

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE PERFORMANCE: A CASE STUDY OF JAIZ BANK, ZARIA KADUNA STATE

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Abstract

Although studies have examined the influence of Human Resource Management (HRM) practices on employee performance, few have examined the influence on employee outcome in a developing country context like Nigeria. To address recent calls of research to examine the role Compensation, Performance Appraisal and Training and Development on employee performance. Using Census sample technique, data were collected from 100 Jaiz Bank employees. Structural equation modeling (SEM) technique was used for data analysis in conjunction with the partial least squares technique. The findings show that Compensation, performance Appraisal and Training and Development have significant and positive effect on employee performance. The paper concludes with recommendations for future research.

Keywords: Human resource management practices, Compensation, Performance Appraisal, Training and Development, Employee Performance.

Introduction

In modern economy, the employee performance is one of the key components of businesses for acquiring competitive edge in the business sector (Khan & Wisner, 2019; Rodjam et al.,2019). The human resource of organization is the key to achieve better performance of the workers and it can be strengthened by applying the Human Resource Management (HRM) in the businesses (Kerdpitak & Jermsttiparsert, 2020). Previously, businesses are not following the policies of human resource and are not informed of the entrance and departure of (Noe et al., 2017). But today owing to globalization it is vital for the firms to scale up the performance of workers execute via HR methods. The Training and Development promotes the performance of workers by delivering on job and off job trainings. The training enables workers to build up their talents according to the latest information. Mostly industrial sectors use the Training and Development to improve the personnel but the service sector not

recognize the role of human resource management in obtaining performance (Gan & Yusof, 2019). Similarly, if the workers get assessment on the performance they are driven to do well. Human resource strategies have been shown to have a positive impact on both employee and organizational performance, according to previous research (Vermeeren et al., 2014). Additionally, the performance of employees is improved as a result of these procedures (Hassan& Mahmood, 2016). As noted by Amin et al. (2014), improving the overall ranking of Banks relies heavily on the efforts of employee performance. Organizations need staff with a wide range of abilities to deal with a variety of issues (Amin et al., 2014). HR activities including recruiting and selection, training and development, performance evaluation and remuneration are all critically reliant on the efficiency of competent human resources.

Despite this, there is still a need for scientific proof to substantiate these findings. Many governments and businesses have explored the value of HR practices. Academics are not satisfied with the quantity of empirical data that has been collected so far in public institutions (Khan et al., 2019). Human resource management strategies have long been implicated in employee work performance, according to prior research (Shahzad et al., 2008). Despite this, research on the importance of HR practices in developing nations like Nigeria is sparse and their influence on employee performance is not thoroughly addressed in these countries (Zia-ur-Rehman et al.,2015). HR methods including training and development and performance evaluation, as well as recruiting and selection, were found to be widely employed by HR professionals in several African nations, such as Nigeria (Ahmad & Shahzad, 2011). Due to the little research on HR practices in poor nations, such as Nigeria, and in particular their physiological demands, i.e. Compensation; Performance Appraisal; training and development; it was decided to utilize these factors in this study (Hashim et al., 2017). Consequently, the aim of this research is to determine the effect of HRM on employee performance.

Literature Review

Employee Performance

Organizations use Human Resource Management (HRMP) as a way to measure how well they are doing in terms of achieving their objectives via the use of planned human resources and activities. It encompasses all of an organization's efforts to influence people's behavior in order to meet a company's strategic goals (Kehoe & Wright, 2013). An employee's ability to carry out his or her responsibilities is directly correlated to the amount of money the company pays him or her for those services (Saleh et al., 2020). As a result of this positive component performance, the business is able to generate profit by using human resources to achieve its objectives of manufacturing high-quality products (Anitha & Aruna, 2014). According to the objectives specified by the organization, workers' job performance is defined as the fulfillment of the obligations and tasks they are obligated to execute inside the organization, as defined by the organization (Liao et al., 2009).

Human Resource Management Practices

In order to maintain the long-term viability and success of the firm and its personnel, HRM practices are necessary (Sparrow et al., 1994). In the words of Odendo (2018), "HR practices and employee performance are strongly linked." Formalized processes, formal rules, and ideologies that are meant to maintain the organization's long-term viability are among the

most important components of the partnership. Workforce development and employee motivation are two ways that companies may improve their workforce's abilities and make them more useful to their organizations, according to (Rousseau et al., 1994).

In today's competitive global market, the "battle for talent" is considered to be critical for every firm despite the importance of human resource being rejected as non-essential or ineffectual. Organizations have drastically different perspectives on the value of human resource strategies (KPMG, 2012). In today's economy, organizations must strategically employ its infrastructure to obtain a competitive edge via HRM activities and practices (Schuler et al., 1984). Because of this, firms are focusing on developing competitive advantages based on the resource-based approach advocated by (Wright et al., 1994), which states that a precondition for doing so is that the organization's resources must be valued and scarce.

Additionally, HRM practices include a wide range of specialized procedures, rules, and philosophies that are aimed to recruit, develop, motivate, and retain people who contribute to the success and survival of the business (Tan & Nasurdin, 2011). For this reason, the principal business strategy for accomplishing organizational goals is closely associated with HRM policies and practices, as stated by (Chenevert & Tremblay, 2009). These goals might differ from one company to the next, but in general, they include, among others: profitability, growth and expansion, the company's survival, satisfaction, increasing market share, and position as the market leader. Following is a breakdown of the many kinds of human resources practices:

Training and Development and Employee Performance

It is critical to utilize training and development as a means of both equipping workers with the necessary information, skills, and abilities while also modifying their attitudes and behaviors to improve their performance both now and in the future (Ahmed & Yohanna, 2014). Individually and organizationally, it aids in the improvement of employee productivity (Okechukwu, 2017). It's vital for any company since it means not only changing workers' skills, attitudes, and behaviors, but also getting them to adapt to new technologies, increasing both the efficiency of individuals and the efficiency of the company (Khan, Abbasi, Waseem, Ayaz, & Ijaz, 2016). Employee work performance is positively correlated with training and development, according to studies (Singh et al., 2020). The majority of these researches (Khan & Tang, 2016) were done in industrial organizational contexts, however there has been less focus on this association in Banking sector in developing countries (Al-Mzary et al., 2015). As a result, we believe that more research among the intended audience is necessary to verify the aforementioned conclusions. As a result, we may state the following:

H1: Training and development is significantly and positively related to employee job performance.

Performance Appraisal and Employee Job Performance

Assessment of workers' work performance and alignment with the organization's objectives is accomplished via the use of performance appraisal (Amin et al., 2014). Employee work performance is evaluated and aided by performance appraisals in order to improve productivity and hence individual as well as organizational performance (Jarwan & Ibrahim,

2020). Performance appraisals are designed to help employees improve their performance in accordance with the company's standards, i.e., enhancing current performance, developing motivation, and identifying training and development opportunities (Abutayeh & Al-Qatawneh, 2012). It has been shown that fair performance assessment enhances the work of an individual, which in turn has a good impact on the overall performance of a business. It has been suggested by Amin et al. (2014) that workers' feelings of irritation and discontent are caused by poor performance appraisals. Employee productivity may be influenced more by complementary activities in human resource management, according to Brown and Heywood (2005). These practices include employee training and development, remuneration, and performance evaluations, among others. According to the literature, an employee's work performance is positively correlated with an employee's performance evaluation (Khan et al., 2017). We suggest testing the following hypothesis in the target population based on the above-mentioned research:

H2: Performance appraisal is significantly and positively related to employee job performance.

Compensation Practices and Employee Performance

Organizations reward their workers with compensation in exchange for their showing an interest in doing different tasks and services for them (Rana et al., 2017). Khan et al, (2019) stated that compensation may include both monetary and non-monetary benefits; monetary benefits include salary and bonuses, while non-monetary benefits include more vacation time and other leisure activities. High job performance in the workplace necessitates enticing people with attractive financial incentives (Rana et al., 2017). Great employee morale translates into high performance on the work, and this is why a fair and reasonable remuneration plan is seen as a significant contributor to this outcome. Reward-based performance is a direct result of the findings of Amin et al.,(2014). According to Bashir and Khattak (2008), companies and organizations that implement long-term incentive strategies outperform those that do not. It has also been shown that remuneration policies have a favorable impact on workers' job performance by other studies, such as (Bashir & Khattak, 2008; Eneizan et al., 2021). We suggest testing the following hypothesis in the target population based on the above-mentioned research:

H3: Compensation practices are significantly and positively related to employee performance.

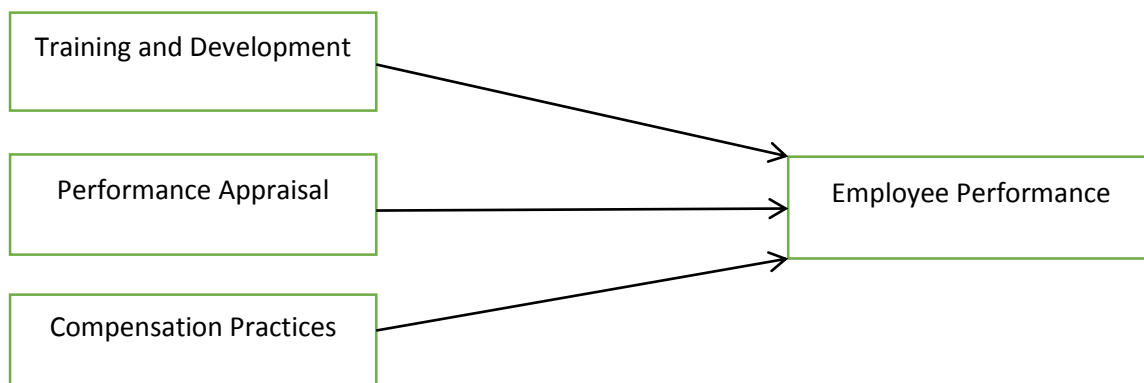


Figure 1: Research Framework

Methodology

The study used a cross sectional design to collect primary data from a population of 100 employees in Jaiz Bank in Zaria, Kaduna State via a self-administered questionnaire. Census sampling technique was adopted since the population is not too large; hence, the entire population serves as the sample of the study (Dilman et al., 2014).

Data Analysis

Prior to conducting the primary analysis, the assumptions of normality and multicollinearity were satisfied (Hair et al., 2017). The acquired data was subsequently analyzed using the Partial Least Squares modeling (SmartPLS). Hair et al. (2017) advocated a two-stage assessment process for validating and evaluating the model used in this work, namely measurement models (also known as external models) and structural models (also known as internal models).

Measurement Model

To assess the measurement model used in this study, the researchers looked at the reliability of the individual items measuring each potential construct, the internal consistency reliability (i.e., composite reliability and Cronbach Alpha), discriminant validity, and convergence validity for each construct (Henseler et al., 2012). Although Hair et al. (2017) presented a scale of development indicator, an outer loading of 0.70, an AVE of 0.50, and a Composite Reliability/Cronbach Alpha of 0.60 are dependable and acceptable. The table below summarizes the validity and reliability findings;

Table 1: Measurement Model

Indicators	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
COM1	0.92	0.91	0.94	0.85
COM3	0.93			
COM4	0.92			
EP1	0.82			
EP2	0.82	0.90	0.92	0.66
EP3	0.84			
EP4	0.85			
EP5	0.82			
EP6	0.72			
PA	0.89			
PA2	0.89	0.91	0.93	0.73
PA3	0.87			
PA4	0.81			
PA5	0.81			
TD1	0.88			
TD2	0.88	0.92	0.94	0.80
TD3	0.92			
TD4	0.90			

According to table 1, each of these constructs is reliable because their composite reliability and Cronbach alpha values exceed the 0.60 threshold level. Again, all constructions show indicator reliability and convergence validity, since each structure has an AVE value more than 0.50.

Additionally, Duarte and Amaro (2018) developed an additional methodology for determining discriminant validity: the Heterotrait-multimethod (HTMT) matrix. Hamid et al., (2017) noted that, in comparison to the HTMT criterion, the standard Fornell-Larcker criterion and cross-loading are insufficient and insensitive for detecting the effectiveness of the identification. As a result, the discriminant validity of the HTMT matrix is determined.

Table 2: Heterotrait-Monotrait Ratio (HTMT)

Constructs	Compensation	Employee Performance	Performance Appraisal
Compensation			
Employee Performance	0.68		
Performance Appraisal	0.39	0.63	
Training&Development	0.48	0.65	0.49

As illustrated in Table 2, the HTMT statistics are calculated using the correlation of their construct. Due to the fact that the HTMT value is less than the 0.85 recommended by (Hair et al., 2017), this study's reflective latent structure has discriminant validity.

Structural Model

After the measurement model's conditions are satisfied, the structural model is evaluated. The first step in evaluating structural models is to examine theoretical relationships. Specifically, a typical bootstrap was used on a sampled instance of 100 to determine the significance of path coefficients for the correlations (Hair et al., 2017).

Table 3: Hypotheses Test

Relationship	Beta Values	Standard Deviation	T Statistics	P Values
Compensation -> Employee Performance	0.37	0.04	9.18	0.00
Performance Appraisal -> Employee Performance	0.30	0.04	7.53	0.00
Training&Development -> Employee Performance	0.32	0.04	8.43	0.00

According to the bootstrapping result in Table 3, all associations were significant. Specifically, compensation was found to have a significant and positive relationship with employee performance (t=9.18, P=0.00). Similarly, a significant and positive relationship was found between performance appraisal and employee performance (t=7.53, P=0.00). Finally, Training and Development was also found to have a positive and significant relation with employee performance. Each relationship was assessed at a 5% level of significance (t=7.53, P=0.00).

The Determination Coefficient (R²), the Effect Size (F²) and the Predictive Relevance (Q²)

The coefficient of determination or R-square level was calculated to determine the amount of variation explained by exogenous latent variables over endogenous latent variables. Chin (2010) defines R² values of 0.67, 0.33, and 0.19 as substantive, moderate, and weak, respectively. The two numbers indicate the possible effect or impact of an exogenous variable on an endogenous variable using a criterion of 0.02, 0.15, or 0.35 to designate small, medium, or big (Cohen, 1988). However, the predictive correlation (Q²) of external latent factors was assessed in this study using cross-validated redundancy criteria, which reflect endogenous latent variables, as shown in Table 4 below:

Table 4: R-Square, F-Square & Q-Square

Indicator	Rsquare	Adjusted Rsquare
EP	0.600	0.597
Indicators	EP	Effect Size
T&D	0.184	Medium
PA	0.177	Medium
COM	0.262	Medium
Indicator	SSO	Q² (=1-SSE/SSO)
EP	2145	0.243

As illustrated in Table 4, compensation, performance appraisal and training and development together account for 60% (0.60%) of the variance in employee performance. The R² value for the explanation of the target endogenous latent variable by these latent variables is moderate. On the basis of effect size, it is clear that all the constructs have medium effect on employee performance. Additionally, if Q² is greater than zero, a predictive correlation is assumed, as the greater the Q², the higher the projected connection (Duarte-Roposo, 2010).

Discussion

The current study empirically evaluates the relationship of HR practices with employee performance. All the measurement scales used in the study has been found valid and reliable based on composite reliability and construct validity, i.e., convergent and discriminant validity. After establishing the predicted relation among different constructs, the proposed model was analyzed through SEM to observe the model fitness on the basis of collected data. The proposed hypotheses which were projected to identify the structural association among the variables were analyzed. The findings of this research show a positive and significant relationship between compensation, training and development and performance appraisal on employee performance. The finding is in line with the previous studies (Tabiu et al., 2016; Sattar et al., 2015) that HR practices have a positive impact on employee job performance. Positive relationship of these three variables is due to the fact that HR practices of organization make employees obliged by investing in them. In respond, employees strive to reciprocate by being motivated, devoted and energetic and giving more focus to accomplish organizational goals and objectives (Macey &Schneider, 2008). According to the findings, Jaiz Bank's HR procedures boost staff productivity. It is hoped that this research will improve the quality of current literature about HRM and employee performance. The results of this study are in line with those of prior studies.

Implications of the Study

For academics, researchers, and practitioners, the study's findings have several practical and theoretical consequences. A greater understanding of the connection between these dimensions and employee performance may be gained by HR managers and specialists via this study. HR techniques based on these findings may be used to enhance employee performance. So much material exists that may spur HR managers into action on compensation, performance evaluation and training and development policy formulation. Employees will be more satisfied with their positions and their performance will rise as a result of enough training and development opportunities, fair and reasonable performance evaluations, and adequate remuneration.

Limitations and Suggestions for Future Research

Despite the theoretical and practical contributions, some limits were recognized, as is the case with many investigative investigations. As a result of these constraints, this research highlighted the need for additional research that takes the following into account: To begin, this study used a cross sectional research strategy, in which data were obtained from a random sample of Jaiz Bank employees in Zaria, Kaduna State. Because cross sectional designs do not address causality, caution should be exercised when making broad generalisations. Thus, future research can address this restriction by doing longitudinal studies that collect data at two or more periods in time for comparison and comparison with the findings of this study and can adequately produce causal impact. In addition, a qualitative approach is advocated in the future in order to promote theory building.

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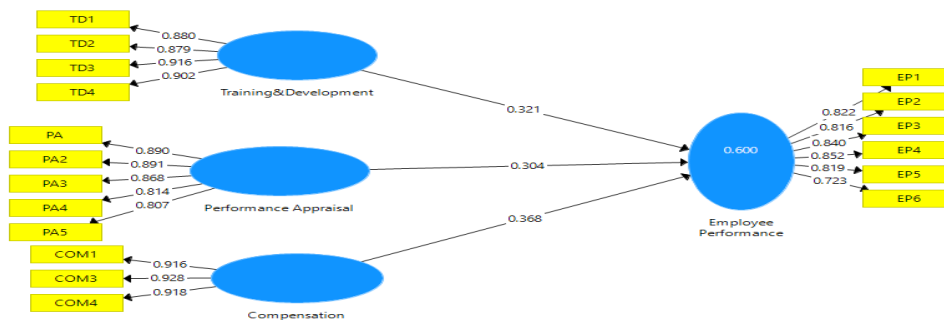
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Appendix
PLS Algorithm



Structural Model

