In the last few decades, a growing number of International Organizations and Multilateral Institutions such as the World Bank and the UN have gone under organizational reforms that aimed at enhancing its organizational capacity. These reforms tackled different organizational development aspects including leadership, program management and HRM. The relationship between HRM and organizational performance has received increasing interest from scholars and practitioners in the field of public administration. Scholars strive to identify the effects of HRM practices on organizational performance based on the notion that these practices will lead to enhanced attitudinal outcomes, such as organizational commitment, job satisfaction, and motivation, which should have positive impacts on organizational performance. Research has suggested that using a mix or system of HRM practices can lead to superior organizational performance. Despite the increasing interest among scholars in the relationship between HRM and performance, the empirical evidence on the effects of these practices on individual worker attitudes lags behind. Different moderating variables may impact the effects of HRM such as the organizational context. This presentation will introduce the results of an empirical analysis of the effects of HRM practices on employee attitudes in one of the largest UN agencies serving millions of refugees. The discussion will be based on the results of a staff survey and follow-up interviews conducted on a cross-section of the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) employees.
Yousif El-Ghalayini is a Senior Instructor at the School of Business at the Australian Collage of Kuwait and Senior Fellow at Centre on Governance at the University of Ottawa. His areas of teaching focus on organizational behaviour and organisation development, human resources management, public management, governance, along with project management and business strategy. Before joining the Australian Collage of Kuwait, Mr. El-Ghalayini finalized all the requirements of his PhD degree in Public Administration from the University of Ottawa and will soon defend his dissertation. His three areas of research include: organizational and institutional change and development in developing and emerging countries (leadership, decentralization, and performance management; change management); human resources management (high performance work systems, the impact of organizational reforms’ strategy on human capital and management capabilities), and public finance policies (performance budgeting, and US and Canadian governments’ budgeting under economic austerity). development and capacity building in post-conflict zones.

Prior to that, Mr. El-Ghalayini worked as consultant, university lecturer and held many managerial and leadership positions in different countries such as Kuwait, Dubai, Jordan and Palestine. Mr. El-Ghalayini holds a Master in Project Management from the Université du Québec en Outaouais (Gatineau) and a graduate diploma in Administration from the John Molson School of Business at Concordia University (Montreal).

Le cycle de conférences : Innovations en gouvernance

La Cycle de conférence Innovations en gouvernance est une initiative du Centre d’Études en gouvernance de la Faculté des sciences sociales de l’Université d’Ottawa. Elle a pour but de créer un espace de réflexion sur les solutions novatrices, originales et même parfois avant-gardistes pour faire face aux grands défis et problèmes contemporains auxquels les gouvernements sont confrontés. Les professionnels en résidence, les chercheurs invités, les universitaires associés au Centre d’Études en gouvernance sont les premiers sollicités. Le caractère appliqué, concret et ciblé de la série vise à favoriser le dialogue entre le milieu universitaire et celui des intervenants gouvernementaux et non-gouvernementaux. Les innovations proposées portent sur la gouvernance publique, la gestion publique, les politiques publiques, les rapports entre les acteurs gouvernementaux et non-gouvernementaux (secteur privé et société civile) dans le développement de politiques ou la production de services publics. Le public cible se compose de la communauté universitaire, des intervenants du secteur public et communautaire et du grand public.

Co-directeurs de la série :
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The Governance Innovation Lecture Series

The Governance Innovation Lecture Series is an initiative from the University of Ottawa’s Centre on Governance, Faculty of Social Sciences. The main objective of the series is to create a space for thinking about innovative solutions to address contemporary problems and challenges faced by governments. Senior Fellows, visiting researchers and faculty associated with the Centre on Governance will be the first asked to contribute to the series. The series focus on applied, concrete and targeted innovations and will aim at fostering dialogue between the academic, the government and the non-governmental sectors. The selected governance innovations should focus on public governance, public management, and public policy along with relationships between the government, the private sector and civil society in public policy design and public service delivery. The target audience is the academic community, civil servants, public and non-profit actors and the general public.

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