there a significant difference in the level of employees' performance when group according to the profile of the employees?

III. Scope and Delimitation of the Study

The influence of human resource practices on the performance of employees of higher educational institutions in General Santos City is the focus of this study. In particular, it measures the extent of the implementation of certain HR practices such as Recruitment and Selection, Training and development, Performance management, compensation and employee performance such as extent, timeliness and quality of the task accomplishment reached by the employees. The association of employees' demographic characteristics (age, sex, job rank, monthly salary, educational level, and tenure) with HR practices and employee performance is also examined.

The research scope will be delimited only to HEIs in General Santos City and excludes all the public HEIs and external factors such as organizational cultures and policies. It includes full time faculty members who have teaching duties and their immediate bosses. The research design used in the study is quantitative, making use of a structured survey questionnaire adopted from Mylene M. dela Cruz and Alan Y. Cabaluna's study (2022), and the data were statistically treated.

In addition, the research only pays attention to certain HR practices including recruitment and selection, training and development, performance appraisal, rewards and recognition. Other situational and personal variables that could impact employee productivity are not considered in this study. The research is performed

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in 2024–2025 academic year, and its contribution can vary in longer period or in a different academic environment.

IV. Review of Related Literature

a) Human Resource Practices

HRPs are the numerous activities that are carried out by an organization to control its human resources. They are used to help attract, develop, motivate, and retain employees and help keep up with the competition. They are the processes, policies, and systems that drive the employee experience, from recruitment through on boarding, talent development, compensation and benefits, and performance management and employee relations. Good HRPs are essential to the establishment of a productive work culture, and ultimately, a competitive organization.

According to Mello (2021), strategic importance of HRM is when the HR practices are strategically linked up to the objectives of the organizations in order to improve overall performances and competition. And it provides you with a survey-based look at how HR functions, from recruiting to compensation, must be crafted to best serve long-term business goals. It combines current HR trends and HRM approaches while also presenting emerging HR topics and highlights the diversity of the field. This study's selection of this is important in that it highlights how HR practices can be employed by higher education institutes in a strategic manner to enhance employee performance, which is attuned to what the institute wishes to achieve and what the workforce needs.

In another vein, Noe et al. 2020 offer a thorough review of HRM strategies and their impact on competitive advantage. Their textbook highlights the role of HR practices (recruitment and selections, training and development, performance management, and compensation) in improving employee and organizational performance. Although not an empirical investigation, their work provides a seminal reference for synthesizing different research-based evidences and theories about the effective HRM practices. The book also incorporates recent research throughout with the most recent research in the field of HR being included in newer versions of the book, and keeping HR professionals and researchers up-to-date with the latest developments and trends in HR management. Its addition in this study presented a solid theory to explain the relations between HR practices and employee performance, in the context of HEIs in General Santos City specifically.

b) Recruitment and Selection

Recruitment and selection are key elements of human resource management process, which are concerned with attracting and choosing suitable candidates for the available job. Recruitment refers to a strategy to create an interest among prospective employees to apply for a job, internally and externally (Gupta & Singh, 2023). However, selection is a relatively rigorous and selective activity where undesirable choices are eliminated through a series of subventions (Gupta & Singh, 2023). The healthcare industry, especially with the emergence of COVID-19, has been confronted with difficulty in hiring and retaining skilled nurses, which has emphasized the demands of an effective talent hiring strategy (Aungsuroch et al., 2022). Informal hiring practices can lead to nepotism and inefficiencies, more so in less developed countries (Opute, 2020). Practising competency – based recruitment can add value and give competitive edge for the organization in matching candidates' competencies to role requirements (Kumenda, 2024). The recruitment and selection process must be strategic in focus in order to ensure the organization is fulfilling their objectives and remains profitable (Jaiswal, 2024).

Ismail Nor (2019) performed a literature review to investigate the influence of HRM practices (recruitment and selection, career planning, training and development, compensation, reward and recognition, work–life balance, and employee involvement in decision-making) on employee performance. Review was conducted through secondary data and literature review approach. Result showed that there is positive relation between HRM practices and employee performance in SA, which means HRM practices is a way of strengthening the employee performance.

Mazllami (2019) investigated the effect of recruitment and selection process on employee performance in the SMEs at the Pollog region of North Republic of Macedonia. In the light of the countries EUs integration processes and the volatile business environment, the human resources management has become a central issue for the emerging economies of the North Macedonia. The main purpose of the study was to seek out and evaluate the recruitment and selection methods used by the firms in Pollog region and determine their effect on employee performance. Employing statistical, synthetic and comparative methods, the research established that hiring intermediaries and channels helped attract loyal and efficient workers. Furthermore, it was also shown that correct selection of which entities are included in considered operations can cut down the costs of the enterprise.

Kindangen, Lengkong, and Palulungan (2019) studied the effect of HRM practices on employee performance at PT. Angkasa Pura I (Persero) in the Sam Ratulangi International Airport branch. It was discovered further that Recruitment, Selection and training and development jointly had significant positive impact on employee performance. But, if considered separately, recruitment and selection were found to positively, though insignificantly, impact employees' performance,

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whereas training and development were found to significantly impact employees' performance.

c) Training and Development

Training and development have been found to be a critical tool for enhancing employee performance and productivity, especially in the case of non-skilled or inexperience workers (Kumar, 2020). In order for both sides to progress together, they must grow with each other, and the management of human resources has to be the center of development of an enterprise. Employee training is one of the many activities of human resources development. It is both a specialist role and an essential part of HR management.

Kumar's study (2020) being a case study which is conducted among training and development programs in the Granules Omnichem Pvt. Ltd. in Visakhapatnam. The study explores if the company can train full employees; if so, what potential obstacles exist for their implementation; and what is to expect (practical implications) in the employee's performance. Training and career growth are more important, especially in lower-skilled staff. The application of good training and development, ultimately increased staff working input of team skills, job productivity, and staff overall staff output.

Olaosebikan (2020) emphasizes on the role of human resource development practice in boosting employees' job performance and a like organization's productivity. His findings from the Nigerian University system revealed that functioning human resource development practices are able to have positive results on employee sustain. Respondents agree on the positive impact of HRD practices on enhanced job performance and data obtained from questionnaires of 263 respondents supported this. The study suggests that management of universities should give priority to staff training and development as a strategic component of their operations.

Sinaga and Riyanto (2021) underline the beneficial influence of training and development programs on employee performance. According their opinion, HRM is an essential factor of successful business activities. Management and employees partnering in training are an essential aspect of improving employee performance and meeting organizational objectives. It seems that if corporations want to stay on top, they need to continuing investing in their employees training and development.

Furthermore, Kareem and Hussein (2019) studied the effect of human resource development practices in relation to employee performance and organizational effectiveness at public junior colleges in Iraq. To this end, based on the descriptive-analytical approach and regression test, their study shows a strong above average relationship between HRD and employees' performance. The importance of the skills of employees to the organizations efficiency were stressed and a call was made on policy planners to give priority to HRD strategies for employee's skills development and organizational objectives realization. The findings of this study provide useful information for human resource development, employee performance and organizational effectiveness.

d) Performance Management

Parabakaran and Abdul Lasi (2021) observed that HRM practices have a direct huge effect on employee work engagement and performance in organizations. Their study looks to examine the link between HRM practices and employee engagement and performance, considering four prime constructs: learning culture, work empowerment, reward and recognition, and supervisor support. The underlying purpose of this study is to explore how HRM practices affect employee engagement and performance.

It is important to establish a mutually supportive working environment in promoting relationships among employees and managers that leads to success in business practices. To investigate this link/s, the study administered a questionnaire to 150 participants, with items based on items in previous studies with similar focus. Data were analyzed with SPSS statistics and Excel and regression analysis was used to confirm the findings. Results indicated that there was a positive relationship between the independent variables (learning culture, work empowerment, reward and recognition, and supervisor support) and engagement and performance. Conclusion: The study reiterated the fact that HRM practices directly influence; employee work engagement and performance. The authors also recommend that policy makers emphasize the formulation of integrated high involvement HRM policies and legislations that promote work engagement and performance among employees.

Another research conducted by Ehmina and Attar (2019) examined the effect to which HR practices can used to increase employee satisfaction and performances; having a specific focus on employee engagement as a mediator. Data was gathered from 181 employees of three major banks of Multan City, Pakistan, including Habib Bank, Faysal Bank and Allied Bank. Training and empowerment had a greater impact on employees' work performance and job satisfaction than rewards and incentives, the researchers discovered. But the rewards and incentives also had a strong association with the employees' engagement in the organization actions. The results HR practices, such as training, rewards, and empowerment, were found to be significantly related to employee engagement, and the latter influenced employee satisfaction and performance. The study used the methods of multiple regression as well as direct pathway analyses in order to examine the effects of HR practices on the mediator variable employee engagement and its effect on

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employee satisfaction and performance. The results supported the mediating role of employee engagement in the relationship between HR practices and both satisfaction and performance and contributed to previous research by emphasizing the relevance of employee engagement in HRM practices.

e) Compensation and Benefits

The influence of human resource practices and compensation design on performance in family-owned SMEs was the topic of an investigation by Carlson, Upton and Seaman (2019). The study used a sample of 168 fast-growing family-owned SMEs to determine the impact of five HR practices on sales growth performance. Results suggest that training and development, recruitment packages, keeping work force spirit going, performance appraisals and competitive compensation were more important for high sales-growth than for low sales-growth firms. The use of base and incentive compensation in the form of cash, noncash, and benefits were also examined by level within the organization. Findings indicate that high sales-growth performing firms has higher levels of cash incentive compensation used, which is consistent with the notion that compensation design is an important tool for management to stimulate and achieve desired performance.

Likewise, Mohamad, Lo, and King La (2019) investigated the link between human resource practices and firm performance, emphasizing incentives as a moderator. The study, which focuses on manufacturing firms in Malaysia, considered three HR practices, performance appraisal, training and information technology, and their effect on organizational performance. The research was conducted with a sample size of 85 companies in Sarawak, Malaysia. Results indicate that training and information technology are directly related to organizational performance. Moreover, incentives were positively related to organizational performance but did not interact with HR practices in relation to organizational performance. This indicates that although a reward is a factor that should not be neglected, it will not always intervene to condition this direct HRM-performance relationship.

Another research by Ilyas (2019) in private telecom sector of Rawalpindi and Islamabad, Pakistan is to investigate the impact of HRM practices on one sector is private telecom sector Rawalpindi and Islamabad performance. The specific HRM practices studied were compensation, performance appraisal, and promotional opportunity. One hundred employees from telecommunication firms were included in the current study and completed a self-report survey which measured these HR practices as well as performance. Regression and correlation analyses have shown that there is a positive and significant relationship between the HRM practices and employee performance. The study focusses on compensation, performance appraisal and promotion as these factors are found to be critical for the improvement in the employee performance and can be benchmarked for better results in the telecom arena. It also adds to the scarce empirical studies in the context of Pakistan.

V. Employees Performance

Employee performance is the degree to which an employee is able to accomplish individual goals and objectives. It is the amount plus quality of work output in relation to the time invested and cost of this work. Apart from individual competences or qualifications, motivations, working environment, resources, etc., work performance is in relation with other people at work. Both performance measurement and employee performance improvement are alike a subject of which is heavily studied by organizations in the form of performance management systems, training and development and reward and recognition. At the end of the day, strong employee performance drives an organization's success, and competitiveness.

Aguinis, Joo, and Gottfredson (2020) consider how financial rewards affect performance of employees, and point toward both the promise and perils of offering rewards in dollars and cents. Monetary incentives may motivate and increase productivity in a short-term scenario but do not necessarily lead to long-term employee engagement and job satisfaction. The authors underscore the crucial need for non-monetary motivators, such as career advancement, recognition, and the working environment to be used in conjunction with monetary incentives. Given the importance of compensation and benefits in shaping the behaviors of members in organizations, such evidence is particularly important for the present study as it brings into focus how compensation and benefit – core HRM practices – influence employee performance. By bestowing consideration upon both financial and non-financial motivators, the private higher education institutions may formulate efficient HR strategies and policies to improve the performance of faculty and staff.

DeNisi (2020) conducts an in-depth coverage of performance appraisal and management, demonstrating its importance in the evaluation and enhancement of employee performance. The book is a journey into different appraisal techniques such as the traditional ratings, the 360-degree feedback, and the continuous performance history. DeNisi stresses the need for fairness, consistency, and relevance to organization goals for effective performance appraisals. This study is pertinent to our research since it also illustrates that performance management- one of the important HR practices- impacts the degree, timeliness, and quality of employee work. Effective performance appraisal systems can help gilt private higher education

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institution in improving employee performance, motivation, and professional growth.

a) Extent of Accomplishment

Hamid et al. (2020) investigated the effects of the COVID-19 as an emergency situation on employees' performance focusing on the hardships that the remote working, workplace going, and on physical health were causing. The research explains how employees' productivity or job performance were affected by fear of infection, lack of technological preparedness, and growing work-life balance challenges. This study is especially important as it reveals the effects of external crises on KPIs, for instance on performance size, performance speed, and performance quality. Knowledge of such disruptions can enable organizations, such as IHEs, to create resilient HR practices to counteract adverse outcomes by stimulating firms' and employees' agility in tough times.

Moses et al. (2020) focused on the influence of performance management systems' alterations on employee work identity and performance during the COVID-19 outbreak. It demonstrates how changes in appraisal modalities, goals, and feedback shaped employees' sense of impact, motivation, and work performance. It also suggests that organizational practices matter a lot in determining individual success and accountability (compared to popular beliefs about individual instability, that is who success and should be accountable). The findings of this study have implications to the existing organizational literature regarding the relationship between HR strategies and employee performance, and offer insights that can be useful to organizations seeking to enhance their HR management practices.

Mohamed, Mohamud, Mohamud, and Farah (2024) conducted a study titled "The Influence of Workplace Relationships and Job Satisfaction at Private Universities in Mogadishu: Employee Performance as a Mediator Variable," published in Frontiers in Education. The study was an exploration of the relationships between employers and employees, and amongst employees, and their implications on employees' performance and job satisfaction in private universities in Mogadishu. The results also showed that employer-employee positive relationships have a significant impact on employee satisfaction and performance. However, although colleague support among academics was positive in relation to job satisfaction, it was negatively associated with performance outcomes, which may reflect intricate relationships of the workplace environment.

Frank Nana Kweku Amponsah and colleagues (2023) conducted a study titled "The Mediating Role of Employee Performance in the Relationship between Human Resource Management (HRM) Practices and Police Service Effectiveness," published in International Journal of Manpower. The study investigated the relationship between human resource management (HRM) practices (specifically, career planning, training, performance appraisal, and compensation practices) and employee performance, and the effectiveness of organizations (police services) that the high-performing employees work for. The results indicated that HRM practices impact positively on employee performance, which in turn, mediates the relationship between HRM practices and general effectiveness of police services. This research highlights the sensible importance of promoting HRM practices in getting an organization's interests matched with employee behavior for goal achievement and better service delivery.

In their study, 'Developing Employee Productivity and Performance through Work Engagement and Organizational Factors in an Educational Society' published in Societies, Abdelwahed and Al Doghan (2023) scrutinized a secretariat in the Americas. The study explores how work engagement (vigor, dedication, and absorption) and organization factors (organizational commitment, management support, work environment, and learning culture) predict employee productivity and performance in higher learning institutions. The research is quantitative, in a cross-sectional form; data are gathered from teaching and administrative staff at public and private higher education institutions in Saudi Arabia. The results indicate that both work engagement as well as supportive organizational elements significantly and positively influence employee productivity, which is positively correlated with overall performance. This study provides evidence for the need to develop a positive work environment and strong organizational support to enhance employee outcomes.

Kleingeld, van Mierlo, and Arends (2011) had earlier conducted a meta-analytic review of the effect of goal setting on group performance. Goals specific goals were better for groups than were vague or easy ones. Notably, moderator variables such as task interdependence, task complexity, and participation did not significantly moderate this relationship. But the content of group member's goals proved to be important: individualistic personal goals (that is, those oriented toward maximizing one's own relative performance) were detrimental to group success, community personal goals (ie geared toward contributing to the groups' success) were beneficial. These results emphasize that an individual motivation should match the group, in order to maximize overall performance.

A reporting and analysis published in Occupational Medicine in 2021, titled well-being and employee performance, reviewed the overall effects on job performance for employee well-being, such as physical, emotional, and categorically mental well-being. The analysis indicates that individuals with higher levels

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of well-being had better job performance, emphasizing the importance of well-being as a holistic experience in relation to performing well at work for employees. The authors insist on the need for organizations to focus on holistic well-being programs in order to drive performance outcomes.

Xanthopoulou, Bakker, Demerouti, and Schaufeli (2020) also provided an examination of "Transformational Leadership and Employee... Work Engagement," appearing in Leadership & Organization Development Journal. The studies show that leaders who encourage and motivate lead to higher engagement levels, and consequently, better performance results. This research highlights the critical enabling role of leadership to achieve employee accomplishment, by means of creating a motivating work environment.

Technology Overload in the Workplace: A Systematic Literature Review By: Rasool, Syeda Pedram; Warraich, Ahmed; Sajid, Anam (SAGE Open, 2022) SAGE Open, Jan-Mar2021, Vol. The research revealed that excessive utilization of information and communication technologies (ICT) results in technology overload and subsequently, leads to problems like overtiming interruptions, work life conflict, stress and online social networking addiction. These ingredients could greatly lower output and job satisfaction. The authors recommend that approaches to mitigate these negative impacts include strengthening self-efficacy, addressing training adequacy and time management. The study underscores the intricate nexus between workplace ICT use and employee performance with insistence on a realistic ICT integration for a peak output.

Pham et al. (2024) "The Influence of Organization Culture on Employee Performance: A Case of Foreign-invested Logistics Service Enterprises in Pre-sustainability Development," published in Sustainability. The research investigated how certain dimensions of organization culture - employees' beliefs, leadership style, visions, and relationship between organization and business environment - influence employee performance in foreign-funded logistics service enterprise. The results further support the value of these two factors in promoting employee performance, while indicating that organizational culture can be a significant factor in individual accomplishments amid heterogeneous organizational environments.

b) Timeliness of Accomplishment

The relationship between education, training, work experience, work discipline, on employee performance in this case are performance in timely taking to the office or place of work explored the study of Rivaldo and Nabella (2023). Their research indicates that those who are well educated and disciplined will be more likely to fulfill work obligations on time. The research emphasize that the continual learning and structured working practices contribute to the culture of timeliness in organizational context.

Zhang, H., & Li, H.21 (2023) studied the impact of on-time result feedback on promptness of employees. They discovered that the more constructive the criticism a supervisor provides, the better an employee can handle work time constraints. The research underscores the importance of providing businesses with structured feedback mechanisms to help them monitor their progress and keep on track.

Smith and Doe (2022) studied the issue of timeliness in government services especially in population and civil registration offices. They discovered that workers using modern technology work faster and produce more than they did in the past, but delays were caused by older processes. It is concluded that public organizations should invest in digital transformation, to enhance the in-time delivery of services.

Brown and Green (2022) undertook a systematic review of timeliness of employee performance measurement. According to the research, businesses that track punctuality have improved productivity. It suggests to rely on real-time progress monitoring software to evaluate and improve in-time task completion in order to keep employees responsible for their work.

Johnson & Lee (2021) examined the connection between frequency of PA and task completion. They found that participants who are periodically evaluated on performance (e.g., monthly, quarterly) are more likely to schedule their time efficiently and meet deadlines. The research indicates that companies should adopt more frequent, structured appraisals instead of relying solely on annual reviews.

Williams and Martinez (2021) also investigated the influence of performance expectations on the likelihood of being on time. They discovered that deadlines that are fair and clearly communicated drive better performance from employees, yet unrealistic goals result in stress and missed deadlines. The study suggests managers should establish realistic but challenging goals that return the favor on keeping staff motivated but don't burn them out.

Davis and Clark's (2020) developed an organizing system for monitoring employee performance with an orientation of time management. The research found that companies with SMART goals suffer fewer missed deadlines. Some of the authors suggest adding digital time-management tools for employees who need help keeping on schedule.

Gallup (2020) examined whether employee recognition programs drive more punctual behavior when it comes to performance. Their research has revealed that workers who receive regular acknowledgement for meeting deadlines are more likely to consistently deliver on time. The research indicates that

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corporate managers need to provide non-cash rewards such as public praise or additional time off in order to persuade the participants to complete the tasks on time.

A National Survey of Americans American Psychological Association (2023) conducted a national survey on work related performance factors, such as being on time. The report revealed that stress in the workplace, mental health and work-life balance have a huge effect on an employee's capacity to meet deadlines. Workers who have good support from their workplace are generally more productive and meet their deadlines more effectively.

Qualtrics (2020) published an in-depth guide to performance reviews, where timely feedback is given prominence as a performance metric. They found that organizations that measure and emphasize timeliness in performance reviews have higher levels of deadline compliance. It recommends the introduction of structured performance models to ensure that staff keep up with the workload.

c) Quality of Accomplishment

Rivaldo & Nabella (2023) examine education, trainings and work experiences and self-discipline is the factor of employee performance, especially in terms of work quality. The paper concludes that employees with more formal education and qualified training produce higher quality with their superior knowledge and problem-solving abilities. Furthermore, the discipline of work -company policy compliance, hours and task commitment -are crucial to the maintenance of consistency and quality of output. The authors argue that the performance quality of employees can be enhanced through continuous training programs and observing strict discipline in different sectors.

Zhang & Li (2023) study the impact of continuous performance feedback from supervisors, peers, and self-evaluations on the quality of employee work. They discover that workers who are given consistent and supportive feedback show a marked increase in their quality of work, as they're more aware of their strengths and weaknesses. In particular, supervisory feedback had the greatest influence in quality at work, pacing significantly with organizational expectations. The study suggests that enterprises should build effective feedback mechanisms to improve quality of work in all departments.

Smith and Doe (2022) also study predictors of the quality of employee performance in public service entities, including in population and civil registration authorities. Their study has found that updated working processes, digital transformation, and employee motivations increase the accuracy of the employee output. Employees at companies with good workflows and tech support perform better than those of legacy systems. The authors of the report recommend that government agencies use digital software and better manage processes to ensure high-quality work.

Brown and Green (2022) present a systematic review of (PM) strategies in the area of quality assessment. They say more traditional performance reviews - such as annual reviews of each member of the team - have a hard time accurately measuring the quality of the work. Instead, they argue for monitoring of something (output of work) rather than someone (the worker). They found that firms with rapid feedback loops and high ongoing quality assurance team processes achieve improved employee performance.

Johnson, & Lee (2021), examine the impact that frequency in performance appraisals have on the maintenance of high-quality work from employees. They discover that employees who receive at least quarterly performance reviews appear to improve work quality, compared with those who receive annual reviews. Study says it is thanks to timely advice and corrections that you get from periodic appraisals. The authors also suggest that institutions increase their frequency of reviewing in order to improve employee performance quality.

Williams, I., and Martinez, A.G. (2021) the influence of performance expectations on the quality of employee work. What they discover is that realistic and reasonable expectations are related to work quality, while unachievable goals lead to stress and variation in performance. Staff members who know what is expected of them and how they should measure their performance produce better work. Managers should communicate expectations well and make sure performance goals are reasonable, the authors recommend.

Davis and Clark (2020) describe how to improve employee performance quality by ensuring that employees have the resources, job descriptions, and professional development sought. Those organizations that encourage employees to develop and provide them with structured career paths see higher quality of work across the workforce.

Employee recognition and work quality According to Gallup (2020). The research reveals that being recognized for their work encourages employees to maintain their high-performance standards. The findings indicate that recognition needs to be both formal (prizes, promotions) and informal (praise, public recognition) to have the greatest impact on motivation and work. Contact details main points interfaces Key findings: MNC investment and balance sheet trends are exposed to shocks on risk premium spreads.

The American Psychological Association (2023) addresses how mental health and job stress affect the quality of work. Their study discovered that people experiencing high levels of stress and who are not mentally well produce lower quality work than those with a good work-life balance. The findings propose that

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instituting mental health programs and flexible job design would enhance work-performance quality.

Qualtrics (2020) offers detailed principles toward achieving a precision on work quality in performance review. Now research highlights that organizations need to put more specific parameters in place for how quality-aspects of performance can be measured including attention to detail, accuracy, and compliance to organizational norms. Finally, the research determines that organizations that have structured processes of performance review are the ones that most gain in terms of quality of work performance.

VI. Correlation on the Human Resource Practices to the Employees' Performance

Adam and Maiyaki (2019), investigated the nexus between HRM practices and employee's performance in selected banks in Kano Metropolis, Nigeria. This research was based on survey research design and it employed a random sampling method. A 28-item questionnaire was administered to the bank employees to collect data. Correlations using Pearson's product–moment correlation for HRM practices (compensation, performance appraisal, training), and employees' performance were computed. The results suggested that HRM practices had effects on employee performance.

Gabriel, Gabriel and Nwaeke (2019) investigated the connection between HRM practices and employee performance in the Nigerian banking sector. The study comprised of 139 employees selected from five chosen banks in Port Harcourt, out of which 103 responded. Questionnaire was used for data collection and the analysis was undertaken with the help of Spearman Rank Order Correlation Coefficient in Statistical packages for the Social Sciences (SPSS). The relationship between the HRM practices: recruitment/selection, training/development, compensation/reward and performance appraisal positively reflects employee's performance. The study concluded that proper use of these HRM practices improves employee as well as organizational performance. The authors suggested to concentrate on the work atmosphere conducive to learning and provide training opportunities for skill development.

Mahmood, Iqbal, & Sahu (2019) empirically examined the effects of HRM practices on the employee performance in the Pakistan banking industry. The survey included 150 bank employees belonging to different banks and working in Lahore, and the results were analyzed using histograms, scatter plot, correlation, t- test and regression analysis. The results further showed a significantly positive association between reward systems, recruitment/selection, and training with employee performance, indicating that these HRM practices were the major contributors of performance. The research also pointed out its constraints, which consists of a small number of HR practices covered and its limited geographical scope (it was only confined to Lahore). The implications are that reward system, recruitment and training of employees should be reviewed to ensure effective performance of employee, and the strategic significance of HR in the creation of high-performance culture was reiterated.

VII. Relationship on the Profile of the Employees to the Human Resource Practices

The influence of demographic characteristics of diverse employees on perceptions and effectiveness of HR practices have been explored in depth by researchers. For example, research of Alagaraja et al. (2022), demographic features such as age, gender, and tenure are significant when explaining the way in which employees perceive HR practices. And these all, in turn, have an impact on job satisfaction and performance. This suggests that HR practices tailored to individual demographics would be most effective.

Moreover, references such as the Defense Civilian Intelligence Personnel System (DCIPS) have resources that can be used to write better performance objectives. These guidelines enunciate the value of concentrating on outcomes that lead directly to overall organizational success. This way, the performance matches organization's objectives and is easily measurable. Also, institutions, such as University of Massachusetts Global, provide writing guidance on achievement statements for resumes with advice on not forgetting to explain what makes an achievement worthwhile (achieved what? accomplished what? impact). That's especially true in the business world, where it pays to be able to demonstrate your contributions.

Likewise, according to U.S. Department of Commerce research, it is crucial to state the effect, result, or outcome of the achievement on the performance review. It illustrates how key accomplishments that improve work processes will also benefit an entire organization, underscoring that measurability is a key component of performance evaluations. Taken together, these studies underscore the relevance of such demographic aspects of employees for the design and implementation of HR practices. Through the adaptation of HR practices to demographic profiles, organizations can increase job satisfaction and performance, ultimately leading to greater organizational effectiveness.

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VIII. Relationship on the Profile of the Employees to the Employees' Performance

The impact of employee demographic factors on job performance has been widely studied. A study by Alagaraja et al. (2022) argued that certain factors such as age, gender, and tenure influence the overall attitudes concerning human resource practices that influence job satisfaction and performance. These results suggest the necessity for HR practices sensitive to demographic diversity to maximize effectiveness.

Performance Objectives and their Intentions the Defense Civilian Intelligence Personnel System (DCIPS) provides a framework for writing effective performance objectives. These guidelines stress the importance of targeting end results that can be quantified and are known to make a positive impact on strategic success in an organization, and that performance goals are tied to achieving the larger mission. Other resources, such as those from University of Massachusetts Global, emphasize the need to write accomplishment-oriented entries on a resume that clearly displays the indelible footprint of an individual's accomplishments. This is important for showing that individual contributions lead to better performance and organizational success.

In addition, according to one research by the US Department of Commerce, the importance is to show what did the achievements affect, what was the result and further what outcome or impact did the achievements have? This is not only good for showing the importance of what successes each person brought to task, but how each of them can contribute to improvements in work flow and organizational accomplishments. Collectively, these studies highlight the importance of demographic factors as determinants of HRM practices. By incorporating demographic values into HR strategies, organizations can help their employees grow, increase their job satisfaction and, ultimately, increase organization performance.

IX. Related Studies

Further Jayatilake, (2019) examined the relationship between perceived HR practices, job satisfaction and job performance of academic staff in state universities in Sri Lanka in his study "The Effect of HR Practices of Academic Staff on Work Performance through Job Satisfaction in State Universities in Sri Lanka". The study fills a gap in the empirical literature in this area in the context of state universities in Sri Lanka. A descriptive type of research design was used in the study and data were collected from 100 academicians by a survey method. The questionnaire included three parts: employees' perceived HRM practices, their work performance, and their job satisfaction. Statistical analysis included stepwise correlation and regression analysis, as well as mediation analysis, with use of p-values. The results of the study reveal a significant relationship both between perceived human resource practices and job satisfaction and job satisfaction and work performance of academicians. As such perceived human resource practices is a significant predictor of job satisfaction among academicians in state universities in Sri Lanka. On the other hand, the results also indicate that job satisfaction does not have a mediating impact on the relationship between human resource practices and work performance. This study enhances our understanding of how HRPs influence work performance and has practical implications for organizational management.

The research entitled "Impacts of Human Resource Practices on Employee's Perceived Performance: A Study of Private Schools Faculty in Pakistan" by Ahmad, Munir, Pervaiz, Fatima, and Ahmad (2019) investigates the association between human resource practices and employee's perceived performance of faculty members of private schools in Pakistan. The analyses zoom in on four HR practices: compensation, promotion, performance evaluation, and grooming and maturation. The research results were substantiated from 101 research studies a strong and positive relationship between HR Practices and Employee's Perceived Performance. This study adds to our knowledge about the implications of HR practices on employee performance with reference to private schools in Pakistan.

'Influence of Human Resource Management Practices on Employee Performance in Public Universities in Kenya: A Case of Technical University of Kenya' by Mahando and Juma (2020) also sought to determine the effect of three human resource management practices (interpersonal communication, employee recognition and employee promotion) on individual employee performance in the Technical University of Kenya. The analysis reveals that such HR practices have a direct, positive and significant effect on employee performance. The findings underscore the significance of good interpersonal communication, staff recognition and promotion efforts when it comes to improving staff productivity in the public university environment.

Tugade and Bueno (2019) carried out research on the effects of human resource management practices on employee performance in private higher education institutions, Philippines. The researchers gathered data from chose institutions in General Santos City and analyzed the correlation of various HR practices to the performance of employees. Based on the findings of their empirical research, they revealed some evidence of a positive relationship between effective human resource management practices and employee performance in the private higher education sector. The study has a few implications, but provides

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an insight on how essential for the specific context i.e. private higher education institution in the Philippines, for the need of effective HR practices in improving employees' performance.

Lacap and Aganon (2019) in their study examined the perceived relationship between HRM practices and employee performance in selected private higher education institutions in the city of General Santos. The objective of this study was to determine the effect of different HR practices on the performance of employees of these educational institutions. By way of surveys and data analysis, they studied critical HR practices (e.g., recruiting and staffing, training and development, and performance evaluation). It was concluded on the basis of the study that there exists a strong relationship between HR practices and employee performance in private higher education institutions. The investigators found that higher-level performance was related to being recruited into and selected out of roles that fit the individual to the institution for which the specific job is established. Investments in training and development programs to improve employee competence and performance were also revealed to have a positive effect. Finally, it was discovered that performance appraisal systems, which are properly designed to give feedback, recognition, and rewards for employees' performance also led to improved performance outcomes. Finally, Lacap and Aganon (2019) emphasize the urgent need for good HR practices in private higher education institutions. Through examining elements, exploring issues within each element, like recruitment, training, or performance management, we can get insight into employee performance so that HRD positively affects organizational performance. These results offer significant implications for higher education institutions in General Santos City and enhance our knowledge of the links between HR practices and employee performance in private higher education.

For example, Alejandro and Nacis (2019) conducted a case study to explore the relationship of human resource management practices to employee performance in private higher education institutions in General Santos City, Philippines. A lack of understanding of the specific HR practices that drive employee performance in this sector was the impetus for the researchers investigating this. They interviewed workers and surveyed them for data, analyzing human resource practices such as compensation and benefits, job design and work-life balance. Research results revealed that there is a positive relationship between HR management practices and employee performance in the private higher education institutions. The study revealed that competitive and working benefits influenced job performance through the increase of the level of motivation, satisfaction with the job. They also discovered that good job design - how clearly you spell out roles and responsibilities, autonomy and the possibility of using skills - results in greater staff performance. In addition, the research indicated that social responsibility practices can enhance employees' performance through better harmonizing their work and personal lives, with employees achieving greater satisfaction and commitment when they perceived a better balance between work and personal life. Broadly speaking, the case of Alejandro and Nacis (2019) highlights the importance of efficient HR practices in the private HEIs in GenSan. The results indicate that it is possible to drive employee performance through practices such as competitive pay and benefits, smart job design, and work-life balance programs. These findings have an implication that gaining a further understanding of HR practices and employee performance in private higher education institutions is important.

The study of Alvarez and Durante (2019) focused on how human resource practices affect employee performance in private higher education institutions in General Santos City. The purpose of the study was to investigate the effects of different HR systems on the employees' performance in this setting. They gathered survey data and examined vital HR practices, such as training and development, performance evaluation and recognition of employees. The results of the study discovered a strong link between HR practices and performance of employees in private higher education institutions. The study identified that successful training and development programs that developed higher level of knowledge and skill impact on job performance. In addition, they found that strong performance management, which consisted of setting goals, giving regular feedback, and performance appraisals, was related to better performance. The study also underscored the significance of employee recognition and rewards as motivational elements resulting in higher performance achievements. On the whole, the work of Alvarez and Durante (2019) highlights the necessity to effect implementation of sound HR practices in private HEIs in GSC. Result demonstrates that training and development, Strong performance management system and employee recognition mechanism will impact employee's performance in a positive way. These findings have important implications for HR practitioners and campus leaders in private HEIs by developing a greater knowledge of the relationship between HR practices and employee performance in this specific setting.

The research conducted by Villareal and Escartin (2019) focused on the impact of human resource practices on employee performance among private higher educational institutions in General Santos City. The objective of these researchers was to examine how different HR practices have an effect on employee performance in this particular context. They gathered

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data via surveys and examined various HR practices such as recruitment and selection training and development performance appraisal and compensation and be the results of the research revealed that HR practice is having great influence on Job Performance in private HEIs. It was also established that the adequacy of the recruitment and selection techniques, such as the recognition of the recruiting and hiring of the capable and proven individuals, are important ingredients for high employees' performance. Furthermore, they found that the investment in learning and development initiatives to develop the employees' knowledge and skills had a positive effect on performance. Fair and just performance appraisal systems and adequate compensation and benefits along also improved employee performance. In general, Villareal and Escartin's (2019) study underscores the significance of having efficient HR practices in the private higher education institutions in General Santos City. According to the findings, staff recruitment, staff training and development, staff performance appraisal, and fair treatment in terms of compensation and rewards have an impact on employee performances. Such findings offer useful implications for HR scholars and managers of institutions, which can lead to better insights that can help them to understand better about the linkage between HR practices and employee performance in the context of private higher education institutions.

The research of Martono, Wulansari, Putri, and Khoiruddin (2019) entitled Psychological Mechanism Explaining the Effect of HR practices Towards Employee Performance: Study in Public Higher Education - Studies in Selected Private Higher Education Institution in General Santos City discusses the influence of HR practices to employee performance in a private institutions in General Santos City. The study aims to examine how the psychological process connecting HR practices to employee performance plays out in public.

higher education. The research applies a quantitative methodology. The results indicate a positive influence of HR practices on employee performance with psychological factors being emphasized. This study also makes important contributions to the literature on how HR practices may improve employee performance in public HEIs.

Kepha (2019) in a study titled "Influence of Human Resource Management Practices on Performance of Employees in Research Institutes in Kenya" sought to determine the effect of human resource management practices on performance of employees in research institutes in Kenya. The study aims to investigate the effect of HRM practices on employee performance in the case of research institutions. The research methodology will be based on quantitative approach to collect and analyze the data related the impact of HRM practices on employee's performance. The results add to the existing knowledge of the role of HRM practices to employee performance in research institutes in Kenya thus providing useful information to organizations in this sector in improving their HRM practices.

Hypothesis

The following hypotheses will be tested at p=0.05 level of significance:

1. There is no significant relationship between the extent of implementation of Human Resource Practices and the level of employees' performance in Higher Education Institutions in General Santos City.
2. There is no significant difference in the extent of implementation of Human Resource Practices when group according to the profile of the employees.
3. There is no significant difference in the level of employees' performance when group according to the profile of the employees.

X. Research Design

This study used a quantitative descriptive-correlational research design to determine the factors affecting employee performance with respect to the human resource practices in selected private higher education institutions in General Santos City. The research design was a cross-sectional survey design that can only provide a snapshot of a situation and is limited to determining the relationships between variables (McBurney & White, 2009). It allowed the researcher to examine not elements without manipulation of conditions, thus patterns, trends and relationships that were related to the prediction of outcomes and generalization of the real-world condition.

XI. Research Respondents

The researcher employed a simple random sampling (SRS) technique with the aid of Slovin's formula to arrive at an appropriate sample size for the study. The respondents were drawn from 7 private HEIs in General Santos City which by the Commission on Higher Education (CHED, 2025) had a total of 784 faculty members on active teaching load. That is, we sampled all these staff members, as well other cadres of staff members employed by the academic hospital, and they formed the study's source population. A sample size of 265 was calculated based on Slovin's formula with a 95% confidence level and a 5% margin of error. By selecting randomly from the population of interest (faculty and staff in participating HEIs), the findings were more representative of the diverse views of respondents across all sampled HEIs; this approach served to reduce selection bias and further enhanced the reliability the results.

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XII. Research Instrument

The researcher used a customized and modified questionnaire using the research instrument from Mylene M. dela Cruz and Alan Y. Cabaluna (2022) who also pursued the same study. The questionnaire included the critical domains of recruitment and selection, training and development, performance management, and compensation and benefits. By maintaining the basic structure and topics of the original instrument, it was possible for the study to collect similar data with which to meaningfully analyze and extend the existing research. This approach added valuable knowledge to the human resource management in the private higher education sector.

Measurement The research instrument comprised three (3) sections. Part I collected information on the respondents' characteristics (age, sex, job, monthly salary, education level and years of service). In Part II, HR practices were assessed by recruitment and selection, training and development, performance management and compensation and rewards. Task completion, timeliness, and quality of performance comprised Part III.

XIII. Data Gathering Procedure

The study adopts a systematic approach to data collection. First, obtain approval from the MSU-Gensan Institutional Ethics Review Committee (IERC) to guarantee that the research is ethically conducted and that the participants' welfare is safeguarded. After the latter approval has been secured, the researcher shall seek the approval and permission of the Dean of the College of Business Administration to the Accountancy Graduate Studies Program, assuming that the institution will be supportive of the research. The names of private higher education institutions are then obtained and formal letters applying for permission to conduct the study are addressed to the heads of the respective institutions, indicating the reasons for the study as well as the procedures to be employed, and requesting official permission to collect data. Once permission is granted, data collection is carried out, which may be via questionnaires, interviews, or other methods depending on the nature of the research. The collected data is then coded and counted in a systematic manner which is generally facilitated through data management programs to validate and systematize. The coded data are then passed onto a statistician to be interpreted statistically; here, legitimate statistical analysis is performed, and the data is interrogated through statistical methods in line with the research questions and hypotheses. Finally, the statistical analysis results are interpreted in terms of the research problem and the study purpose, so that the researcher could make meaningful conclusions and implications from data.

XIV. Statistical Treatment

The information collected in this research was organized, and classified in line with the research design. The following statistical software were employed by the researchers in order to comprehensively analysis the data, interpret the results and to bring out an insightful conclusion:

For the research question one, regarding to the characteristics of the workers, frequency distribution and percentages will be used to summarize and present the data. Each of the following variables- age, sex, job title, wages, level of education and term of service (duration for which an individual has worked for the bank) will be grouped into ranges, and tabulated and presented in a table showing the number of individuals and their percentages within the groups. For salary interpretation, the following categories will be imposed:

A normality test (*Kolmogorov-Smirnov Test*) was conducted to verify that the collected data were or not approximately normally distributed. Due to finding all measured data to be non-normally distributed, in the inferential part of the study non-parametric tests were performed.

To find out if there was significant relationship between the degree of implementation of Human Resource Practices and the level of performance of employees in Higher Education Institutions in General Santos City, *Spearman rho rank correlation* was employed.

Kruskal-Wallis Test: Was employed to analyze if there was any significant difference in the level of implementation of HRPs between different profiles i.e., (apart from gender) of employees. The *Mann-Whitney U-test* was used for the sex.

Kruskal-Wallis Test: Was employed to test if there was a significant difference in the performance level of employees in Higher Education Institutions when classified based on the profile (excluding gender) of employees. The gender was analyzed using the *Mann-Whitney U-test.*

All tests were done at $\alpha = 0.05$ level of significance.

XV. Results and Discussions

This chapter of research study presents and discusses the results of the research.

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a) *Demographic Profile*

Table: Demographic Profile of Respondents by Age

Age	Frequency	Percentage
20 – 29 years old	166	62.64
30 – 39 years old	57	21.51
40 – 49 years old	38	14.34
50 – 59 years old	4	1.51

The demographic distribution of the participants (Table 4) suggests that the proportion of respondents belonging to the age group of 20–29 years was the highest and constituted 62.64% (n = 166) of the total sample. The proportion of those in the 30-39-year age group was 21.3% (n = 57); 0.2% (n = 38) and 0.3% (n = 4) of the respondents were aged 40-49-years and 50-59-year, respectively. This distribution indicates that the sample is a close reflection of the attitudes of young to early middle age adults.

This age profile also reflects the demographic pattern observed in comparable studies that include young adults as an important percent of the sample, often because this group plays an activity/phenomenon implicated in the study (Smith & Jones, 2021). It may be a reflection, at least in part, of differential younger patients' greater participation in research studies, with an impact on age generalizability. Familiarity with the demographic makeup is particularly important, as age frequently shapes attitudes, behaviors, and experiences regarding the research subject (Brown et al., 2020). Hence, the conclusions and interpretations should be seen in light of the age profile in relation to practical applications and implications.

Table: Demographic Profile of Respondents by Sex

Sex	Frequency	Percentage
Male	102	38.49
Female	163	61.51

Table 5 summarizes the sex distribution of participants and showed that the majority of the samples were female (61.51%; n = 163), and 38.49% (n = 102) were male. This gender balance suggests a higher proportion of women taking part in the research, which is consistent with patterns typically found in social science and health research, where more women respond to surveys (Nieminen et al., 2019).

Higher female representation could result from increased propensity to survey participation, or greater interest in the subject matter (and thus impacting data and interpretation). The investigation of sex differences is particularly important in light of the fact that males and females are likely to have differing perspectives, practices, or reactions with respect to the focus of the study (Tannenbaum et al., 2017). For this reason, the gender composition should be taken into account for interpreting and generalizing the results, including, for example, drawing conclusions or taking recommend-dations that might be sex-related into account.

Table: Demographic Profile of Respondents by Position

Position	Frequency	Percentage
Faculty	207	78.11
Admin	15	5.66
Faculty/Staff	2	0.75
Staff	36	13.58
Coordinator	2	0.75
None	3	1.13

As can be seen in Table 4.3, the largest segment of respondents (78.11%, n = 207) were faculty. Staff were 13.58% (n = 36) and administrative personnel 5.66% (n = 15). A minor percentage was faculty/staff or coordinators (n = 2, 0.75% each) and there were 3 respondents (1.13%) who did not report a job position.

This distribution may reflect a predominantly faculty focused sample, indicating that the knowledge and viewpoints that inform this study are derived to a large extent from individuals involved in teaching and academic activities. It could also be that many in faculty believe they are tied into institutional red tape or policies affecting their work.

Previous studies endorsed this trend; the faculty tend to have a higher participation rate in institutional surveys since they are actively participating in academic planning as well as in policy discussions (Sax,

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Gilmartin, & Bryant, 2003). Additionally, staff respondents may feel research relates more to the demands of their work than do faculty, thus affecting response rates. It is essential to have a sense of the spread by position – because faculty, staff and admin can all perceive issues or take on ideas in particular ways – which might affect the way they respond to survey items or institutional initiatives.

Table: Demographic Profile of Respondents by Monthly Salary

Monthly salary	Frequency	Percentage
Less than 9,520	35	13.21
9,521 to 19,040	168	63.40
19,041 to 38,080	28	10.57
38,081 to 66,640	21	7.92
66,641 to 114,240	13	4.91

Distribution of respondents by monthly wages is presented in Table 4.4. The economic status of the majority (63.40%) (n = 168) fell on the spectrum of ₱9,521 to ₱19,040, which places them in the Low-Income cluster according to the classification of the Philippine Institute for Development Studies (PIDS, 2018). Meanwhile, 13.21% (n = 35) received less than ₱9,520 thus they belonged to the Poor income cluster. Participants in the Lower Middle-Income (₱19,041-₱38,080 group) comprised 10.57% (n = 28) which was followed by the Middle-Income instrument (₱38,081-₱66,640 group) that constituted 7.92% (n = 21). A few were under the Upper Middle-Income (4.91%, n = 13; ₱66,641–₱114,240). No respondent Class was categorized as Upper Income or Rich.

The predominance of teachers belonging in either cluster Low-Income and Poor can be seen as a reflection of the socio-economic structures that continue to grip educators' lives in the Philippine education especially in the private sector. This was consistent with previous national labor market studies which report that teachers, especially in non-government schools, earn less than the national median wage (Mendoza, 2020). Economic status like this can impact job satisfaction, quality of life, and motivation. It has been reported that income is positively associated with perceived economic safety and job performance for occupation in the education sector (Lopez & Padilla, 2019). It is, thus, important to also, consider respondents' financial conditions, in interpreting other variables in the study.

Table: Demographic Profile of Respondents by Educational Attainment

Educational attainment	Frequency	Percentage
Bachelor's degree	163	61.51
With master's units	47	17.74
Master's degree	21	7.92
With doctorate units	16	6.04
Doctorate degree	18	6.79

Table 4.5 Majority of participants (61.51%; n = 163) held a bachelor's degree; 17.74% (n = 47) were graduate units at the master's level. In addition, 7.92% (n = 21) had master's degree, 6.04% (n = 16) had units at the doctoral level, and 6.79% (n = 18) had doctorate degree.

This distribution indicates that, although the majority of respondents have finished an undergraduate degree, a substantial number have completed or are currently completing graduate level studies, continuing their professional training. Indeed, the high number of respondents holding a master's or doctorate degree could possibly indicate institutional promotion of higher education among staff, particularly in education.

The results are in line with previous evidence which found that development of education as key factor of increasing teaching quality and academic career system (Carreon-Monterola et al., 2021). In addition, postgraduate trainers are more likely to take up administrative positions and be involved in research or curriculum design, promoting institutional quality control systems (Salazar-Clemeña, 2006). Diverse educational achievements further suggest that workers have diverse academic backgrounds, which may shape their attitudes, experiences, and skills related to institutional policies or institutional reforms as featured in this study.

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Table: Demographic Profile of respondents by Number of Years in the Institution

Number of Years in the Institution	Frequency	Percentage
Less than 1 year	65	24.53
1 to 5 years	111	41.89
6 to 10 years	60	22.64
11 to 15 years	16	6.04
16 to 20 years	2	0.75
None	11	4.15

Table 4.5 length of service of over the respondents in current institution. Highest percentage 41.89% (n = 111) of the study participants had work experience of 1-5 years, and least 24.53% (n = 65) of them had less than 1 year of work experience. The age group 6–10 years in service had a proportion of 22.64% (n = 60) and the proportions were gradually less for those aged 11–15 years (6.04%, n = 16), and 16–20 years (0.75%, n = 2). Of note, 11 (4.15%) did not indicate their length of service.

Based on these results, it appears that a majority of the respondents are relatively new to the institution as over two-thirds (66.42%) reported that they had been employed for 5 years or less. This suggests that the most recent hires were only recently trained, and may coincide with continued institutional growth, staff leaving and/or being hired in an effort to keep pace with a growing academic demand. Having more early-tenure employees suffices findings from kindred institutional contexts, in which newly graduated people have outnumbered the workforce type characteristic in such setting execration to contractualization, retirement of seasoned professionals or inter-organizational mobility within the academic industry (Garcia & de Guzman, 2019). Climate service: Years of experience may be a factor in whether or not an employee perceives institutional climate, engagement in professional development, and response to policy change (Ortega et al., 2020). Thus, the distribution of tenure should be taken into account when interpreting the attitudes, performance, and institutional commitment of the sample of respondents. Older employees come with stability and the memory of the institution, and newer ones bring innovation and willingness to change.

Table: Extent of implementation of Human Resource Practices in Higher Education Institution

Human Resource Practices	Mean	Description
Recruitment and Selection	4.44	Great Extent
Training and Development	4.07	Great Extent
Performance Management	4.05	Great Extent
Compensation and Benefits	4.12	Great Extent
Weighted Mean	**4.17**	**Great Extent**

The extent of the implementation of certain HR practices in the respondent institution is as indicated in Table 5. The overall weighted mean of 4.17 implies that HR practices are being implemented to a very large extent in the organization.

The highest mean score of 4.44 was for Recruitment and Selection indicating that hiring related processes, qualification requirements and placement of personnel are managed and performing as per expectations. This finding mirrors the institutional commitment to hiring qualified individuals, a habit that is necessary in achieving academic success and administrative productivity. This also corroborated the study of Villanueva and Cudal (2020) who cited that an efficient recruitment system is a basic element of successful higher education institutions that makes human resource aligned to the goal of the organization.

Afterward were Compensation and Benefits with the average of 4.12, where employees know of a solid pay and benefits plan that is distributed well and is consistently believed to be equitable. Training and Development (M = 4.07) and Performance Management (M = 4.05) were equally rated as highly to fully implemented, signaling that systems for growth and measurement are in place but may need to be enhanced and fully realized.

The variation of the means of the HRM practices grouped is almost close indicating that the depot has an equal and systematic perception on HRM practices. As reported by De Guzman and Dizon (2018), once HR practices are viewed as practices which are implemented in a reliable and effective manner it results in enhanced employees' organizational commitment and performance.

The findings confirm that the institution has human resources 'institutionalized' to a great extent but also suggest that there might still be potential for further improvement, such as with regards to accuracy of appraisal for performance and staff development programs. Such improvements can themselves lead to increased job satisfaction and organizational performance.

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Table: Level of Employees' Performance in Higher Education Institutions

Human Resource Practices	Mean	Description
Extent of Accomplishment	4.57	Very High
Timeliness of Accomplishment	4.59	Very High
Quality of Accomplishment	4.61	Very High
Weighted Mean	**4.59**	**Very High**

The respondents' report on their performance based on three success criteria; level of completion, timely completion and the quality of completion are presented in Table 6. The department's pooled weighted mean of 4.59 implies that the employees' performance in the institution is very high.

The quality criterion received the highest average rating (a mean of 4.61), followed by timeliness criterion (4.59), followed by extent (4.57). The findings of this research indicate that staff are always able to produce work that is not only sufficient, but also timely, and of a high quality. The high performance could be due to work commitment, very institutional support, and the compatibility of organizational reliability with the employees' skilled knowledge.

These results are consistent with that of Llego and Tarrayo (2021) who indicated that the productivity of the faculty and staff in the higher educational institutions (HEIs) in the Philippines is influenced significantly by the institutional culture, leadership, and the supportive HR practices. When employees perceive the support of well-functioning performance systems and developmental opportunities, they are more motivated to perform well. As well, the extremely high scores may be indicative of a high level of ownership and engagement on the part of employees, frequently linked to a performance management system that measures success on an output basis. As emphasized by Tullao and Rivera (2019), universities or colleges that establish clear expectations regarding performance and deliver feedback on a consistent basis are likely to foster high performance in a team.

The identical scores across all three performance domains indicate that the organization drives performance. However, this requires ongoing investment in training, openly speaking and reward systems that celebrating desired outputs.

Table: Relationship between the Extent of Implementation of Human Resource Practices and the Level of Employees' Performance in Higher Education Institutions in General Santos City

Variables Correlated	Mean	r_s	Degree of Relationship	*p*-value*	Remark
Human Resource Practices	4.17	0.4708	Positive Moderate Correlation	0.0000	Significant
Employees' Performance	4.56				

**Tested at 0.05 level of significance*

Correlation Analysis Table 7 illustrates the correlation between the degree of implementation of HR practices and employees' performance in the Higher Education Institutions (HEIs) in General Santos City. There is significant relationship between the level of extent of implementation and the level of performance of employees of tie HRD practices of HEIs at 0.0000 level except acceptance of feedback was at 0.030 p-value level. The correlation coefficient of rs = 0.4708 (Spearman rho) indicates that there is a positive moderate association between the two variables.

This finding suggests that as the adoption of HR practices widens, employees' performance likely rises. That is, organizations that regularly perform HRM activities (i.e tat least some of the following: recruitment; training; performance appraisal; compensation) well, are more likely to result in employees completing good quality, high quality work tasks on time, and items completed in their entirety.

The results are consistent with the existing literature, which highlights the robust correlation between strategic HRM practices and organizational performance in universities. They argued that effective HR practices have a direct and positive effect on employee outcomes such as motivation, job satisfaction and performance at work (Katou and Budhwar, 2015). Also, the HR practices, especially training and employee engagement, were found to lead productivity and institutional effectiveness in Philippine HEIs (Mendoza & Castillon, 2020).

In addition, the moderate strength of the association implies that although HR practices are critical, there can also be other facilitators (e.g., leadership style, organizational culture, job demands, and personal motivation) that can significantly affect employee performance. To achieve the best performance, organizations should take an integrated approach between HRD and the condition of organizational support.

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Table: Significant Difference in the Extent of Implementation of Human Resource Practices when Grouped According to the Profile of the Employees

Demographics	Chi-square	*p*-value*	Remarks
Age	3.56	0.313	Not significant
Sex**	9241.5	0.126	Not significant
Position	9.99	0.075	Not significant
Monthly Salary	1.03	0.905	Not significant
Educational Attainment	7.46	0.114	Not significant
Years of Service	30.42	0.001	Significant

**Tested at 0.05 level of significance*

***Mann-Whitney U-test was used*

The research was also an attempt to find out if significant differences exist in the practices of HR when respondents are classified based on demographic characteristics in higher education institutions. The findings indicate that for the majority of characteristics such as age, sex, position, monthly income, and degree, there are no significant differences between them as demonstrated by the p-values being above the 0.05 level of significance.

This would mean that there is a general perception of the consistency of HR practices across different groups of employees, according to their age (p = 0.313), gender (p = 0.126), the position within the organization (p = 0.075), monthly income (p = 0.905) and the educational background (p = 0.114). These results suggest consistent HR regulations or policies implemented in the hospital, and reflect the spirit of equity and fairness in human resource management. As cited in the work of Rama and Lagonoy (2019), the use of standardized HR practices in higher education institutions leads to an equitable work environment, wherein all workers feel that they are treated equally, irrespective of demographic variations.

A statistically significant difference was found when the participants were divided into subgroups with respect to their duration of service in the hospital (p = 0.001). This suggests that the perceptions of the use of HRP were subject to duration of employment. It's possible that longtime staff have gone through institutional changes or developed different expectations than those who have joined more recently. De Guzman and Torrevillas (2021) posited that as employees grow older in an organization, they begin to have a better understanding of the system and how things actually work.

The result suggests that although HR practices are largely similar across key employee groups, tenure highlights the need for organizations to be sensitive to employee experience. Personalizing programs for the on boarding, training and engagement according to the length of service can be a clue to fill apparent gaps and even reinforce the impact of HR policy.

Table: Significant Difference in the Level of Employees' Performance in Higher Education Institutions when Grouped According to the Profile of the Employees

Demographics	Chi-square	*p*-value*	Remarks
Age	15.115	0.0017	Significant
Sex**	8965.5	0.2524	Not significant
Position	7.331	0.1972	Not significant
Monthly Salary	29.4951	0.0000	Significant
Educational Attainment	8.4318	0.0770	Not significant
Years of Service	15.3768	0.0089	Significant

**Tested at 0.05 level of significance*

***Mann-Whitney U-test was used*

The difference of employee performance is significant according to their ages (p = 0.0017), meaning age groups are differently perceiving or realizing their work performance. This could be due to generational contrasts in work principles, technology know-how and adaptability. Young employees might be more adaptive and innovative, but older workers might have more experience and more stability. This is consistent with the evidence of Ng and Feldman (2012), who maintain that age moderate's performance dimensions so that younger and older employees fare better on different aspects as a function of the work setting and pressures.

Correspondingly, also the monthly income showed a marked difference (p = 0.0000). This is consistent with the hypothesized role of compensation as a motivator that influences work performance. Workers in higher salary ranges tend to be more appreciated and motivated, and as a result they can improve the quality of their work. Gupta and Shaw (2014) argued that financial incentives can increase intrinsic and extrinsic motivation and influence task

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performance when work is competitive or task-originated in nature.

A considerable difference in addition existed with respect to years of service (p = 0.8.9). Longer-serving employees might have a greater bank of institutional knowledge, or perhaps they're more efficient - or, on the flip side, they could be at performance plateaus or burned out, depending on their support systems. And tenure and organizational learning influence productivity levels and the facility of tasks, with Chi and Lin (2011) arguing that employee years of experience also impact engagement and job mastery in both academia and industry.

In contrast, the difference in performance was not significant in terms of gender (p = 0.2524), position (p = 0.1972), or educational level (p = 0.0770). This implies that performance expectations and performance results are becoming fairly constant within these categories of the HEIs in study. This might mean an even spread of performance opportunities and expectations in terms of role and academic background. This deviates from Eagly and Carli's (2003) conclusion that gender, role, and academic qualifications do not significantly predict outcomes in terms of performance, once organizational practices are inclusive and formalized. In conclusion, the findings point out that the age, salary and tenure range factors that are required to be targeted by the administrators of HEI in implementing an appropriate custom-made support for their employees and in evaluating and rewarding them so as to keep them in a good state of productivity.

b) Summary of Findings

According to the results of this study, the respondents were predominantly young adults aged 20-29 years, and females comprised the majority. The majority of participants (faculty members) received a low income-level Thai salary (monthly income) and were relatively well-educated holding baccalaureate degrees or above. Their length of service ranged from 1 to 5 years, in their institution. Mean responses reveal that, in general, HR practice were highly practiced, particularly in recruitment and selection then compensation, training and performance management.

Similarly, the level of employee performance ranged from good to very good in quality, timeliness, and the degree of work completed. The result of the statistical analysis showed a positive moderate significant relationship between HR practices and employee performance. Attitude to HR implementation was found to be consistent across most demographic characteristics except for years of service. Levels of performance also significantly differed by age, monthly salary, and length of service, reflecting the effect of generational work attitudes, the motivating effects of salary, and diminished expectations of experience, over time. By contrast, students didn't show significant differences in performance based on gender, position, or education, indicating equal standard of performance across the institutions.

XVI. Conclusions

Based from the gathered results, the following conclusions were drawn:

1. The profile on the personnel of HEIs in General Santos City is *generally young adults*, ages 20-29 years old, *largely represented by the females* than males. The majority of our respondents are professors and have low wages. There are a large number of graduates who hold a *bachelor's degree in educational attainment*, and many also continue their schooling to receive postgraduate education. In terms of tenure, most of them have spent between *one to five years* in their institutions.
2. Human Resource Practices are prevalent in the organizations as per the perception of the employees. There is *high* standards in recruitment and selection, which is closely followed by compensation and benefits, training and development, and performance management. This suggests strong institutional support for good human resource management.
3. Worker performance within such organizations is rated *very highly* in all three performance measures-amount, timeliness and quality of achievement-indicating that the workforce produces results that tend to meet or exceed plans throughout the year.
4. Moderation analysis Statistically, there is a statically significant and *positive moderate relationship* between HRP's and Employee Performance. This indicates that the human resources, good practices have significant implications for increasing employee performance and efficiency.
5. There are no clear gaps in the level of implementation of HR practice based on most employee demographic characteristics (e.g. age, gender, position, salary, education level). But the differences are substantial when they are classified by length of service, so tenure affects how HR practices are perceived or judged.
6. There are *significant differences* in employee performance with respect to age, monthly salary, and length of service, indicating the influence of generation, income and experience. In contrast, there are no significant gender, rank, or educational level differences in performance; indicating that performance standards are equally distributed between these categories.

XVII. Recommendations

Based from the conclusions, the following recommendation were suggested:

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1. Employees are urged to participate in the training and development programs offered and express their needs and opinions on the personal work HR activities. Understanding how HR interventions affect performance will thus help them use institutional support to benefit from improved competence, motivation, and work productivity.
2. The HRD should also think of keeping and strengthening recruitment and selection systems in place to be able to continue hiring good staff. It is also suggested that improvements should be made to compensation, benefits, training and performance management systems consideration of the needs of differing numbers of years of service employees to maintain their motivation and sense of career development.
3. Managers need to use a differential strategy for managing of employees as they place more emphasis on both the length of time of employees and some specific motivational factors, such as salaries and development opportunities. When the unit can adjust the focus of support and feedback to meet each team member's needs, they will be more productive, engaged and cohesive as a team.
4. In order to achieve workforce productivity and institutional effectiveness, colleges and universities must invest in constantly improving their HR practices as a strategic priority. Particular attention to matching HR efforts with the schools' demographics and tenure can maximize the workforce potential and contribute to improve education quality.
5. Senior management are recommended to give priority to HRD's recommended reforms for approval and subsequent implementation, as HR practices are known to have a substantial effect on employees' behavior. The prudent investment of resources in HR enhancements and the institutionalization of performance-enhancing policies will bolster such organizational effects.
6. It is suggested that future research could build on the linkage between HR practices and employee performance by investigating more variables such as organizational culture, leadership approach and employee well-being or health. Analyzing effective HR management in education in several organizations across sectors and other regions would also deepen the knowledge.

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Global Journal of Management and Business Research: A Administration and Management
Volume 25 Issue 5 Version 1.0 Year 2025
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Integrating Circular Economy Principles into Commercial Contracts Design: Challenges and Strategic Solutions

By Ismail Khairo

Abstract- This paper explores the integration of Circular Economy (CE) principles into commercial contract design. It demonstrates the traditional commercial contracts character-istics, often focusing on cost reduction and performance targets without integrating sustainability and CE principles as a primary focus element. This is highlighted as a key weakness that may be considered a barrier, as it does not obligate contractors to retrieve any resources after products or materials reach their end-of-life cycle. The paper proposes designing commercial contracts using several strategies that extend supplier responsibilities, introduce incentive-based payments for product recovery actions at the end-of-life cycle, and integrate these requirements into the commercial contract Scope of Work. By aligning contract terms with CE principles, companies can strengthen sustainability outcomes while sustaining business operational excellence and long-term business goals.

GJMBR-A Classification: *JEL Code: K12*



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I. Introduction

Contracts govern how organizations interact with suppliers, clients, and even internally within the same organization, managing risks and setting expectations for products and/or services. They are a form of legal agreement that defines responsibilities, rights, deliverables, and conditions (Treitel, 2003). Traditionally, most commercial contracts focus primarily on cost, delivery-time, and technical minimum quality standards (Bernstein & Peterson, 2022). Environmental concerns, resource management, and the life cycle of products were not often given strategic importance by organizations (Jiao et al., 2023). Companies today are encountering public pressure to manage their operations in a sustainable way. Governments are introducing stricter environmental regulations. Investors and shareholders are demanding proof of environmentally friendly practices. Customers often choose brands that genuanly commit to environmental responsibility (Akbarina et al., 2023). In this context, the Circular Economy (CE) has evolved and gained significant global attention (Santibanez Gonzalez et al., 2019). CE is defined as a model that supports the optimum usage of resources by extending the life of assets or materials and reducing the amount discarded. The CE model challenges the traditional linear approach -cradle-to-grave - of "take, make, dispose," with a cradle-to-cradle model of “reuse, refurbish, and recycle” (McDonough and Braungart, 2002). Contract design - writing the contract terms, conditions, responsibilities, and incentives within a contract - can have a significant impact on an organization's strategic ability to meet Circular Economy goals. A well-designed commercial contract can positively affect the environment by promoting reuse, repair, refurbishment, and recycling of materials instead of turning them into waste. On the other hand, a poorly designed commercial contract can have no effect, or worse, encourage practices that cause more damage to the planet (Darwish, 2024). This paper explores how the design of commercial contracts influences the success of CE initiatives. It examines the weaknesses of traditional commercial contracts and highlights key contract sections that affect sustainability outcomes.

II. Problems with Traditional Commercial Contracts Regarding Circular Economy

Nowadays, commercial contracts are designed primarily to control cost, ensure on-time delivery, and meet minimum quality standards. Environmental considerations, such as responsible sourcing and end-of-life-cycle processing, were rarely included as priorities. As a result, contracts often rewarded suppliers solely for delivering low-cost products or services rapidly. Most traditional contracts are structured as transactional agreements, oriented toward short-term objectives (Bernstein and Peterson, 2022). Once products are delivered or services are completed, the contractor’s responsibility usually ends. There are no formal obligations to manage the life cycle of materials, take back equipment, or ensure proper recycling or disposal practices. A catalyst reinforcing this issue is the widespread use of “final release agreement forms”. These documents are often signed after a contract is completed to release the parties from future liabilities, even if an environmental issue is anticipated. This practice creates a gap where suppliers have no lasting accountability for the environmental impacts of their work. Moreover, contracts rarely include specific environmental clauses. Scope of Work requirements and

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performance indicators, including recycling rates, carbon emission reduction, or product/equipment end-of-life-cycle handling, are often neglected. Without clear terms, there is no contractual motivation for suppliers to design products or services for the Circular Economy, resulting in higher resource consumption even when scarcity is recognized. These gaps in conventional contract designs directly impact a firm's ability to meet CE goals and ultimately harm its brand image. Resources are often wasted, recycling opportunities are lost, and products are discarded in Scrap yards with no value retrieval plans. Over time, scarcity increase which also increase operational costs as fewer resources are available in the market, limiting company's ability to achieve sustainable growth.

III. Key Contract Design Elements to Support Circular Economy

a) Contract Length and Responsibility Extension

When designing a contract it is essential to consider Circular Economy through extending the responsibility of vendor beyond the delivery of the product or service. Longer contract periods often ensure that obligations toward sustainable approaches, such as using environmentally friendly materials and managing the end-of-life cycle responsibly, are maintained. Contracts can require suppliers to offer maintenance, refurbishment, or recycling services after delivery, extending the preservation of material value further.

Example Clause: 13. Sustainability and Post-Delivery Responsibilities

13.1: The Contractor agrees upon request by the Client to responsibly recover the good through including but not limited to maintenance, refurbishment, or recycling.

13.2: At the end of the operational life of the Goods, the Contractor shall retrieve the Goods (or specified components) for the purpose of recycling, reuse, or safe disposal in accordance with applicable environmental laws and standards, at no additional cost to the Client unless otherwise specified in the contract.

b) Payment Models that Support Sustainability

The payment structure plays a pivotal role in influencing supplier behavior. In order to support Circular Economy (CE) principles, commercial contract designers may include incentives in the payment structure that reward responsible end-of-life management of products or materials.

Under a lease-model approach, the supplier receives full payment upon Good Receipt or service completion as defined by the original contract terms. However, an additional motivational fee is payable only if the contractor successfully recovers, recycles, refurbishes, or responsibly disposes of the product or material at the end of its life cycle. This recovery action must be verified by an independent third-party inspector approved by the client to avoid risks of forged reporting. For customized products, contractors may be required to design the product for reverse engineering, allowing them to retrieve end-products into raw materials and re-manufacture them to reduce the consumption of resources and regenerate value.

Such incentives encourage contractors to perceive sustainability not as an additional cost to their operations but as an opportunity they are willing to seize. Over time, this approach helps normalize CE practices across industries, improving environmental outcomes without affecting the delivery of core service processes. From the client's point of view, this approach also helps reduce the procurement cost of new products or materials, as contractors motivated by the reward would have the opportunity to resell refurbished or recycled products again.

Example Clause: 14. Sustainability-Linked Performance Incentives

14.1: In addition to the agreed Contract Price payable upon successful delivery and acceptance of the Goods or completion of Services, the Client shall make available a Sustainability Incentive Fee, subject to the Contractor's performance of end-of-life recovery obligations as defined in Clause 13.

14.2: The Sustainability Incentive Fee shall be equal to [X]% of the original Contract Price and shall be payable only upon verified evidence that the Contractor has successfully:

1. *Retrieved the supplied Goods or their components at the end of their operational life;*
2. *Refurbished, recycled, or safely disposed of them in compliance with applicable environmental regulations; and*
3. *Provided traceable documentation from an independent third-party inspector, pre-approved by the Client.*

14.3: Failure to provide sufficient recovery actions or verification will render the Sustainability Incentive Fee void, with no further obligation on the Client's part.

IV. Conclusion

Interaction between organizations and suppliers or service providers is defined and governed by Contracts as a strategic tool. Conventionally, short-term deliverables, cost control, and minimum quality standards were the prime when writing a contract while neglecting environmental considerations. Integrating Circular Economy (CE) principles into contract design is key for organizations aiming to meet their sustainability objectives. This paper has shown that traditional commercial contract practices can act as barriers that

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fail to motivate suppliers to adopt circularity practices, often resulting in missed opportunities for resource recovery. It also highlighted how strategic adjustments, such as linking payment structures to end-of-life recovery activities, can improve material preservation while reducing initial procurement costs. Restructuring the key focus in the contract by rewarding responsible supplier behavior, companies can bridge the gap between business profitability objectives and environmental responsibilities. Future contracting strategies must recognize sustainability as a core operational value in order to fully realize the benefits of Circular Economy.

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Global Journal of Management and Business Research: A Administration and Management
Volume 25 Issue 5 Version 1.0 Year 2025
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Impact of Zakat Compliance among Zakat Payers on Enhancing Institutional Performance: An Applied Study using Structural Equation Modelling (SEM) at the General Authority for Zakat – Sana'a, Yemen

By Dr. Ali Nasser Yahya Al-Ahnomi

Abstract- This study examined the causal impact of zakat compliance on the institutional performance of Yemen's General Authority for Zakat. It employs a novel integrated theoretical framework that combines the Theory of Planned Behavior, Social Exchange Theory, and Organizational Legitimacy Theory- a comprehensive approach not previously applied in the context of zakat institutions with this level of comprehensiveness. A quantitative research design was adopted, and data were collected from 398 managerial staff members using a validated electronic questionnaire. The relationships among five dimensions of zakat compliance- religiosity, trust, awareness, zakat as a tax deduction, and the administrative and regulatory system- were examined using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that zakat compliance has a substantial effect on institutional performance, explaining 90.8% of its variance ($R^2 = 0.908$).

Keywords: zakat compliance, institutional performance, structural equation modelling, sharia governance, islamic economic management, yemen.

GJMBR-A Classification: JEL Code: H26



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Keywords: zakat compliance, institutional performance, structural equation modelling, sharia governance, islamic economic management, yemen.

I. Introduction

Zakat, the third pillar of Islam, is a religious obligation with profound social and economic significance. It serves as a mechanism for redistributing wealth and promoting social justice. The Holy Qur'an commands: "Take from their wealth a charity by which you purify them and cause them to increase" (Surah Al-Tawbah, 103). This divine injunction underscores the dual role of Zakat in both personal purification and societal stability.

In Yemen, despite the deeply rooted religious values of society, official compliance with zakat remains relatively low due to administrative and legislative challenges, which have weakened public trust in governmental institutions.

By doing so, the study seeks to bridge a critical knowledge gap and provide practical recommendations for policymakers within the General Authority of Zakat.

Zakat payers' compliance behaviour is a cornerstone for sustaining the Authority's resources and enhancing its institutional performance. While several studies have been conducted in Malaysia, Saudi Arabia, and Indonesia, there is a noticeable lack of research directly examining the relationship between zakat compliance and institutional performance in Yemen, particularly under the country's political and economic challenges that affect both collection and compliance. This represents a critical research gap, as the Yemeni context is characterized by weak institutional structures and economic fragility, which directly influence compliance behavior and organizational efficiency. Thus, analyzing this issue in Yemen is both timely and essential. Accordingly, this study seeks to answer the following research question:

To what extent does zakat compliance behaviour among obligated individuals contribute to improving the institutional performance of the General Authority for Zakat in Yemen?

II. Literature Review and Hypotheses Development

a) Institutional Performance

Institutional performance is a cornerstone of organisational effectiveness and a strategic imperative for achieving competitiveness in dynamic environments.

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It reflects the efficiency and effectiveness with which an organisation utilises its resources to accomplish strategic objectives. In the context of globalisation, economic integration, and rapid technological change, improving institutional performance has become essential for long-term success and sustainability (Kaplan & Norton, 2010).

Modern perspectives on institutional performance extend beyond traditional economic outcomes to encompass qualitative dimensions such as customer satisfaction, innovation, and process improvement. The Balanced Scorecard framework identifies four key perspectives (Kaplan & Norton, 1996, 2001, 2004):

1. *Economic Perspective* – Evaluates the economic health of the organisation and the efficient use of resources.
2. *Customer Perspective* – Assesses client satisfaction and responsiveness to stakeholder needs.
3. *Internal Processes Perspective* – Focuses on operational efficiency, productivity, and quality improvement.
4. *Learning and Growth Perspective* – Emphasises continuous innovation and the development of human capital.

b) Zakat Compliance

Zakat compliance refers to the extent to which Muslims fulfil their Zakat obligations under Islamic law and relevant state regulations. It reflects both religious commitment and recognition of Zakat as a divinely mandated duty that must be distributed fairly (Bin Khamis et al., 2011; Sawmar & Mohammed, 2021). Based on this understanding, the study proposes the primary hypothesis:

H1: Zakat compliance behaviour has a statistically significant effect on improving institutional performance at the General Authority of Zakat.

c) Religiosity

Religiosity denotes the degree to which individuals adhere to religious values and practices, encompassing belief systems, worship, ethics, and daily conduct. According to the Theory of Planned Behavior, normative beliefs shape intentions through social and religious norms that influence payment behaviour (Ajzen, 1985, 1991). Empirical studies have shown that religiosity positively influences compliance with both Zakat and taxation systems (Al-Mamun & Haque, 2015; Bin-Nashwan et al., 2021; Mokhtar et al., 2018; Febriandika,.2023).

H1a: Religiosity has a statistically significant effect on improving institutional performance at the General Authority of Zakat.

d) Trust

Trust represents confidence in the credibility and integrity of an institution, reflecting the belief that it operates ethically, transparently, and effectively (Beach, 2018). In Zakat administration, trust fosters voluntary compliance and strengthens the relationship between payers and institutions (Bin-Nashwan et al., 2021; Muhammad & Saad, 2016; Abioyea et al., 2013).

H1b: Trust has a statistically significant effect on improving institutional performance at the General Authority of Zakat.

e) Awareness

Awareness involves understanding the rules, purposes, and social significance of Zakat. Public awareness campaigns, educational programs, and community engagement initiatives have been shown to increase compliance rates (Bonang et al., 2023; Haji-Othman et al., 2019; Ramlee et al., 2023).

H1c: Awareness has a statistically significant effect on improving institutional performance at the General Authority of Zakat.

f) Zakat as a Tax Deduction

The concept of zakat as a tax deduction refers to the possibility of deducting the amount of zakat paid from a taxpayer's total tax obligations. This mechanism serves as a Economic incentive that reduces the tax burden on taxpayers and encourages them to comply by paying zakat through official institutions (Djatmiko, 2019). Several studies in Malaysia and Indonesia have demonstrated the effectiveness of zakat deduction as an Economic incentive in enhancing voluntary zakat compliance (Halim et al., 2025; Wijayanti et al., 2022). However, some studies suggest that the impact of Economic incentives may be limited in environments characterized by weak governance. Djatmiko (2019), for example, cautioned against the potential misuse of deduction systems in countries suffering from poor institutional oversight. Accordingly, this study proposes the following sub-hypothesis:

H1d: Zakat as a tax deduction has a statistically significant effect on improving institutional performance at the General Authority of Zakat.

g) Administrative and Regulatory System

An efficient administrative and regulatory system ensures transparency, accountability, and proper governance. Elements such as internal controls, technology adoption, and capacity building are critical in promoting compliance and improving institutional performance (Drumaux & Joyce, 2017; Sofyani et al., 2022).

H1e: The administrative and regulatory system has a statistically significant effect on improving institutional performance at the General Authority of Zakat.

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h) Research Gap

A review of the existing literature indicates that numerous studies have examined various aspects of Zakat compliance behaviour. Nevertheless, to the best of the researcher's knowledge, there is a lack of empirical research that explicitly investigates how Zakat compliance contributes to enhancing the performance of Zakat institutions. This gap highlights the need for a more holistic approach that not only explores compliance as an individual act but also situates it within institutional outcomes.

To address this gap, the present study proposes a comprehensive framework that integrates religious, administrative, behavioural, and social dimensions to analyse the role of Zakat compliance in strengthening institutional performance. By focusing on the Yemeni context- characterised by unique economic, social, and regulatory challenges- the study seeks to capture the contextual dynamics that shape taxpayers' compliance behaviour.

Moreover, the study employs an advanced methodological approach, namely Partial Least Squares Structural Equation Modelling (PLS-SEM), which enables a rigorous examination of the complex relationships among the study's constructs. This methodological choice enhances the validity of the findings. It ensures the generation of practical insights that can guide policymakers at the General Authority of Zakat in developing strategies to improve performance and accountability.

III. Conceptual Framework of the Study

The variables of the study are structured as illustrated in Figure 1 and are categorised as follows:

1. *Independent Variable:* Zakat Compliance and its dimensions: (Religiosity, Trust, Awareness, Zakat as a tax deduction, Administrative and Supervisory System).
2. *Dependent Variable:* Institutional Performance and its dimensions: (Economic Perspective, Customer Perspective, Internal processes dimension, Learning and growth dimension).

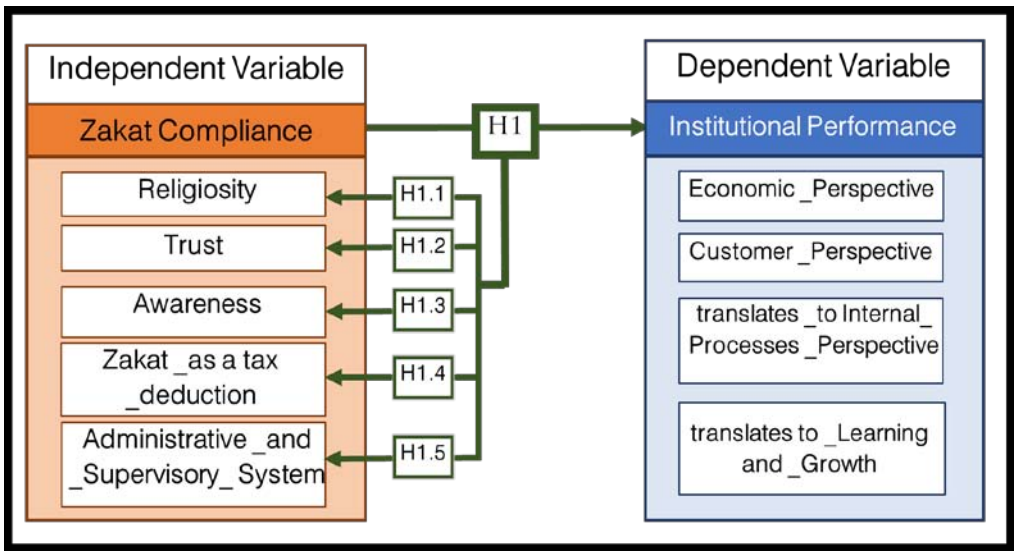


Figure 1: Conceptual Model

IV. Research Methods

This study adopted a quantitative research design to examine the impact of zakat compliance on institutional performance at the General Authority of Zakat in Yemen. Data were collected through a structured, closed-ended questionnaire based on a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The instrument was adapted from previously validated studies (Bonang et al., 2023; Haji-Othman et al., 2019; Ummulkhayr, 2018), with modifications to align with the Yemeni context.

a) Population and Sampling

The study population consisted of 515 managerial employees at the headquarters of the General Authority for Zakat and its Capital Secretariat branch in Sana'a. Leadership staff, including department heads and directors, were selected because they are most knowledgeable about both the Economic and operational dimensions of institutional performance, and play a central role in formulating and implementing zakat policies and strategies. This makes them highly representative of the study phenomenon. To ensure comprehensive coverage and minimize bias, questionnaires were distributed to the entire population (515), of which 417 were returned, and 398 were retained after data screening. This sample size is considered sufficient for Partial Least Squares Structural Equation Modeling (PLS-SEM), given the complexity of the research model (Hair et al., 2017).

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Although purposive sampling is often criticized for potential bias, it is widely used in research conducted in fragile or conflict-affected contexts, where access to respondents is restricted (Etikan, Musa, & Alkassim, 2016). To further mitigate bias, the study targeted all available leadership staff within the specified locations.

b) Instrument Validity and Reliability

The questionnaire measured five independent variable dimensions- religiosity, trust, awareness, zakat as a tax deduction, and administrative- regulatory systems- and four dependent variable- dimensions- economic perspective, customer perspective, internal processes perspective, and learning and growth perspective. Content validity was ensured through expert review by four academics in Islamic finance and public policy, followed by a pilot test with 45 participants to refine clarity and wording.

Reliability was confirmed using Cronbach's Alpha and Composite Reliability (CR), with all values exceeding the 0.70 threshold. Convergent validity was assessed using Average Variance Extracted (AVE), and discriminant validity was verified through the Fornell–Larcker criterion and Heterotrait–Monotrait Ratio (HTMT), consistent with established guidelines (Hair et al., 2019).

c) Ethical Considerations

Ethical approval was granted by the Research Committee of the Yemeni Academy for Graduate Studies. Participants were informed of the study's purpose, assured confidentiality, and provided informed consent before completing the survey. No personal identifiers were collected, and the data were used solely for academic purposes.

d) Data Analysis

Given the exploratory nature of the study and the model's complexity, Partial Least Squares Structural Equation Modeling (PLS-SEM) was chosen over covariance-based SEM. PLS-SEM is appropriate for moderate sample sizes and non-normal data distributions (Hair et al., 2017). Data analysis was conducted using SmartPLS 4 software following a two-step process:

1. *Measurement Model Evaluation* – testing internal consistency, convergent validity, and discriminant validity.
2. *Structural Model Evaluation* – assessing the coefficient of determination (R^2), effect sizes (f^2), predictive relevance (Q^2), and hypothesis testing.

V. Results

a) Descriptive Analysis Results of the Sample's Demographic Characteristics:

Table 1 and Figures 1–5 summarize the demographic characteristics of the respondents (N = 398), including age, educational level, job position, years of service, and entity.

In terms of age, the majority of respondents were between 30–40 years old (46%), followed by those below 30 years (28%), while 17% were between 40–50 years and 10% above 50 years. This indicates that the Authority relies on a relatively young workforce, which may enhance adaptability to modern administrative practices and digital compliance systems.

Regarding educational level, bachelor's degree holders represented the largest group (46%), followed by those with general secondary education (31%) and post-secondary diplomas (18%). Only 6% of the respondents held postgraduate qualifications (master's and doctorate). This distribution suggests that while the majority of staff have medium to higher education, additional training may be required to strengthen specialized knowledge of zakat and institutional governance.

With respect to job position, section heads formed the largest category (71%), followed by department managers (20%), while general managers and top leadership together accounted for only 9%. This highlights the study's emphasis on middle-level managerial staff, who serve as the operational link between strategic policies and implementation.

In terms of years of service, 33% of the respondents had 5–10 years of experience, 26% had less than 5 years, 21% had 10–15 years, and 20% had more than 15 years. This reflects a balanced mix of younger staff and experienced employees, which enriches perspectives on zakat compliance and institutional performance.

Finally, 64% of respondents were from the headquarters of the General Authority for Zakat, while 36% were from the Capital Secretariat branch, providing balanced representation of both central and branch-level administration.

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Table 1: Demographic Characteristics of the Respondents

Variable	Category	Frequencies	Percentage
Age	Less than 30 years	110	28%
	30-40 years	184	46%
	40-50 years	66	17%
	More than 50 years	38	10%
	Total	398	100%
Educational Level	General Secondary	122	31%
	Diploma after General	71	18%
	Bachelor's	183	46%
	Master's	16	4%
	Doctorate	6	2%
	Total	398	100%
Job Level	Authority Leadership	16	4%
	General Managers	18	5%
	Department Managers	81	20%
	Section Heads	283	71%
	Total	398	100%
Years of Service	Less than 5 years	105	26%
	5-10 years	130	33%
	10-15 years	82	21%
	More than 15 years	81	20%
	Total	398	100%
Entity	The General Zakat Authority	256	64%
	Capital Secretariat Branch	142	36%
	Total	398	100%

b) Measurement Model Evaluation

The measurement model was assessed to ensure reliability and validity before testing the structural model. This evaluation included four key criteria: construct validity, internal consistency reliability, convergent validity, and discriminant validity, as illustrated in Figure 2 and Table 2.

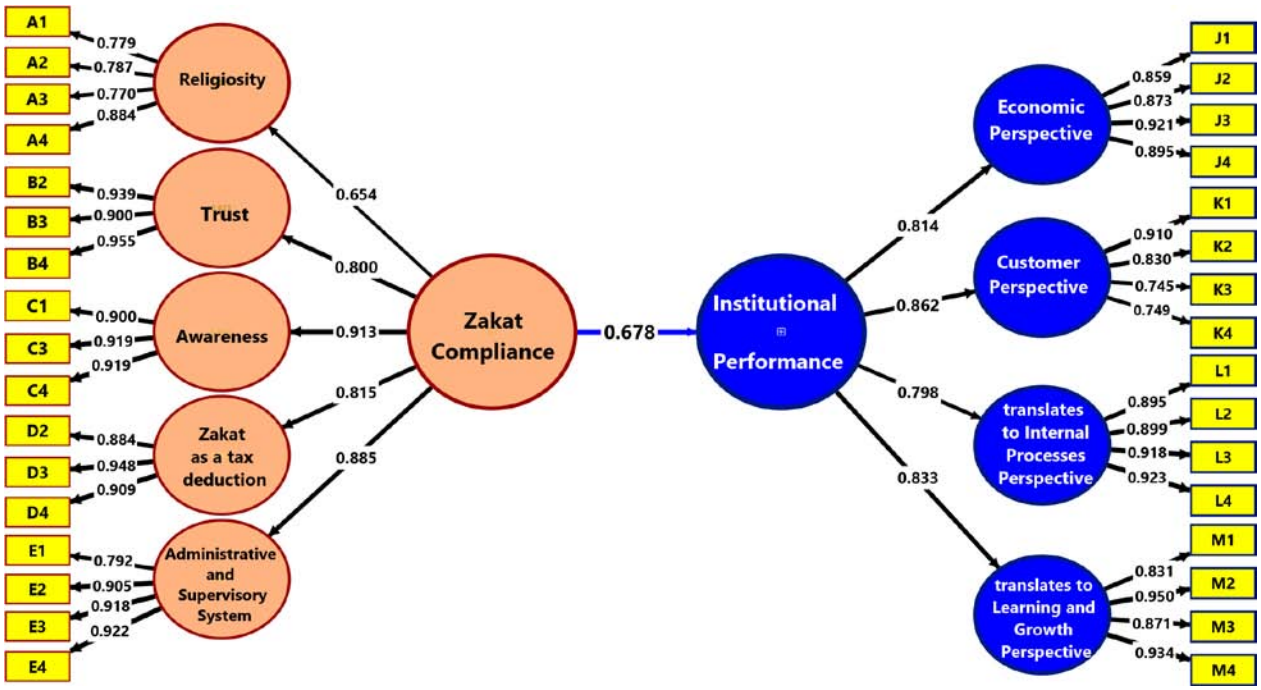


Figure 2: Measurement Model

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1. *Construct Validity:* All item loadings exceeded the recommended threshold of 0.70, indicating that each indicator reliably measures its intended construct and thus confirming strong construct validity (Hair et al., 2019).
2. *Internal Consistency Reliability:* Cronbach's Alpha (α) and Composite Reliability (CR) were used to assess internal consistency. All constructs reported α and CR values above the 0.70 benchmark, demonstrating satisfactory reliability of the scales (Hair et al., 2019).
3. *Convergent Validity:* assessed through the Average Variance Extracted (AVE), showed that all constructs exceeded the recommended threshold of 0.50, confirming that the indicators adequately represent their respective constructs (Chin, 1998; Hair et al., 2019). Table 2 presents the results for factor loadings, Cronbach's Alpha, CR, and AVE.

Table 2: Internal Consistency, Composite Reliability, and Convergent Validity

Latent Variable	Question	Factor Loading	Cronbach's Alpha (α)	CR	AVE
Religiosity	A1	0.779	0.819	0.820	0.650
	A2	0.787			
	A3	0.770			
	A4	0.884			
Trust	B2	0.939	0.923	0.924	0.867
	B3	0.900			
	B4	0.955			
Awareness	C1	0.900	0.900	0.901	0.833
	C3	0.919			
	C4	0.919			
Zakat _as a tax _deduction	D2	0.884	0.902	0902	0.836
	D3	0.948			
	D4	0.909			
Administrative _and _Supervisory_ System	E1	0.792	0.907	0.917	0.785
	E2	0.905			
	E3	0.918			
	E4	0.922			
Economic _Perspective	J1	0.859	0.910	0918	0.787
	J2	0.873			
	J3	0.921			
	J4	0.895			
Customer _Perspective	K1	0.910	0.824	0834	0.658
	K2	0.830			
	K3	0.745			
	K4	0.749			
translates _to Internal_ Processes _Perspective	L1	0.895	0.930	0930	0.826
	L2	0.899			
	L3	0.918			
	L4	0.923			
translates to _Learning and _Growth _Perspective	M1	0.831	0.919	920	0.806
	M2	0.950			
	M3	0.871			
	M4	0.934			

4. *Discriminant Validity:* Discriminant validity was examined using two complementary approaches:

Fornell–Larcker Criterion: The square root of the AVE for each construct was greater than its highest correlation with any other construct, meeting the criterion suggested by (Fornell & Larcker, 1981). Table 3 presents the Fornell–Larcker matrix.

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Table 3: Discriminant Validity – Fornell–Larcker Criterion

Variable (Structure) - Fornell-Larcker	ASS	A	CP	FP	R	T	ZD	TIPP	TLGP
Administrative _and _Supervisory_ System	0.886								
Awareness	0.805	0.913							
Customer _Perspective	0.633	0.61	0.811						
Economic _Perspective	0.486	0.338	0.681	0.887					
Religiosity	0.608	0.663	0.441	0.312	0.806				
Trust	0.77	0.716	0.515	0.367	0.654	0.931			
Zakat _as a tax _deduction	0.726	0.765	0.602	0.443	0.553	0.535	0.914		
translates _to Internal_ Processes	0.661	0.679	0.748	0.516	0.568	0.599	0.605	0.909	
translates to _Learning and _Growth _Perspective	0.616	0.561	0.701	0.661	0.398	0.500	0.587	0.633	0.898

HTMT Ratio: All HTMT values were below the conservative threshold of 0.85, confirming discriminant validity among the constructs (Henseler, Ringle, & Sarstedt, 2015). Table 4 summarizes the HTMT results.

Table 4: Discriminant validity, HTMT

Variable (Structure) - HTMT	ASS	A	CP	FP	R	T	ZD	TIPP	TLGP
Administrative _and _Supervisory_ System									
Awareness	0.853								
Customer _Perspective	0.729	0.709							
Economic _Perspective	0.518	0.359	0.777						
Religiosity	0.704	0.772	0.538	0.350					
Trust	0.845	0.785	0.592	0.388	0.749				
Zakat _as a tax _deduction	0.796	0.850	0.699	0.476	0.640	0.585			
translates _to Internal_ Processes _Perspective	0.72	0.742	0.856	0.545	0.650	0.646	0.658		
translates to _Learning and _Growth _Perspective	0.671	0.618	0.808	0.721	0.456	0.542	0.644	0.686	

These results confirm that the measurement instruments used in the study are valid and reliable for accurately representing the latent variables.

c) *Structural Model Evaluation*

The structural model was assessed following the guidelines of Hair et al. (2019) and Cohen (1988), using multiple criteria including the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit indices.

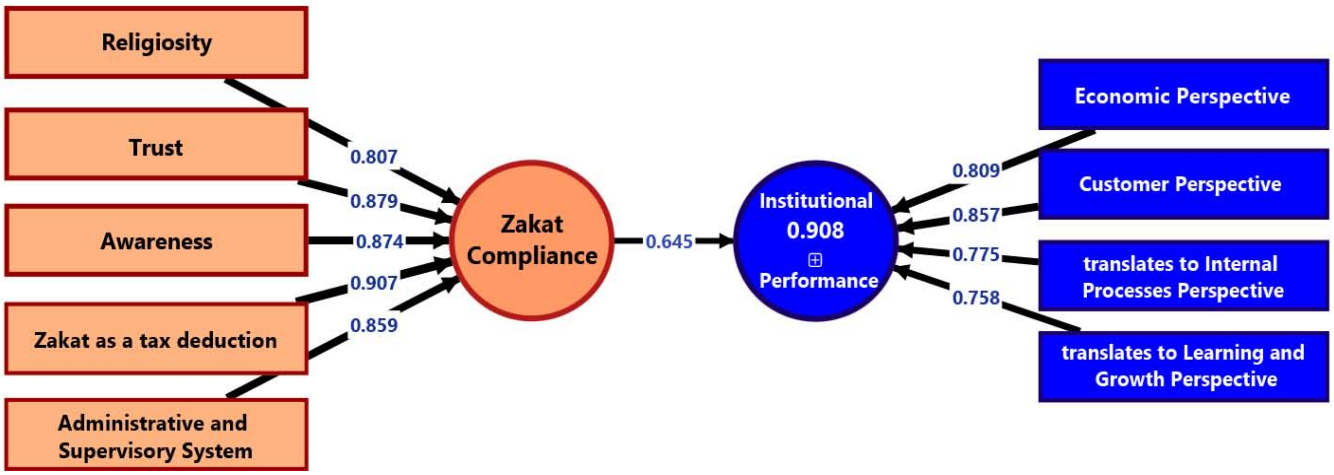


Figure 3: Model Evaluation

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The results revealed a strong explanatory power, with an R^2 value of 0.85 for institutional performance, indicating that the five independent constructs (religiosity, administrative system, trust, awareness, and economic incentives) collectively explained 85% of the variance in institutional performance. According to Hair et al. (2019), an R^2 above 0.75 is considered substantial, which underscores the robustness of the model.

Regarding predictive relevance, the Q^2 value was 0.645, which exceeds the threshold of 0.50, thereby reflecting large predictive relevance based on Cohen's (1988) and Chin's (1998) guidelines. This suggests that the model not only explains the data well but also has strong predictive accuracy.

In terms of effect size (f^2), the analysis showed that religiosity and the administrative system had large effect sizes on institutional performance, while trust, awareness, and Economic incentives had moderate effects. Following Cohen's (1988) benchmarks (0.02 = small, 0.15 = medium, 0.35 = large), these results highlight the relative importance of religious and administrative factors in shaping institutional outcomes.

Finally, the model fit was assessed using the Standardized Root Mean Square Residual (SRMR). The SRMR value of 0.073 falls below the conservative cut-off of 0.08 suggested by Hu and Bentler (1999), indicating an acceptable model fit.

Taken together, these findings demonstrate that the structural model is statistically sound, theoretically meaningful, and practically relevant for explaining and predicting institutional performance within zakat institutions.

VI. Hypothesis Testing

a) Testing the Main Hypothesis

The main hypothesis proposed that zakat compliance has a statistically significant effect on improving institutional performance in the General Authority of Zakat.

Table 5: Shows the Path Coefficients of the Main Hypothesis

N	Hypothesis	Q^2	f^2	R^2	β	Standard Deviation	T statistics	P -Value	Result
H1	Zakat _Compliance -> Institutional __Performance	0.905	0.850	0.908	0.678	0.029	23.147	0	Accepted

As shown in Figure 3 and Table 6, the structural model strongly supports this hypothesis. The analysis revealed a statistically significant and practically meaningful standardized path coefficient ($\beta = 0.678$, $p < 0.001$), with a t-value of 23.147—well above the critical threshold of 1.96. The effect size was large ($f^2 = 0.850$) according to Cohen's (1992) guidelines, while the explanatory power demonstrated high predictive validity ($R^2 = 0.908$), accounting for 90.8% of the variance in institutional performance. All factor loadings exceeded the recommended threshold of 0.70, confirming convergent validity.

Beyond these statistical indicators, the findings carry important theoretical implications. From the perspective of the Theory of Planned Behavior (Ajzen, 1991), the results confirm that zakat compliance intentions, grounded in religiosity and internalized social norms, are translated into tangible institutional outcomes. Similarly, Social Exchange Theory (Blau, 2017) explains that taxpayers' compliance, when motivated by trust and perceptions of fairness, produces reciprocal benefits in the form of improved institutional efficiency. In addition, consistent with Organizational Legitimacy Theory (Suchman, 1995), fulfilling zakat obligations enhances the perceived legitimacy of the institution, thereby strengthening its overall performance and social acceptance.

These results align with prior studies conducted in other Islamic contexts (e.g., Muhammad & Saad, 2016; Bin-Nashwan et al., 2021; Ramlee et al., 2023), which reported a positive impact of zakat compliance on institutional governance and performance. However, the Yemeni case reveals a much stronger explanatory power ($R^2 = 0.908$) compared to similar studies, suggesting that in fragile governance settings, compliance with zakat obligations may play an even more decisive role in sustaining institutional legitimacy and effectiveness. This novel contribution indicates that zakat is not only a religious duty but also an administrative mechanism capable of reinforcing Economic justice and institutional resilience.

Despite these strong results, caution is warranted. The high explanatory power may partly reflect contextual dynamics specific to Yemen, such as weak alternative fiscal institutions, socio-religious sensitivities, and limited trust in tax authorities. Therefore, while zakat compliance emerges as a pivotal driver of institutional performance in this context, the generalizability of the findings to more stable governance environments may be limited.

Practically, this underscores the importance of policies that integrate religious motivation, trust-building strategies, awareness campaigns, and fiscal incentives such as zakat-tax deductions. However, these initiatives

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should be accompanied by structural reforms to ensure transparency, accountability, and long-term institutional legitimacy. In other words, zakat compliance should be seen as a catalyst rather than a substitute for broader governance reforms.

Finally, the robust psychometric properties of the "economic perspective" and "trust" constructs further validate their central role, yet they also highlight the need for future research to explore additional mediators and moderators- such as governance quality or digitalization of zakat systems- that may shape the compliance–performance nexus in different contexts.

b) Testing Sub-Hypotheses

The main hypothesis branches into five sub-hypotheses, as illustrated in Figure 4 and Table 5, as follows:

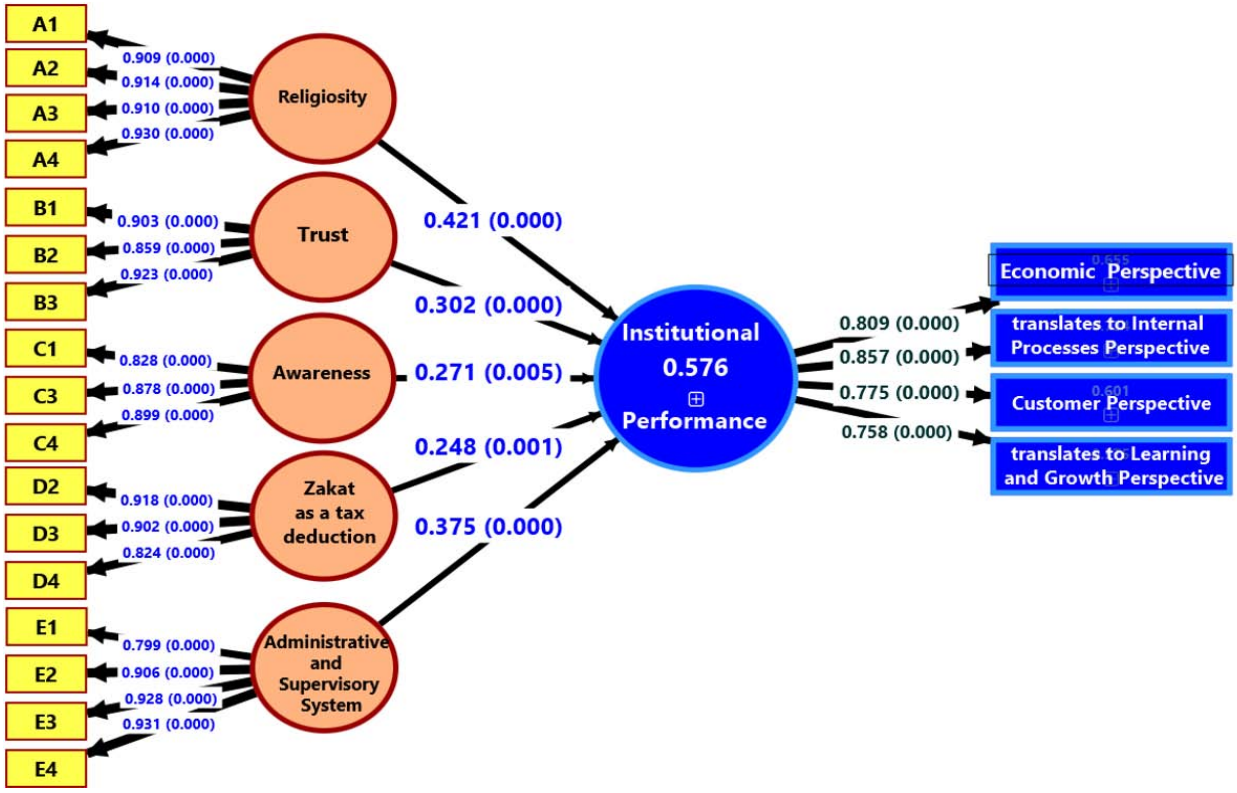


Figure 4: Path analysis of sub-hypotheses from a to e

Table No. 6: Path analysis of sub-hypotheses from a to e

N	Hypothesis	β	S. D	T	P. V	f²	Result
H1a:	Religiosity -> Institutional __Performance	0.421	0.081	5.212	0	0.749	Accepted
H1b:	Trust -> Institutional_ __Performance	0.302	0.068	4.467	0	1.780	Accepted
H1c:	Awareness -> Institutional_ Performance	0.271	0.094	2.894	0	5.017	Accepted
H1d:	Zakat_ as a tax _deduction -> Institutional_ _Performance	0.248	0.07	3.535	0	1.978	Accepted
H1e:	Administrative _and Supervisory _System -> Institutional __Performance	0.375	0.101	3.703	0	3.629	Accepted

β *= Beta* ***S. D*** *= Standard Deviation* *T= T. statistics* ***P. V*** *= P Values*

1. *Sub-Hypothesis H1a:* Religiosity → Institutional Performance

The results confirmed a statistically significant positive effect of religiosity on institutional performance (β = 0.421, p < 0.001). This finding aligns with Bin-Nashwan et al. (2021) and Mokhtar et al. (2018), who emphasized the role of religious commitment in promoting Zakat compliance. However, the stronger effect in Yemen- compared to Southeast Asian contexts- highlights the dominance of religious norms in shaping behavior in conservative societies. This supports Karakas (2010), who argued that religiosity's impact

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varies across cultural settings. Practically, this underscores the need for faith-based outreach programs in Yemen to sustain institutional performance.

2. *Sub-Hypothesis H1b:* Trust → Institutional Performance

Trust showed a moderate yet significant effect ($\beta = 0.302$, $p < 0.001$), consistent with Muhammad & Saad (2016). However, the weaker effect relative to religiosity contrasts with studies conducted in stable environments (e.g., Bin-Nashwan et al., 2021). This discrepancy is attributed to Yemen's institutional fragility and widespread distrust in public entities, as noted by Beach (2018). To enhance trust, transparency reforms and anti-corruption measures are critical.

3. *Sub-Hypothesis H1c:* Awareness → Institutional Performance

Awareness had a positive but limited effect ($\beta = 0.271$, $p < 0.001$), aligning with Ramlee et al. (2023). However, its lower impact in Yemen reflects challenges such as Economic illiteracy and limited access to education, as highlighted by Bonang et al. (2023). Tailored awareness campaigns using simplified language and community-based outreach are recommended to address contextual barriers.

4. *Sub-Hypothesis H1d:* Zakat as a Tax Deduction → Institutional Performance

The tax deduction mechanism showed the weakest effect ($\beta = 0.248$, $p < 0.001$), contradicting (Mohd Ali et al., 2021; Hasan & Abdullah, 2019; Wijayanti et al., 2022) but supporting Djatmiko (2019)'s caution about Economic incentives in fragile states. In Yemen, religious motivations overshadow economic benefits, and systemic issues like tax evasion further limit its efficacy. Integrating tax incentives with religious appeals, rather than relying solely on monetary benefits, is advised.

5. *Sub-Hypothesis H1e:* Administrative & Supervisory System → Institutional Performance

The administrative system demonstrated a strong effect ($\beta = 0.375$, $p < 0.001$), consistent with (Abdelsalam et al., 2020; COSO, 2013; Hamid et al., 2021; Sofyani et al., 2022).

Its heightened importance in Yemen underscores the role of governance in contexts where institutional weaknesses amplify the impact of reforms. Digitalization of Zakat management and strengthened oversight mechanisms are urgently needed.

VII. Discussion of Results

The results revealed that Zakat compliance explains 90.8% of the variance in institutional performance ($R^2 = 0.908$). This exceptionally high explanatory power underscores the paramount importance of fulfilling Zakat obligations as a primary driver for enhancing Economic efficiency, transparency, and the achievement of strategic objectives within the Yemeni context. While this value indicates a very strong model fit, it also raises a common concern in social science research regarding potential overfitting. To mitigate this, the study followed rigorous methodological protocols, including the use of a large sample size relative to the model complexity and robust validation techniques like bootstrapping. The high R^2 is also interpreted as a reflection of the model's comprehendsiveness in capturing the core determinants of performance in a setting where traditional economic factors may be overshadowed by religious and institutional drivers.

The effect sizes (f^2) were examined to determine the relative contribution of each construct, following Cohen's (1992) guidelines:

1. Religiosity was the strongest influential variable ($\beta = 0.421$, $f^2 = 0.18$, medium effect). This confirms the central role of religious values in motivating institutional commitment, which is consistent with the findings of Dyreng et al. (2012) and Karakas (2010). In the Yemeni context, this dominant effect highlights how deeply ingrained religious norms serve as the most reliable motivator for compliance, potentially compensating for weaknesses in other institutional areas.
2. The administrative and regulatory system ranked second ($\beta = 0.375$, $f^2 = 0.15$, medium effect). This reinforces the findings of Abdelsalam et al. (2020) and COSO (2013), which linked internal control efficiency to improved performance. For Yemen, this strong result suggests that even incremental improvements in governance and administrative processes can yield significant gains in institutional performance, likely because the baseline is currently low.
3. Trust showed a moderate effect ($\beta = 0.302$, $f^2 = 0.10$, small-to-medium effect). This aligns with Zak and Knack (2001), who noted that institutional trust enhances voluntary compliance. However, its relative ranking- below religiosity and administrative systems- is telling for Yemen. It reflects the challenging environment of eroded public trust, indicating that rebuilding credibility is a necessary but longer-term endeavor that must be supported by tangible improvements in religiosity and administration.
4. Awareness had a positive but smaller effect ($\beta = 0.271$, $f^2 = 0.08$, small effect). This supports the results of Ramlee et al. (2023) and Abdullah and Ismail (2020). Its modest impact in the Yemeni context may be attributed to high levels of intrinsic religious awareness, suggesting that while educational campaigns are beneficial, they may be

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less impactful than direct improvements in religious engagement or system efficiency.

5. Zakat as a tax deduction showed the smallest effect ($\beta = 0.248$, $f^2 = 0.06$, small effect). This suggests that Economic incentives alone are relatively weak levers for improving performance. This finding is particularly crucial for Yemen and supports the cautions of scholars like Djatmiko (2019); it implies that in complex, fragile states, extrinsic motivators are less effective than intrinsic religious values or systemic reforms.

These results affirm that enhancing institutional performance requires a multi-dimensional strategy. The high explanatory power of the model demonstrates that in contexts like Yemen, addressing the core pillars of religiosity, administration, and trust is not just beneficial but essential. Policymakers should prioritize:

1. Leveraging religious capital through faith-based initiatives.
2. Investing in administrative reforms to build transparent and efficient systems.
3. Launching targeted awareness campaigns that complement, rather than lead, these efforts.
4. Implementing Economic incentives only as part of a broader package of governance improvements, not as a standalone solution

VIII. Conclusion and Recommendations

a) Theoretical and Practical Contributions

This study provides significant theoretical contributions by developing and validating an integrated framework that combines the Theory of Planned Behavior, Social Exchange Theory, and Organizational Legitimacy Theory to analyze Zakat compliance behavior- a novel approach in the context of Zakat institutions. Practically, it identifies context-specific determinants of institutional performance in a fragile state, offering actionable insights for policymakers in Yemen and similar environments.

b) Contextualized Recommendations for the General Authority for Zakat

To enhance institutional performance, the following strategies are proposed, prioritized based on feasibility and impact:

i. *Short-term (0-12 months)*

1. *Strengthen Transparency:* Publish quarterly Economic reports audited by independent bodies to rebuild public trust.
2. *Religiosity-Driven Awareness:* Collaborate with religious leaders to launch campaigns emphasizing the spiritual and social benefits of Zakat compliance.
3. *Simplify Compliance Procedures:* Streamline administrative processes to reduce bureaucratic hurdles for taxpayers.

ii. *Medium-term (1-3 years)*

1. *Digital Transformation:* Develop a user-friendly digital platform for Zakat calculation, payment, and tracking to improve accessibility and efficiency.
2. *Capacity Building:* Train staff on modern Economic management tools and ethical governance practices.
3. *Stakeholder Engagement:* Establish forums for regular dialogue with taxpayers to address concerns and align policies with community needs.

iii. *Long-term (3+ years)*

1. *Technology Integration:* Explore blockchain-based solutions for transparent fund tracking and disbursement, *contingent on stabilized infrastructure and funding*.
2. *Policy Reform:* Advocate for legal reforms to harmonize Zakat and tax policies, ensuring incentives are aligned with Islamic principles.
3. *Regional Collaboration:* Partner with international Islamic Economic institutions to adopt best practices and secure technical support.

IX. Limitations and Future Research

a) This Study has Several Limitations

1. *Sampling Constraints:* The use of a non-probability sampling technique (purposive sampling) limited to managerial staff in Sana'a may affect the generalizability of the findings to other regions or demographic groups.
2. *Contextual Challenges:* The ongoing political and economic instability in Yemen may have influenced respondents' behavior and perceptions, introducing potential biases.
3. *Methodological Boundaries:* While PLS-SEM is robust for predictive analysis, qualitative insights (e.g., interviews) could provide deeper contextual understanding.

b) Future Research Directions

To address these limitations and extend this work, future studies should:

1. Expand the sampling framework to include Zakat payers from the private sector and diverse geographic regions within Yemen.
2. Incorporate comparative studies with Zakat institutions in stable Muslim-majority countries (e.g., Malaysia, Indonesia) to identify transferable strategies.

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3. Investigate the moderating role of macroeconomic factors (e.g., poverty, inflation) on Zakat compliance behavior.
4. Employ mixed-methods approaches to explore nuanced cultural and institutional barriers to compliance.

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16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.



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- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- Single section and succinct.
- An outline of the job done is always written in past tense.
- Concentrate on shortening results—limit background information to a verdict or two.
- Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- Explain the value (significance) of the study.
- Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.



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Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

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Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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ISSN 9755853

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