

The Impact of Employee Relation Management and Transformational Leadership on Employee Performance

Abdulmalik Saad Fadhil Al-Rabiey¹, Mohammed Al-Ghaili², Muath Mohammed Ali Algomaie³,
Sami Mohammed Ahmed Ghanem⁴

School of Economics, Shandong University, China¹, School of Business and Economics, Universiti Putra Malaysia, Malaysia², School of Economics, Shandong University, China³, School of Economics, Shandong University, China⁴

ABSTRACT

Nowadays Business becoming more competitive, especially in terms of globalization, privatization, and liberalization which have brought much change in such business organizations. and to keep motivating the employees and enhancing their satisfaction, the concept of employee relation management ERM has shown up as an important tool to carry out such a mission. Besides, another factor that determines the organization's success is the personality of the manager named Transformational leaders which the researchers believe has an impact, too, on the employees' performance. This study intends to test the impact of ERM and Transformational leaders on employee performance with the moderating role of organizational culture in such an impact. Participants of this study were 120 employees from two Universities in the Republic of Yemen. The respondents voluntarily responded to a questionnaire composed of measures of human resource practices- training, selection, compensation, and rewards- transformational leaders, organizational culture, and the employee's performance. The main conclusion is that there is a positive strong relationship between employee relationship management components- HR. practices and Transformational leader's style- and the employee's performance.

Keywords: Employee Relation Management, Human Resource Practices, Transformational leaders's style, organizational culture, Employee Performance.

INTRODUCTION

The employees are the central matter in the accomplishment of any association. When employees and their employers work together and have mutual respect and a good relationship with each other, they can accomplish their piece of work quicker. Additionally, productivity could be reached via managing employee relationships well. Therefore, Managing the employment relationship and having a strong relationship between the employees and employers result in the organization's productivity. Moreover, one of the manager's must-to-be-done objectives is to create a positive employee relations environment. What links the company with the employees is the coordinators, supervisors, and managers, so they should do their best to maintain a good relationship with employees. Once these relationships are strong, employees will be content and more hardworking than before. Their productivity will increase for sure.

BACKGROUND OF THE STUDY

In the present business environment, the requirement for an employee relationship management system inside any association is so critical these days, and the purpose of it is to increase the number of employees the association has. This system doesn't only manage the growth of every individual in the company but also the overall growth of the organization. ERM is not a technology or a product. It is an approach aimed at bringing the conversation to newer and better avenues within an organisation.

Today, the vast majority of associations centre around employee relationships to enhance employee relationships, for example, the human resource system, HRIS salary disbursement system, performance management, electronic mail for enhancing communication, training and development programmes, and so on. These technologies have improved efficiency, not relationships. If the organisation's administration does not adopt employee-focused values, the above-mentioned technologies might result in spreading negative and low morale instead of a positive impact on the employees' behaviour and morale. In the current time, employee relationship management tools have abolished dependency on the control system and hierarchical command. Its ERM tools have introduced more of a self-organised culture among employees (Armstrong, 2006).

The system of human resources is considered to be the main central component of an organization. It also has much control over marketing, finance, information, materials, technology, and production. All resources can flow freely across boundaries in such a globalised world. Only knowledge is of value and importance enough to

form the basis for the organisation's triumph. As a result, building a good relationship among employees, maintaining high morale, and providing better working conditions in the organisation is what the management of human resources is trying to do. While controlling other organisations's activities, it helps and acts as a change agent (Bajaj et al., 2013).

In such increasingly strained labour markets, organisations should think carefully about the individual employee's needs. Such consideration will help in creating a genuine employee value that will, consequently, help in attracting and retaining qualified employees. Also, it will strengthen the motivation and performance of an employee (Yaquot, A. A. A. Y., Al-Ghaili, M. A. A., et al., 2021) The value of an employee should be looked at in a wider sense. In other words, it is not only their economic needs such as salary, bonuses, and benefits that require the employers' consideration, but also the employee's psychological (e.g., competence, self-actualization, achievement) and social needs such as recognition, trust, and relatedness that require deep and thorough consideration (Strohmeier, 2013).

However, the need for sensitivity and well-handling is required when people are involved. Such sensitive handling is required all the time, but during times of changes in technology, cost-cutting, market slumps, and organisational restructuring, it is much more required. Employee relationship management should address both interactional and procedural equity. In other words, it means that in all the vital processes, employees should be involved (Singh, P., & Kumar, N., 2011).

RESEARCH PROBLEMS

It is the psychology of the employee that affects their way of achieving their piece of work. This is not a newly discovered thing; it has been an issue for ages. Like other employees in other sectors, employees in the education sector do not do their best performance if there is something disturbing their psychology. An abnormal relationship between employees and their employers can be taken as an example (Yaquot, A. A. A. Y., Al-Ghaili, M. A. A., & Al-Harethi, A. A. M. (2021). If employees are not content, then this will affect their way of dealing with customers. Of course, unhappy employees will cause unhappy customers. Consequently, it is the organization that's losing more profit because of such a tense working atmosphere. For that reason, management should make more efforts to maintain a strong relationship with their employees (Yaquot, et al., 2021)

Both the human resources and the management of an organization are the first ones who can create content in an organization that, for sure, will result in achieving the organizational objectives more effortlessly and shortly. Thus, in this situation, there is a necessity for an employer-employee relationship (Bratton and Gold, 2003).

An organization's failure is subject to the organization's top-management negligence and ignorance of their employees. In other words, organizations are not going to succeed unless they pay much attention and importance to their employees. They should feel they have value. Employees should be dealt with as the first customers, and their requirements should be identified and fulfilled. Like CRM (customer relationship management), ERM is the mantra an organization should follow to keep and maintain its employees. Fulfilling the reasonable expectations of employees should be a non-stop process (Kar et al., 2011).

The problem this study intends to address is whether or not employees' performance may vary based on the level of interaction they have with their employers. The study intends to determine whether there is an effect of ERM on performance in the education sector. Hence, the problem of this research can be summarised in the following statement: To what extent does employee relationship management contribute to improving employee performance?

RESEARCH QUESTIONS

1. What is the role/ impact of HR practices on employee performance?
2. What is the relationship between the transformational leadership style and employee performance?
3. What is the role of the organizational culture in moderating the relationship between HRM practices and employee performance?
4. What is the role of the organizational culture in moderating the relationship between Transformational leadership style and employee performance?

RESEARCH OBJECTIVES

This study aims to achieve the following objectives:

1. To study Employee Relationship Management's importance in the Education sector in the Republic of Yemen.

2. To test Employee Relationship Management's effect on employees' performance in the Education Sector in the Republic of Yemen.
3. To identify the obstacles and problems that negatively impact the implementation of ERM in the Education Sector in the Republic of Yemen.
4. To test the participation role of the organizational culture in moderating the relationship of ERM and the employees' performance.
5. To give recommendations and suggestions on how to apply ERM in the organizations more effectively.

SIGNIFICANCE OF THE STUDY

The importance of the research comes from the following aspects:

1. It explores the ERM concept which is currently an emerging trend, and there is not much knowledge and agreement about it.
2. To give some useful information about Employee Relation Management to be used for any further scientific research.
3. Spreading awareness to the examined universities in the Education Sector in Yemen about ERM and its effect on employee performance.
4. The study helps universities in the Education Sector to achieve a high level of performance by applying ERM in their work.
5. This research is a way to develop the skills of the researcher at the research skills and give him the ability to learn more about ERM concepts, processes, and implementation.

THEIRITICAL FRAMEWORK

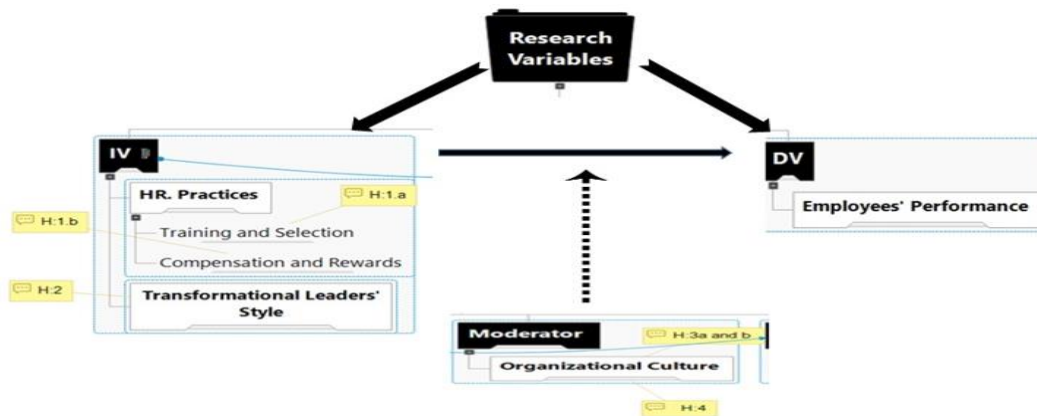


Fig. 1. Theoretical Framework.

THE RESEARCH VARIABLES

The research variables are as follows:

Components of Employee Relation Management:

1. IVs a. Training and Selection (Human Resource Practices)
b. Compensation and Rewards (Human Resource Practices)
2. IV: Transformational Leadership Style
3. DV: Performance of the Employee
4. Moderator: Organizational Culture

THE RESEARCH HYPOTHESES

H1a: Training and Selection have a positive impact on Employee Performance.

H1b: Compensation and Rewards have a positive impact on Employee Performance.

H2: Transformational Leadership Style is positively related to Employee Performance.

H3a: Organizational Culture moderates the relationship between HRM Practices: Training and Selection and Employee Performance.

H3b: Organizational Culture moderates the relationship between HRM Practices: Compensation and Rewards and Employee Performance.

H4: Organizational Culture moderates the relationship between Transformational Leadership Style and Employee Performance. Strong Organizational Culture is more beneficial for the organization.

LITERATURE REVIEW

INTRODUCTION

SECTION (1) - EMPLOYEE RELATIONSHIP MANAGEMENT

When employers well employ human resource management practices like training, job satisfaction, performance appraisal, job rotation, participative management, and career planning, they are taking care of their employees's needs. When there is a satisfied employee, there will be many contributions made by him towards employee relations. Thus, employee relationship management has much to do with the employees' satisfaction (Sinha & Bajaj, 2013). There is no denying that the pillars of organizations to build good relationships with their customers are their employees, so a well-thought-out initiative is required to set well-built foundations for a strong organization-employee relationship (Rai, 2013). Productivity gaps might occur at any time, and this is what worries employers. Building a good employer-employee relationship is a way to close such productivity gaps. Building good relationships with employees promotes employee personal effectiveness and productivity. Strong, sensitive leadership with good employer-employee relationships can build solid ground (Chapman & Goodwin, 2001; Al-Azam, S. A., Omar, S. B., & Alghaili, M. A. A. 2018).

DEFINITION OF ERM:

Employee relationship management is the management of organization-staff communication. Such communication adopts flexibility in order to improve the satisfaction of the organization's staff, which will support the organization in achieving its goal. Employee relationship management runs through every part of the management of human resources. In other words, it begins from the first day of recruiting the staff, and it goes on (Yongcai, 2010). According to Rai and Pareek (2012) employee relationship management is about effective interactions in an organization. Such effective interaction is going to build employee trust, confidence, and loyalty, which will enable the management to bring out the best in everyone inside the organization. It is an effective business tool that makes the employees do their work better and quicker. The emerging discipline of employment relationship management helps the organization identify, differentiate, interact with, and personalise its relationship with its employees.

Employer-employee and employee-company relationships are considered to be internal relationship management for the business. A lot of work regarding this internal relationship management has given much focus to organizational behavior, theory, and management of human resources (Liao et al., 2004). In short, it is the employer/representative manager-employee relationship. It has the aim of maintaining commitment, morale, and trust, which will result in creating a better product, and a secure workplace environment (Bajaj et al., 2013). Going through all the related definitions of employee relationship management, the researcher concluded that employee relationship management controls and manages the employer-employee relationship via meaningful and fruitful communication in the hope of improving employee commitment, employee satisfaction, and employee performance. Also, ERM tries to reduce employee turnover in order to achieve the organization's goals.

SECTION (2) - PERFORMANCE OF EMPLOYEES

Employees' management is required to make sure the performance of the employees is inconsistent with the organizational objectives. The – employees- have to know more about the performance standards not just their responsibilities and duties (Pilbeam & Corbridge, 2002).

The concept of performance has something to do with both: what was achieved and how it was achieved. The performance of the organization could be measured in different ways. To measure what was achieved in an organization, we use the most apparent way, which is used in many studies. The way is by reference to key performance indicators (KPIs). It has much to do with the financial results, either productivity or profitability (Armstrong, 2009). The general belief of the employees about their behavior and assistance in the triumph of the organization is being represented by the perceived employees' performance. There are three factors that can determine the performance of employees. Declarative knowledge, motivation, and procedural knowledge might be the performance determinants (Ahmad & Shahzad, 2011).

PERFORMANCE MANAGEMENT

The management of performance could be defined as a strategic and integrated method to achieve constant success in organizations. The way to do that is by improving and developing the abilities of the teams and the contributions of individuals who work in the organization (Pilbeam & Corbridge, 2002; Yaquot, A. A. A. Y., Al-Ghaili, M. A. A., et al., 2021). The general aim of performance management is to develop the ability of employees to meet expectations. Meeting their expectations and achieving their complete potential is essential to the advantage of themselves and the organization. Performance management ensures that it provides the guidance and support that employees need for self-development (Armstrong, 2009).

Management of performance is considered a fundamental part of effective management of human resources and development strategy (Hayward, 2005). The management of performance is a systemic process. It tries to improve individuals' and teams' performance, which will consequently have an effect on organizational performance. The point of it is to have better results and performance at the workplace. Understanding and managing performance within an all-agreed framework of planned objectives is a way of achieving much better performance at work (Armstrong, 2009).

PERFORMANCE APPRAISAL

A key, critical element in the system of performance management is performance appraisal. Performance appraisal is a sub-set of performance management. Performance appraisal is related to the formalized process that aims to assess and measure the performance of employees against the already agreed-upon goals and objectives. Formal performance appraisals can take place once a year or more often (Pilbeam & Corbridge, 2002).

Therefore, assessing and measuring the job achieved by the employee against the agreed objectives is the key purpose of performance appraisal. The performance measures should be related to strategic goals. It should emphasize outputs, indicate the available evidence as to the measurement basis, and give a sound basis for feedback (Pilbeam & Corbridge, 2002).

PROCESS OF PERFORMANCE APPRAISAL

As shown in Figure 2 identifying what performance goal an organization is looking to appraise is the first step in the process of performance appraisal. The organization's management has to be selective in specifying appraisal goals that the organization thinks are important and achievable because the appraisal system is not efficient and effective in bringing out the desired purpose the organization looks for. For example, some organizations might like to concentrate on employee development, while other organizations might concentrate on payment adjustments. The failure behind such systems of performance appraisal is that the management relies much on one method. In other words, management does not determine what it specifically wants the system to accomplish.



Figure 2: Process of Performance Appraisal

Source: Mondy, "Human Resource Management", Prentice Hall, , 2012.

The system of performance appraisal used depends much on its purpose. The rating scales, the traditional method, can be appropriate when the key emphasis is on selecting employees for promotion, pay

increase, and training. Collaborative methods, including input from the employees, might prove to be more appropriate and suitable to improve employees (Mondy, 2012).

EMPLOYEE RELATION MANAGEMENT EFFECT ON PERFORMANCE OF EMPLOYEES

An imaginative and flexible system of administration and management has too much to do with the success of the work. This success does not only assist in bringing the potential of the trained, skilled, and valuable manpower resources but also provides good working conditions for a better performance level (Chandra, 2009).

Professionals of Human Resources begin, using the customer relation management approach, to better understand the employees in a new way (Batista et al., 2003) Based on a similar principle to Customer Relation Management, Employee Relation Management was developed (Krill, 2008).

1. Protecting the employee base
2. Nurturing the employee base
3. Increasing the asset value of the employee base

To be more specific, Employee Relation Management allows professionals in Human Resources to better address the motivations, preferences, and needs of employees. Also, it will align employment practices to real needs, so this will result in minimizing turnover of the staff and maximizing retention of staff this is shown below in figure 3 (Batista et al., 2003).

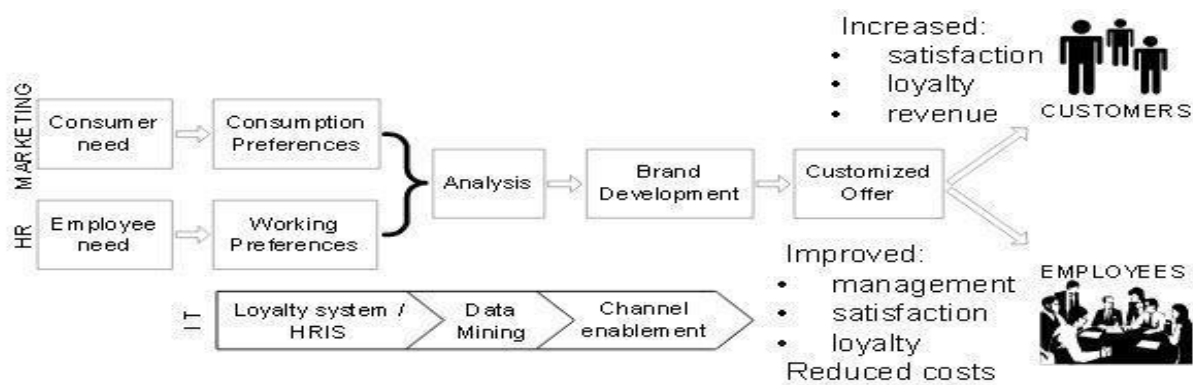


Figure: 3 Customer and Employee Relationship Management

Source: Batista et al., "Potentialities of customer relationship management in the building of government reputation", Proceedings of the Third European Conference on e-Government, 2003.

Employee Relationship is a key factor in determining the employees' performance, and it could be via motivating employees, better working conditions, and effective communication. Every organization desires to have more effective and proper Employment Relation Management because it helps in enabling employee relations personalizing. Only through Employee Relations that gaps be well filled because Employee Relations acts proactively on those issues that cause the productivity gaps (Vineet et al., 2013).

Employee relations management has many effects on the performance of the employees and organizations. According to Enterprise's Profit model mentioned below, the ultimate goal of the organization behind implementing Employee Relation Management is to reach get all-win status. In other words, by implementing ERM the organization is seeking to reach the win-win of other organizations and employees. Such a relationship between the organization, customer, and staff is shown below (Yongcai, 2010).

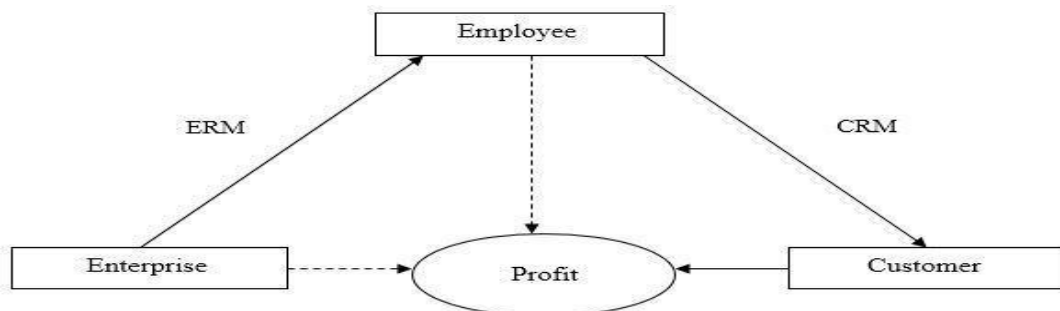


Figure:4 The Enterprise's Profit Model

Source: Yongcai, "Employee Relationship Management of Small and Medium-sized Enterprises", 2010.

SECTION (3)- TRANSFORMATIONAL LEADERSHIP

Transformational leaders are not just ordinary leaders. Unlike others, they urge their employees/followers to use 'what is already in hand' and to explore new bright horizons. Transformational leaders are so positive and always ready to give a hand to their employees/followers to achieve unordinary goals (Antonakis, Avolio, & Sivasubramaniam, 2003). Transformational leaders change their followers' self-interest into a bigger interest, so this style is important to set confidence in a workplace. Such joint confidence helps the group/team in facing any challenges or threats in the days to come (Yaquot, A. A. A. Y., Al-Ghaili, M. A. A., et al.,2021; Bass & Avolio, 2003)

SECTION (4) – ORGANIZATIONAL CULTURE

"Culture is the way of life", according to the Cambridge Dictionary. General customs, beliefs, and collective goals that a group of people shares at the workplace could be defined as organizational culture. Organizational culture can be referred to as a series of distinctive characteristics of an organization. Ideas, concepts, traditions, customs, habits, and procedures are included in such a concept" Organizational Culture (Harris P. R, R.T Moran, 1981).

According to Ojo O.(2008), no denying that there is a relationship between organizational culture the performance. Organizational culture is the atmosphere that pervades the interior of a company or association. What could be included in the organizational culture are mutual understanding, intangible values, and assumptions. Also, the impact that culture has on human behavior at work is much. The more the companies/organizations get to know about the concept of organizational culture, the better the working environments, and the better the performance (Nadler M & Nadler D., 1998).

HYPOTHESIS DEVELOPMENT

ERM AND EMPLOYEE PERFORMANCE

According to Fanjana (2000), there should be a unified authority within an organization. In other words, a unified loyalty and authority should exist in an organization. Fajana, in his unitary theory, emphasizes that employee relations are directly influenced by some factors like common values, shared goals, objectives, and interests. The organization's workforce should recognize the organization as the absolute and only single authority source. No other alternative authority sources are allowed to exist and should be eliminated in case one shows up Abbott (2006).

Therefore, Developing the human capital by training them could make them the best partners in the organization and that will be reflected in their work performance, (Noe et al.,2004). According to Sheaffer et al. (2009), teamwork is highly encouraged. It is vital in achieving multiple, complex, and interdependent tasks. They also stressed that the weaknesses that existed in the individual employee could be overcome and supplemented by teamwork.

These findings mentioned above led to the assumption of the following hypothesis:

H1a: Training and Selection has a positive effect on the Employee Performance.

Management of business internal relationship refers to the relationship between the employee and employer, and between the employee and the organization. Some research regarding this internal relationship management has focused on organizational conduct/theory and management of human resources (Liao et al., 2004). Employee trust development is affected by human resource activities. The better the design of the activities of human resources, the better the trust. Thus succeeding in building better trust can for sure develop the effectiveness of the organization (Whitener, 1997; Al-Azam, S. A., Omar, S. B., & Alghaili, M. A. A. (2018).

A positive work environment is the result of healthy employee-employee relationships. Once employees have a good relationship, they don't spend much time to achieve their targets (Al-Azam, S. A., Omar, S. B., & Alghaili, M. A. A. (2018). They also can be more attentive in doing their assignments, so their output and productivity increase. If there are no constant fights at work, employees will be more eager to

cooperate with each other. Their work will no longer be a burden then. Communication also plays a major role in the workplace. It does improve the employee-employee relationship (Kovach, 1995).

Based on the above mentioned findings, the reserchers come to assume the following hypothesis:

H1b: Compensation and Rewards have a positive effect on Employee Performance.

TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PERFORMANCE

In trying to help managers how to manage their employees/followers, a wide range of research has been conducted. Among those scholars are Bass and Al-Ghaili et al., (2019), they both talked about leadership styles-namely transformational and transactional. Transactional leadership is said to be based on relationship exchange. Unlike the first style, the transformational style is more focused on employee development. In other words, it supports the employees, urges them up, and tries its best to get their needs satisfied.

The existence of positive relationships between employee performance and transformational leadership has been mentioned and proved in previous studies. According to Shin and Zhou (2003), there is a positive relationship between the transformational leadership style and the creativity of followers. Dvir et al. (2002) prove that such a relationship between the transformational leadership style and the performance of followers is positive. Based on the above-mentioned studies, the researcher gets to hypothesize:

H2: Transformational Leadership Style is positively related to employee performance.

THE MODERATING EFFECT OF ORGANIZATIONAL CULTURE

Attitudes and norms have been used as the basis for arranging the various attributes of culture. Such norms and attitudes assist in making organizations different from one another. Each and everyone has his ones. Two different organizations will not have identical norms and attitudes for sure. The success guidance is based on different values and norms that make culture effective. That set of norms, values, and behaviors is the one that makes the culture at a workplace more effective. (Schein, 1990).

According to Titieve (1959), it is a mixture of beliefs, explanations, values, and behavior. Such a mutual combination offers guidance to others in the workplace. The idea of culture is to share in the process of learning. The concept of having an effective organizational culture is obsessing managers. It takes part in improving decisions in business (Schein, 1990; Al-Ghaili et al., 2019).

The loosely knit organizational cultures help in pushing the thoughts, attitudes, and beliefs of individuals to be more innovative. The valuable asset contributes to the growing needs and wants of culture management (Deal and Kenndy,1982). Based on the above views of other scholars and researchers, the researcher comes to assume the following:

H3: Organizational Culture moderates the relationship between HRM Practices and the Employee Performance. High Organizational Culture is more beneficial for the organization.

H4: Organizational Culture moderates the relationship between Transformational Leadership Style and the Employee Performance. High Organizational Culture is more beneficial for the organization.

RESEARCH METHODOLOGY

The research follows the descriptive analytical approach that the developed hypotheses are tested after conducting the planned data collection process. The researcher depends on using the (SPSS) to analyze the data collected by a questionnaire, which is the primary source.

SOURCES OF DATA

Like other research, two types of data have been used to conduct this study: primary and secondary data. Besides, other previous literature like books, journals, and internet resources have been used to collect the secondary data while the primary data is collected via a questionnaire tailored for this study. A sample of the questionnaire used to collect the required information can be seen in the appendix below. 5-point Likert has been used in the questionnaire.

METHOD AND INSTRUMENT OF DATA COLLECTION

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It is the questionnaire that has been used as the primary source of data collection. Based on the literature review, the questionnaire was built and developed. Other's previous work and analysis on the same topic as mine have inspired me to set my own questionnaire well. The questionnaire consists of 5 parts- including the demographics information.

First, the demographic part, which includes the following dimensions: age, gender, education, position in the chosen organization, and years of experience.

Second, Human Resource Practices - Training, Development & Education, and Compensation and Rewards- were measured by adapting the Human Resource Practices Survey developed by Goldstein (1996). It consisted of 11 items that mainly focused on Development & Education, and Compensation, and Rewards.

Third, Transformational Leader Behaviors were measured by adapting a questionnaire developed by Philip M. Podsakoff, Scott B. MacKenzie, and William H. Bommer (1996). It consisted of 7 items that completely focused on transformational leader behaviors.

Fourth, the Organizational Culture was measured by adapting the Organizational Culture Assessment Questionnaire (OCAQ). It was developed by Marshall Sashkin, William E. Rosenbach (1996) -which was based on the work of DR. Talcott Parson who was a sociologist at Harvard. It consisted of 8 items that wholly focused on functions like managing change, coordinating teamwork, achieving goals, and building a strong culture.

Finally, Employee Performance was measured by adapting the questionnaire that was developed by Armstrong (2009). It consisted of 10 items covering the performance of the employee. A questionnaire consisting of statements on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) has been employed for measuring all concepts involved in the study.

RESEARCH POPULATION

The research population included employees from the public Education sector in Yemen. Ibb University was the first one, and the other one was Sana'a University.

RESEARCH SAMPLE

A stratified random sample has been used by the researcher. As you know, the stratified random sample is dividing the population into groups that do have similar characteristics and attributes. The targeted respondents were the employees of the two universities.

Table: 1 Sample of the Research

The organization	Number of the research Sample
Ibb University	60
Sana'a University	60
Total	120

VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Different procedures have been taken to test the validity of this research in order to successfully validate the questionnaire. First, the researcher used a literature review to make sure about the validity of the content. There is a number of different approaches to test the validity. Two statistical tests should be applied to test the questionnaire validity. The first one (Pearson test) measures the correlation coefficient between each paragraph in one field and the whole field. The second test is the structure validity test. It is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. Also, Kaiser- meyer-olkin was used to test the validity of the questionnaire.

To test the reliability of the questionnaire, the researcher used the Alpha Cronbach test. Both results-the reliability and validity- will be displayed in data analysis. As a way of identifying any ambiguities in the questionnaire items, the researcher used the pilot test. 20 respondents voluntarily filled out the questionnaire so that we could run the pilot test. The pilot test showed that there were no ambiguities at all in the questionnaire items. Everything was clearly explained in the items, so there was no item deletion/exclusion.

DISCUSSIONS OF RESULTS

DATA PRESENTATION

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This section deals mostly with data presentation of the general information extracted from the questionnaires which were provided by the sampled unit.

GENERAL DATA PRESENTATION

Table 2: Distribution and Return of the questionnaire by the sample unit

	Administered	Returned	Unreturned/unclear responses
Number	150	120	30
Percentage	100%	80%	20%

From the above table 2, it is observed that out of the 150 questionnaires distributed (100%) to the sample population, 120 questionnaires were filled out and returned, giving a response percentage of 80% which indicates that the response was effective for the study. However, 10 questionnaires were not returned by the respondent giving a rate of 6.67% for the unreturned questionnaires. Unfortunately, 20 questionnaires had unclear responses, so they were regarded as invalid. The unreturned questionnaires were a result of the busy schedules of some of the managers and even some employees.

Table 3: Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	101	84.2%
Female	19	15.8%
Total	120	100%

Based on the statistics presented above in table 3, we can say that most of the respondents are males with 101 (84.2%) while females were 19 (15.8%). Such numbers given above indicate that most universities have male employees, and few of them are female employees.

Table 4: Age Distribution of Respondents

Ages	Frequency	Percentage
Less than (25)	7	5.8%
Ages (26 – 30)	17	14.2%
Ages (31 – 40)	79	65.8%
Ages 41 and above	17	14.2%
Total	120	100%

The demographic statistics show the most frequent age group in the sample was the (31 – 40) age group with 65.8% frequency. Both age groups (26-30) and (41 and above) have the same percentage with 14.2% frequency, leaving the least frequent age group (less than 25) with a frequency of 5.8%.

Table 5: Workplace Position Distribution of Respondents

Workplace Position	Frequency	Percentage
Top management	15	8.23%
Middle management	26	21.6%
Operational management	79	65.8%
Total	120	100%

As displayed in table 5 above, the research questionnaire was filled out by 120 respondents in total; 15 of them were top managers (8.23% of the sample); 26 of the respondents were holding middle-management positions (21.6%), and the rest 79 respondents were employees in the operational management sectors (65.8% of the sample).

Table 6: Distribution of Respondents with regards to Educational level

Educational Level	Frequency	Percentage
Bachelor Degree	99	82.5%
Master Degree	10	8.3%
Ph.D.	4	3.3%
others	7	5.8%
Total	120	100%

As shown in the statistics in table 6 above, most of the respondents (99) were Bachelor's degree holders with a percentage of 82.5%; 10 respondents were Master degree holders with a frequency of (8.3%), 4 respondents were Ph.D. holders with a frequency of (3.3%) and the other 7 respondents were holders of other diploma degrees (5.8%).

DATA DISTRIBUTION IN TERMS OF EMPLOYEE'S EXPERIENCE

The last section concerns the universities' employees and their overall experience in order to understand the level of their experience, and how that could have influenced their practices.

Table 7: Data Distribution in Terms of Employee's Experience

Work experience	Frequency	Percentage
Less than 5 years	8	6.67%
5 years – 9 years	58	48.3%
10 years – 15 years	35	29.1%
More than 15 years	19	15.8%
Total	120	100%

The result shows that the majority of the respondents-58- had 5 to 9 years of work experience (48.3%) of the overall sampled population; 35 respondents have work experience of between 10 to 15 years (29.1%) of the sampled population); 19 of them had a work experience of more than 15 years (15.8%) of the sample population, and only 8 respondents had work experience of fewer than 5 years (6.67% of the sampled population).

STABILITY AND CONSISTENCY OF THE QUESTIONNAIRE:

In order to analyze the stability and consistency of the study tool, the Cronbach's Alpha test was used to ensure the stability of the study tool, and the Pearson correlation test was also used to ensure the consistency of the study tool.

RESULT OF THE CRONBACH'S RELIABILITY TEST

As mentioned earlier in chapter four, the Cronbach's Alpha test is used to test the reliability of our questionnaire which serves as an instrument of data collection.

Table 8: Cronbach's Reliability Test

No.	Variables	Number of items on the questionnaire	Cronbach's Alpha
1	Human Resource Practices		
	<i>a.</i> Training, and Selection	6	0.732
	<i>b.</i> Compensation and Rewards	5	0.915
2	Transformational Leader Behaviors	7	0.840
3	Organizational Culture	8	0.918
4	Employee Performance	10	0.876

Reliability

From Table 8, it is clear that the value of Cronbach's Alpha for all aspects of the study tool is greater than .7, and it is a good value (Nunnally, 1994). Two of the values are in the 90s, and it is a strong value that tells that indicates the stability of the study tool in general.

Table 9: Result of the Validity Test

KMO and Bartlett's test		
Kaiser- meyer-olkin measure of sample adequacy.		.881
Bartlett's test for sphericity	The approximate chi-square	365.665
	Df	10
	Sig.	.000
Based on Kaiser guidelines, we can say that this value is marvelous. It has very good validity.		

Table 10 : Analysis of the mean and standard deviation of HR. Practices-Compensation and Rewards

No.	Items of HR. Compensations and Rewards	Mean	Std Deviation	Range
4	In the organization where I work, I get incentives such as promotions, commissioned functions, awards, bonuses, etc.	3.5820	1.07442	5.00
Mean and Std. Deviation in general:		3.3820	0.76190	5.00

DESCRIPTIVE STATISTICS RESULTS:

Table 11 : Analysis of the mean and standard deviation of Transformational Leader Behaviors

No.	Items of Transformational Leader Behaviors	Mean	Std. Deviation	Range
3	Gets the group to work together for the same goal.	3.8033	0.96757	5.00
Mean and Std. Deviation in general:		3.5398	0.73317	5.00

By having a look at the table above- an analysis of the mean and Std. Deviation in Transformational leadership behaviors, we can see that the maximum mean value was 3.8033. Besides, the general mean of the items of Transformational leadership behaviors was (3.5), and the general standard deviation of it was (0.73317).

Table 12: Analysis of the mean and standard deviation of Organizational Culture

No	Items of Organizational Culture	Mean	Std. Deviation	Range
3	People believe in teamwork, the "what's in it for us" approach rather than "what's in it for me."	3.6148	0.97444	5.00
Mean and Std. Deviation in general:		3.5164	0.65357	5.00

By having a look at the table above- an analysis of the mean and Std. Deviation in Organizational Culture, we can see that the maximum mean value was 3.6148. Besides, the general mean of the items of Organizational Culture was (3.5), and the general standard deviation of it was (0.65357).

Table 13: Analysis of the mean and standard deviation of Employee Performance

No	Items of Employee Performance	Mean	Std. Deviation	Range
2	My job is interesting and challenging.	3.7951	0.97860	5.00
Mean and Std. Deviation in general:		3.6238	0.67885	5.00

By having a look at the table above- an analysis of the mean and Std. Deviation in Employee Performance, we can see that the maximum mean value was 3.7951. Besides, the general mean of the items of Employee Performance was (3.6), and the general standard deviation of it was (0.67885).

TESTING THE STUDY HYPOTHESES

Table 14 Correlations

	HR.: training and selection	HR.: compensation and rewards	Transformational leadership behaviors	Organizational culture	Employee performance
HR. Practices: training and selection	1				
HR. practices: compensation and rewards	.543**	1			
Transformational leadership behaviors	.644**	.601**	1		
Organizational culture	.693**	.586**	.682**	1	
Employee performance	.693**	.569**	.673**	.784**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation: Pearson correlation was used in this study as it measures the strength of associations between variables. Results of Pearson correlation shows that positive correlation exists in HR. Practices: training and selection and HR. practices: compensation and rewards with .543** value with significance of .01 and in HR. Practices: training and selection and Transformational leadership behaviors with .644** value with significance of .01 and in HR. Practices: training and selection and Organizational culture with .693** value with significance of .01 and in HR. Practices: training and selection and Employee performance with .693** value with significance of .01. This means all these are positively and significantly related with each other.

Relationship between HR. practices: compensation and rewards and HR. Practices: training and selection was positive with value .543** and significant at .01. HR. practices: compensation and rewards and Transformational leadership behaviors also have a positive relationship with value .601** and significance of .01. HR. practices: compensation and rewards and Organizational culture also have a positive relationship with value .586** and significance of .01. HR. practices: compensation and rewards and Employee performance also have a positive relationship with value .569** and significance of .01.

Relationship between Transformational leadership behaviors and HR. Practices: training and selection were positive with a value .644** and significant at .01. Transformational leadership behaviors and HR. practices: compensation and rewards also have a positive relationship with value .601** and significance of .01. Transformational leadership behaviors and Organizational culture also have a positive relationship with value .682** and significance of .01. Transformational leadership behaviors and Employee performance also have a positive relationship with value .673** and significance of .000.

Relationship between Organizational culture and HR. Practices: training and selection was positive with value .693** and significant at .01. Organizational culture and HR. practices: compensation and rewards also have a positive relationship with value .586** and significance of .000. Organizational culture and Transformational leadership behaviors also have a positive relationship with value .682** and significance of .01. Organizational culture and Employee performance also have a positive relationship with value .784** and significance of .01.

Relationship between Employee performance and HR. Practices: training and selection was positive with value .693** and significant at .01. Employee performance and HR. practices: compensation and rewards also have a positive relationship with value .569** and significance of .01. Employee performance and Transformational leadership behaviors also have a positive relationship with value .673** and significance of .01. Employee performance and Organizational culture also have a positive relationship with value .784** and significance of .01. Hence it is seen that all the variables affect each other positively and significantly as shown in the table above.

The first sub-hypothesis: " H1a: "Training and Selection has a positive impact on the Employee Performance in the education sector in Yemen." The results of the first sub-hypothesis test as shown in the following table:

Table 15: Results of the regression test between HR. Practices-training and selection and the performance of the employee.

R	R Square	Adjusted R ²	F- test	
			F	Sig.
0.693a	0.481	.477	897.531	0.000
a. Predictor : (Constant), HR. practices- training and selection				
b. Dependent Variable : Performance of the employee				

Coefficients ^a

Unstandardized Coefficients		Standardized Coefficients		
B	Std. Error	Beta	T	Sig.
0.684	.065	.693	10.543	0.000
a. Dependent Variable: performance of employee				

Regression: The regression table measures the amount of total variation in the dependent variable due to the independent variable. Table 15 shows the value of Adjusted R² is .477. This value indicates that there is almost 47% variation in the dependent variable (performance of employees) due to one unit change in the independent variable. The F value is 897.531 at 0.000 significant level which shows that the model is good as its value is less than 0.05.

Coefficient of Regression: Moving on the beta value of the independent variable -HR. Practices-training and selection- is .693 with t value 10.543 and significant level of 0.000. This beta value indicates the amount of change in the dependent variable -Employee performance- due to changes in the independent variable -HR. Practices-training and selection-as shown in the table above.

Besides, it is clear from Table (15) that there is a positive effect of HR. Practices- Training and selection (as an independent variable) on the employee performance- as a dependent variable- because the value of B is positive, and that means when HR. training and selection goes up by 1, the effectiveness of the employee performance goes up by 0.684. R -Value is 0.693a which means that the relationship between the independent variables and the dependent variable is very high.

Based on the above interpretation, the researcher concludes that the hypothesis that states: "**HR. practices: training and selection has a positive relationship with the performance of the employee**" was accepted.

The second sub-hypothesis: " H1_b: "H1_b: Compensation and Rewards has a positive impact on the Employee Performance in the education sector in Yemen."

The results of the second sub-hypothesis test as shown in the following table:

Table (16): Results of the regression test between HR. Practices-compensation and rewards a performance of the employee.

R	R Square	Adjusted R	F- test	
			F	Sig.
Model Summary				

0.569a	0.323	.318	57.368	0.000a
a. Predictor: (Constant), HR. practices- compensation and rewards				
b. Dependent Variable: Performance of the employee				

Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		
B	Std. Error	Beta	T	Sig
0.507	.067	.569	7.574	0.000

a. Dependent Variable: performance of employee

Regression: Regression table measures the amount of total variation in dependent variable due to independent variable. Table 20 shows the value of Adjusted R2 is .318. This value indicates that there is almost 31% variation in dependent variable (performance of employees) due to one unit change in the independent variable. The F value is 57.368 at 0.000 significant level which shows that the model is good as its value is less than 0.05.

Coefficient of Regression: Moving on the beta value of independent variable -HR. practices: compensation and rewards- is .569 with T- value 7.574 and significant level of 0.000. This beta value indicates the amount of change in the dependent variable -Employee performance- due to changes in the independent variable -HR. Practices: compensation and rewards -as shown in the table above.

Besides, it is clear from Table (16) that there is a positive effect of HR. Practices: compensation and rewards (as an independent variable) on the employee performance- as a dependent variable- because the value of B is positive, and that means when HR. Practices: compensation and rewards goes up by 1, the effectiveness of the employee performance goes up by 0.507. R-Value is 0.693a which means that the relationship between the independent variables and the dependent variable is very high. Based on the above interpretation, the researcher concludes that the hypothesis that states: “HR. practices: Compensation and Rewards has a positive impact on the Employee Performance in the education sector in Yemen.” was accepted.

The second hypothesis: "**H2: Transformational Leadership Style is positively related to the Employee Performance in the education sector in Yemen.**" The results of the second hypothesis test as shown in the following table:

Table 17 : Results of the regression test between Transformational leader’s behaviors and the performance of the employee.

Model Summary

R	R Square	Adjusted R	F- test	
			F	Sig.
0.673a	0.453	.448	99.264	0.000a

a. **Predictor:** (Constant), Transformational leader’s behaviors

b. **Dependent Variable:** Performance of the employee

Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		
B	Std. Error	Beta	T	Sig
0.623	.063	.673	9.963	0.000

a. Dependent Variable: performance of employee

Regression: Regression table measures the amount of total variation in dependent variable due to independent variable. Table 17 shows the value of Adjusted R2 is .448. This value indicates that there is almost 44% variation in dependent variable (performance of employees) due to one unit change in the independent variable. The F value is 99.264 at 0.000 significant level which shows that the model is good as its value is less than 0.05.

Coefficient of Regression: Moving on the beta value of independent variable - Transformational leader’s behaviors - is .673 with T- value 9.963 and significant level of 0.000. This beta value indicates the amount of

change in the dependent variable -Employee performance- due to changes in the independent variable - Transformational leader’s behaviors -as shown in the table above. Besides, it is clear from Table (17) that there is a positive effect of Transformational leader’s behaviors (as an independent variable) on the employee performance- as a dependent variable- because the value of B is positive, and that means when Transformational leader’s behaviors goes up by 1, the effectiveness of the employee performance goes up by 0.623. R - Value is 0.453 which means that the relationship between the independent variables and the dependent variable is very high. Based on the above interpretation, the researcher concludes that the hypothesis that states: “TransformationalLeadership Style is positively related to the Employee Performance in the education sector in Yemen.” was accepted.

INTERACTION PARTICIPATION

H3: Organizational Culture moderates the relationship between HRM Practices and the Employee Performance. High Organizational Culture is more beneficial for the organization.

H3a: Organizational Culture moderates the relationship between HRM Practices: Training and Selection and the Employee Performance.

H3b: Organizational Culture moderates the relationship between HRM Practices: Compensation and Rewards and the Employee Performance.

X1: Training and Selection ; X2 : Compensation and Rewards; X3: Transformational Leadership Style; M: Organizational Culture.

H1a: Training and Selection have a positive impact on the Employee Performance.

Table 18: Results of the regression test between HR. Practices-training and selection and the performance of the employee.

R	R Square	Adjusted R	F- test	
			F	Sig.
0.693a	0.481	.477	897.531	0.000
a. Predictor : (Constant), HR. practices- training and selection				
b. Dependent Variable : Performance of the employee				

Coefficients ^a

Unstandardized Coefficients		Standardized Coefficients		
B	Std. Error	Beta	T	Sig.
0.684	.065	.693	10.543	0.000
a. Dependent Variable: performance of employee				

H3a: Organizational Culture moderates the relationship between HRM Practices: Training and Selection and Employee Performance.

Table (19): Interaction part

The model summary					
Model	R	R 2	Adjusted R 2	ΔR2	ΔF
1	0.693	0.481	0.477	0.481	111.162
2	0.817	0.667	0.659	0.187	33.113

Tabel (20): The coefficient

model		Nonnormalized coefficient		The standard coefficient	t	Sig.
		B	Standard error	A trial version		
1	(constant)	1.193	.235		5.078	.000

	HR.SELECTION	.684	.065	.693	10.543	.000
2	(constant)	-.490	.578		-.847	.399
	HR.SELECTION	.596	.188	.604	3.172	.002
	CULTURE	.915	.188	.881	4.868	.000
	X1M	-.095	.053	-.571	-1.796	.075

From the model summary table, it can be seen that the model with moderator variable M and interaction term X1M is added, and the adjusted R² is changed from .477 to 0.659, so the explanatory power is increased. However, it can be seen from model 2 in the coefficient table that the coefficient Sig of the interaction term is 0.075, greater than 0.05, so the coefficient is not significant, that is, the moderate effect is not significant, and H3a is not established.

H1_b: “H1_b: Compensation and Rewards has a positive impact on the Employee Performance in the education sector in Yemen.”

Table 21: Results of the regression test between HR. Practices-compensation and rewards and the performance of the employee.

Model Summary

R	R Square	Adjusted R	F- test	
			F	Sig.
0.569a	0.323	.318	57.368	0.000a
a. Predictor: (Constant), HR. practices- compensation and rewards				
b. Dependent Variable: Performance of the employee				

Coefficients ^a

Unstandardized Coefficients		Standardized Coefficients		
B	Std. Error	Beta	T	Sig
0.507	.067	.569	7.574	0.000

a. Dependent Variable: performance of employee

H3_b: Organizational Culture moderates the relationship between HRM Practices: Compensation and Rewards and the Employee Performance.

Table 22: The model summary

Model	R	R ²	Adjusted R ²	ΔR ²	ΔF	
1	0.569	0.323	0.318	0.323	57.368	
2	0.797	0.635	0.626	0.311	50.297	
The coefficient						
model		Nonnormalized coefficient		The standard coefficient	t	Sig.
		B	Standard error	A trial version		
1	(constant)	1.91	0.232		8.237	0
	HR.REWARDS	0.507	0.067	0.569	7.574	0
2	(constant)	0.228	0.578		0.395	0.693
	HR.REWARDS	0.284	0.199	0.319	1.43	0.155
	CULTURE	0.834	0.182	0.803	4.575	0

	X2M	-0.041	0.057	-0.243	-0.719	0.473
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As can be seen from the model summary table, the adjusted R2 of the model with the moderator variable M and the interaction term X2M is changed from 0.318 to 0.626, so the explanatory power is increased. However, as can be seen from model 2 in the coefficient table, the interaction term's coefficient Sig is 0.473, greater than 0.05, so the coefficient is not significant, that is, the regulating effect is not significant, and H3b is not established.

H2: Transformational Leadership Style is positively related to the Employee Performance in the education sector in Yemen.”

Table 23: Results of the regression test between Transformational leader's behaviors and the performance of the employee.

R	R Square	Adjusted R	F- test	
			F	Sig.
0.673a	0.453	.448	99.264	0.000a
a. Predictor : (Constant), Transformational leader's behaviors				
b. Dependent Variable : Performance of the employee				

Coefficients^a

Unstandardized Coefficients		Standardized Coefficients		
B	Std. Error	Beta	T	Sig
0.623	.063	.673	9.963	0.000

a. Dependent Variable: performance of employee

H4: Organizational Culture moderates the relationship between Transformational Leadership Style and the Employee Performance. High Organizational Culture is more beneficial for the organization.

Table 24: The model summary

model	R	R 2	Adjusted R 2	ΔR2	ΔF
1	0.673	0.453	0.448	0.453	99.264
2	0.809	0.654	0.646	0.202	34.416

The coefficient

model		Nonnormalized coefficient		The standard coefficient	T	Sig.
		B	Standard error	A trial version		
1	(constant)	1.418	0.226		6.276	0
	LEADERSHIP	0.623	0.063	0.673	9.963	0
2	(constant)	0.015	0.53		0.028	0.977
	LEADERSHIP	0.408	0.167	0.44	2.448	0.016
	CULTURE	0.817	0.183	0.786	4.453	0
	X3M	-0.055	0.05	-0.336	-1.111	0.269

As can be seen from the model summary table, the adjusted R2 of the model with the moderator variable M and the interaction term X3M is changed from 0.448 to 0.646, so the explanatory power is increased. However, as can be seen from model 2 in the coefficient table, the interaction term's coefficient Sig is 0.269, greater than 0.05, so the coefficient is not significant, that is, the adjustment effect is not significant, and H4 is not established.

SUMMARY OF THE FINDINGS:

The following table summarizes all the results in terms of the hypothesis that were found to be true.

Table 25: Summary of the findings

Hypothesis	Direction	Hypothesis supported
H1.a: Compensation and Rewards has a positive impact on the Employee Performance in the education sector in Yemen.	positive	Supported
H1_b: H1 _b : Compensation and Rewards has a positive impact on the Employee Performance in the education sector in Yemen.	positive	Supported
H2: Transformational Leadership Style is positively related to the Employee Performance in the education sector in Yemen.	positive	Supported
H3a: Organizational Culture moderates the relationship between HRM Practices: Training and Selection and the Employee Performance.	Negative	Not
H3b: Organizational Culture moderates the relationship between HRM Practices: Compensation and Rewards and the Employee Performance.	Negative	Not
H4: Organizational Culture moderates the relationship between Transformational Leadership Style and the Employee Performance. Strong Organizational Culture is more beneficial for the organization.”	Negative	Not

DISCUSSION OF THE RESULT

The major purpose of this research is to investigate the effect of ERM components conducted in the study- on employees’ performance in the Education Sector in Yemen. The conclusions are as follows: There is an obvious effect on the employee’s performance that ERM components can make. The term is getting more value by organizations. People in charge of those organizations realize that building stronger relationships among employees could only be achieved by managing the employee relationship. Besides, they get to know that more commitment and performance can be achieved if applying the ERM more efficiently and effectively. What the research has revealed is that if Employee Relation Management components -HR practices, and transformational leaders’ behaviors- are well implemented in organizations and managers and directors pay it much and better attention, the employees’ performance in a company could be enhanced.

A good relationship between the manager and employee affects employees’ performance where the good relationship can earn the loyalty and commitment of the employees when the manager provides steady leadership, clear communication, and treat the employees fairly and consistently (Al-Ghaili et al., 2019).. The research has found that leadership style affects the employees’ performance, too.

Transformational leadership style can bring benefits to both sides- the leader and the followers- in that it consolidates collective trust, loyalty, work respect, support, effective communication, and understanding (Graen & UhlBien, 1995). Thus, the study is in agreement with the findings of Bass and Avolio, (2003) Graen & UhlBien, (1995) in terms of leadership style.

But it has been found that there is no effective moderating effect of the organizational culture on the relationship between the IV- HR.practices and the transformational leader and the DV-employees’ performance. There is no strong organizational culture in the sample population which, consequently, has nothing to do with the employees’ performance. The more the companies/ organizations get to know about the concept of organizational culture, the better the working environments, and the better the performance. Thus, unfortunately, this finding is not inconsistent with these findings. We cannot generalize such a finding because the sample wasn’t that big to be taken as a participation role deterrent. Regional backgrounds and some other yet unknown factors- might be the reason for such no impact that the organizational culture has in the sample study.

CONCLUSION:

The major purpose of this research is to investigate the effect of ERM components conducted in the study on employees’ performance in the Education Sector in Yemen. The conclusions are as follows: There is

an obvious effect on the employee's performance that ERM components can make. The term is getting more value from organizations. People in charge of those organizations realize that building stronger relationships among employees could only be achieved by managing the employee relationship. Besides, they get to know that more commitment and performance can be achieved if applying the ERM more efficiently and effectively.

Finally, the study revealed that employee relations management practices applied by universities in the Republic of Yemen were effective and were likely to influence their employee perception, though, the study realized that employees' perception was somehow influenced by their roles and their expectations. The study also concluded that organizational culture is not of value. It doesn't determine the success of the ERM in the sample population of this study.

LIMITATION AND FUTURE RESEARCH:

The study has taken one moderator. Such a moderator has limited the participation part of other factors, I guess. The other limitation in the study was for sure the time. Due to such time constraints, the researcher hasn't used any mediator in his study. Another thing worth mentioning is the sample population was small, I guess. There are three many public universities in Yemen with many affiliates. The researcher has taken only two universities few participants-as mentioned earlier. When one is encouraged, he can do better. If we take such a belief in our study, we might get some statistics proving this notion. we recommend studying "Motivation impact on the employee's performance, and "Motivation impact on the employee's performance when gender is taken as a mediator." Also, since there were no previous studies with such a moderator in Yemen-as far as my I know-, there is a need for studying the moderation part of the culture in other sectors to get to know whether it will be inconsistent with this study or with other studies-that shew an effective participation role of culture in their studies.

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