

The Relationship between Human Resource Management (HRM) Practices and Employee Job Performance in the education Sector. A Study of Shah Abdul Latif University Khairpur, Pakistan

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Abstract

The major goal of this project was to examine "The Relationship between Human Resource Management (HRM) Practices and Employee Job Performance in the Education Sector." A study of Shah Abdul Latif University Khairpur, Pakistan "in terms of the independent job variables (Recruitment, Training, Involvement, Reward, Maintenance, Separation,) and dependent factor Employee Job Performance. The current research is descriptive in character, with primary data gathered using a quantitative Sample research methodology. Prior to administering the surveys, approval was acquired from several heads of departments and individual faculty members at Shah Abdul Latif University Khairpur. Primary data was acquired using a well-structured and administered questionnaire, as required by the report. In order to collect information from respondents, questionnaires were sent both personally and by mail. The participants were advised that their replies would be kept strictly secret and would only be utilized for the objectives of the study. Participants in the study include Shah Abdul Latif University lecturers, assistant professors, associate professors, and professors. Results were evaluated using characteristics such as gender, marital status, and years of experience. A basic random sample procedure was used to choose survey respondents. Among other statistical approaches, the data was evaluated using the t-test and Pearson's product moment coefficient of correlation. Following an analysis of the findings, it is determined that all independent components (Recruitment, Training, Involvement, Reward, Maintenance, and Separation) have a positive link with the dependent variable Employee Job Performance, as the results demonstrate that the model's significant is .000.

Keywords: Recruitment, Training, Involvement, Reward, Maintenance, Separation, Employee Job Performance

Introduction

The progress of technology has allowed for the transportation of items across borders and a significant improvement in the services provided by courier firms. Companies in today's dynamic business climate tend to rely more on transportation for their operations (Karthikeyan&Elango, 2014).It is vital for a company to understand how its employees perform since they represent the company's image to the public.According to Amin, Ismail, Rasid, and Selemani (2014), Employees are among a firm's greatest significant assets because employees influence to its development and success. According to Aboul-Ela (2017), the organization was established by numerous individuals who answer, communicate, and share their lives in one location. Borman and Motowidlo (1993) define contextual performance as actions that go beyond the basic needs of an individual work function. According to them, work performance is regarded contextual since people accomplish their obligations in the company to the extent that they help the organization achieve its goals. Job performance has been researched extensively for a long time (Caillier, 2010).There has been a rise in the number of studies during the previous decadeattempting to prove that human resource management methods may result in greater organizational performance (Wright, Gardner, Moynihan, & Allen, 2005). MacDuffie (1995) explored the link between human resource management methods and productivity in assembly facilities in his study. Human resource practices were discovered to be connected to productivity. Similarly, Guthrie (2001) examined the link between human resource management practices, turnover, and productivity. The data revealed a substantial link between the factors. According to Johari and Yahya (2016), one of the most significant factors in assessing industry success in organizational psychology study is job performance. By performing research on human resource management strategies, the firm will be able to increase its employees' job efficiency, productivity, and effectiveness. According to Datta, Guthrie, and Wright (2005), human resource management practices improved corporate performance.

1.1 Problem Statement

Every organization's major source of income is its employees. Employees like any other source of an organization's overall performance. This concept was proven in a study that job performance is vital to organizational performance (shaffril, 2010; Qureshi, 2015). As an outcome, if the organization fails to pay attention to its employees, then employee and organizational performance will agonize (Qureshi, 2015, Cropanzano et.al. 2005). Furthermore, this study was undertaken owing to a lack of research on the relationship between human resource management practices and job performance at Shah Abdul Latif University in Khairpur, Pakistan.

1.2 Objectives of the study

1. To investigate the relationship between employee job performance and recruitment.
2. To investigate the relationship between employee job performance and training.
3. To investigate the relationship between employee involvement and job performance.
4. To investigate the relationship between Reward and Employee Job Performance.
5. To investigate the relationship between maintenance and employee work performance.
6. To investigate the relationship between separation and employee job performance.

1.3 Significance of the Study

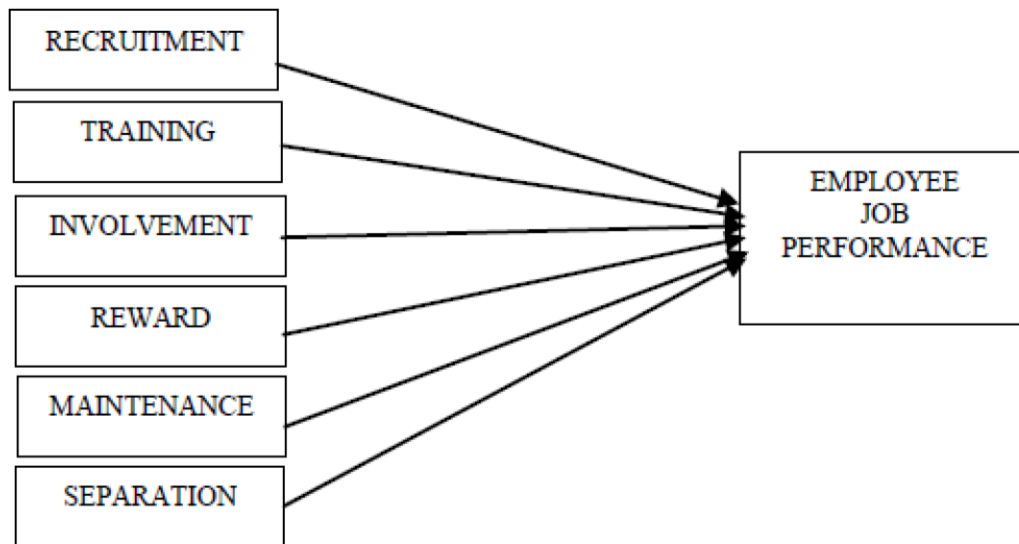
This research is crucial for identifying the most critical elements influencing work performance among employees at Shah Abdul Latif University in Khairpur, Pakistan. The researcher would be able to determine the employees' attitudes toward job performance after analyzing the data. This study will also help other researchers understand how these characteristics affect work performance, particularly among university personnel.

Furthermore, university personnel will be able to identify real-world issues that influence job performance. Finally, the results may be used by the university's decision-making authority to respond quickly and take action. As a result, there will be a strong interaction between companies and university personnel, which will improve job performance. Similarly, utilizing this study, human resource development may be reformed to increase work performance.

1.4 Scope of study

This research looks at the relationship of Human Resource Management practices (Recruitment/Selection, Training and Development, Employee Involvement, Maintenance, Compensation and Rewards, and Separation) with employee job performance, with a focus on Shah Abdul Latif University in Khairpur.

1.5 Conceptual Frame Work



Source: Literature Based

Literature review

2.1 HRM Practices

According to (Boxall, 2007), there isn't any unanimity on whatever defines HRM practices, much less a collection of them. Scholars have presented innumerable different lists of practices throughout the years, furthermore, it has been debate regarding which practices or if they count as HRM (Beer etal., 1984; Boselieetal. 2005; Guest 1997; Storey 1995).It is important to reminder that certain approaches continue to serve as the basis for the wide range of available methods.Others are more sporadic and haven't gained much momentum in the HRM literature, such job design and employee participation. These include recruiting and selection, training and development, performance management, and incentive schemes. Guest (1997), on the other hand, proposes seven practices: selection, training, assessment, incentives, work design, engagement, and status and security. Although, in its research,six of the seven actions are the subject of the research. The practices for investigation were chosen established on their occurrence in the reviewed literature, their relevance, and their measurability. The procedures and terminologies related to this study are listed below.

1. Recruitment

This usually has two interrelated processes: recruitment and selection. Bratton & Gold (2003) Says that the action of building a basin of people who are competent to employ for a job in an association is called recruitment while screening is the action of choosing the finest applicants from the pool of candidates while keeping management goals and legal requirements in consideration. According to Armstrong (2001), recruiting and selection are divided into three phases: identifying requirements, attracting applicants, and choosing candidates.

2. Training

Armstrong (2001) states: "Training is the explicit and organized adjustment of behavior that appears as a consequence of planned education, teaching, development, and experience". Based upon the requirement, training might be on-the-job or off-the-job. Proper training is necessary for a variety of purposes, including issue solving, performance enhancement, and human resource development.

Hilb (1992) believes that one of the most essential parts of human resource management is practice. (Koch and Mcgrath (1996) performed a comprehensive analysis that indicated that firms that invest in regular worker training are more likely to profit from a more productive workforce.

3. Employee Involvement

An essential premise of human resource management is the recognition of employees as an organization's most important asset. As a result, facilitating and enhancing more employee impact and engagement is unquestionably essential to effective HRM practice in a firm. Poole and Jenkins (1997) proposed three main processes to growing employee involvement: legislative requirements on employee participation (for example, help for worker financial participation and work councils), alternate unions for both formal and informal collective bargaining, and administration initiatives to inspire worker participation in the work itself and to furnish personnel with possibilities to voice their opinions on modifications and issues (see Beer et al., 1984; Poole & Mansfield, 1993).

4. Reward

In the majority of businesses, the payment process is both important and contentious. It has to do with compensating workers in line with their contribution to the company. It incorporates the methods, attitudes, plans, and procedures used by businesses to build and sustain incentive systems. It is focused among both monetary and non-monetary incentives.

5. Maintenance

In order to keep a skilled staff and adhere to legal requirements, maintenance involves administering and oversees safety, health and wellness programs in the workplace." It seems to be an essential part of an organization to maintain and improve workplace conditions, engagement, employee interaction, and so on. Employee welfare and motivation are typically used to maintain companies. In order to keep them (workers) and make them devoted to their employment, welfare and incentive are applied.

6. Separation

Separation is a strategic action that promotes employee growth and ensures continuity by taking proactive measures to remedy resource shortages brought on by abandonment, adjournment, deposition, death, ailment, etc.

2.2 Job Performance

The most important factor recognized in the study of industrial and organizational psychology, according to Borman (2004), is job performance. This fact was supported by Preko and Adjetey (2013) who pointed out that the primary indication determining an organization's performance is the job performance of its employees. In this context, Hanif (2013) argued that employees' job performance varies often since their behavior also changes frequently. Performance, in general, refers to the actions taken by employees that are visible and related to the objectives of the company (Campbell, McHenry & Wise, 1990). Similar to this, performance has also been defined as the completion of routine tasks efficiently and the capacity of employees to fulfill their duties (Tahir, Yousafzai, Jan & Hashim, 2014). Along with the aforementioned, the majority of firms now prioritise achieving excellent employee performance since it determines the success and performance of the organization in the present dynamic and competitive business climate (Preko & Adjetey, 2013).

Additionally, a content employee works hard to complete his job and is more likely to return the favor by helping his coworkers at work (Edwards, Bell, Arthur Jr. & Decuir, 2008). As organizational citizenship conduct promotes task performance in producing successful organizational performance, this suggests a relationship between task performance and organizational citizenship behavior.

2.3 HRM Practices & Job Performance

The research evidence is recognized like a affluent amount of literature that establishes the relation among human resource practices and performance (Haddock-Millar et al., 2016, Gerhart et al., 1992). These researches have been undertaken in a wide variety of sectors and countries, and the most of studies reveal a positive relationship between these two criteria (Tabiu&Nura, 2013). In order to improve employee performance and help firms reach their objectives, human resource strategies play a crucial role. As a consequence, the corporation should see human resource management as a critical strategy for attaining its goals through the performance of its employees (Hassan, 2016). 104 research evaluated HRM as a collection of human resource strategies according to Boselie et al. (2005). The following seven aspects of human resource practices have a favorable impact on employees' performance: job analysis, social support, employee relationships, training and development, rewards, and employee empowerment (Delery& Doty, 1996; Nataraja&Alamri, 2016). As a result, using those elements, the firm strives to choose the appropriate individuals who have the knowledge and capabilities to provide a successful environment (Cania, 2014; Pfeffer& Villeneuve, 1994). Every organization's managers should execute human resource practices in a proper manner, as the effectiveness of these activities depends on how they are carried out. To prevent any errors that might lead to failure, Managers must use extreme caution while attempting to adopt human resource practices (Guest, 2011, 2017). Numerous empirical studies have looked at the connection between employee performance in various domains and human resource management (Korde&Laghate, 2015; Shakeel&Lodhi, 2015). The influence of human resource procedures on other aspects of employee behaviour, such as loyalty and engagement, was also investigated (Si & Li, 2012).

Methodology

3.1 Research Design

With primary data gathered using a quantitative Sample research methodology, the current study is descriptive in form.

3.2 Procedure

Prior to the distribution of the questionnaires, approval was acquired from several department heads and individual academic members of Shah Abdul Latif University in Khairpur. Primary data was gathered utilizing a properly designed and conducted questionnaire as required by the report. Respondents were sent and given questionnaires in order to collect information from them. The respondents were informed that their comments will be kept secret and used solely for said investigation.

3.3 Participants

Participants in the study include lecturers, assistant professors, associate professors, and professors from Shah Abdul Latif University (Total N=260). Results were evaluated using a variety of parameters, including age, marital status, and years of experience. Out of 260 participants, 248 responded to the researcher.

3.4 Method of Sampling

A straightforward random sample method was used to choose the survey participants.

3.5 Analytical Statistics

Among other statistical methods, the t-test and Pearson's product moment coefficient of correlation were used to assess the data.

Correlations

		rect	Training	involvement	Reward	Maintenance	Separation	Employeejob
rect	Pearson Correlation	1	.541**	.305**	.465**	.170**	.316**	.425**
	Sig. (2-tailed)		.000	.000	.000	.007	.000	.000
	N	248	248	248	248	248	248	248
Training	Pearson Correlation	.541**	1	.457**	.429**	.408**	.298**	.465**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	248	248	248	248	248	248	248
involvement	Pearson Correlation	.305**	.457**	1	.658**	.655**	.476**	.488**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	248	248	248	248	248	248	248
Reward	Pearson Correlation	.465**	.429**	.658**	1	.539**	.456**	.623**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	248	248	248	248	248	248	248
Maintenance	Pearson Correlation	.170**	.408**	.655**	.539**	1	.575**	.559**
	Sig. (2-tailed)	.007	.000	.000	.000		.000	.000
	N	248	248	248	248	248	248	248
Separation	Pearson Correlation	.316**	.298**	.476**	.456**	.575**	1	.511**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	248	248	248	248	248	248	248
Employeejob	Pearson Correlation	.425**	.465**	.488**	.623**	.559**	.511**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	248	248	248	248	248	248	248

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

A measure of the connection between two variables is correlation analysis. It is frequently employed in commercial and statistical applications. The Bivariate Correlation Analysis we used in this study to establish the Pearson's Correlation Coefficient r of all the independent and dependent variables demonstrates that the Pearson's Correlation Coefficient r reflects the correlation between all variables. The findings are displayed in the following table, which demonstrates a substantial and positive correlation between the independent variables (recruitment, training, involvement, reward, maintenance & separation) and the dependent variable (employee Job performance).

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.094	.263		.356	.000	-.424	.612
	rect	.111	.056	.117	1.990	.000	.001	.220
	Training	.155	.067	.136	2.318	.000	.023	.287
	involvement	.070	.054	.089	1.293	.000	.177	.037
	Reward	.319	.059	.355	5.401	.000	.203	.436
	Maintenanc e	.240	.064	.253	3.740	.000	.114	.367
	Separation	.185	.063	.168	2.931	.000	.061	.310

a. Dependent Variable: Employee JP

Looking at the above table value recruitment shows that significant of model is .000; it shows that it has positive and significant relationship with employee job performance. Also other independent variables like training, involvement, reward, maintenance and separation shows that their significant value is .000, it also revealed that these independent variables have also positive & significant relationship with dependent variable employee job performance.

Summary of Hypothesis Acceptance / Rejection

H	Hypothesis	Accepted/Rejected	Significant
H1:	There is a significant relationship between Recruitment and Employee Job Performance.	Accepted	.000
H2:	There is a significant relationship between Training and Employee Job Performance.	Accepted	.000
H3:	There is a significant relationship between Employee Involvement and Employee Job Performance.	Accepted	.000
H4:	There is a significant relationship between Reward and Employee Job Performance.	Accepted	.000
H5:	There is a significant relationship between Maintenance and Employee Job Performance.	Accepted	.000
H6:	There is a significant relationship between		

Separation and Employee Job Performance.	Accepted	.000
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Reliability Analysis

Variable name	Cronbach's alpha
Recruitment	.77
Training	.79
Involvement	.72
Reward	.88
Maintenance	.84
Separation	.72
Employee job performance	.73

The mentioned constructions' reliability score is displayed in the table above. Saunders et al. (2009) state that for data to be regarded as credible, Cronbach's alpha should be .70 or above. All of the values met the required standards, according to the findings above.

Model Summary^b

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin Watson
					F Change	df1	df2		
1	.720 ^a	.518	.37573	.518	43.167	6	241	.000	1.875

- a. Predictors: (Constant), Separation, Training, Reward, rect, Maintenance, involvement
- b. Dependent Variable: Employeejb

According to the results in the above table, which display the model's overall fitness, a model applied to this study is fit for it if the stated value of the R adjusted square is more than 0.05. Looking at the R adjusted findings in the column, which is .518, we can see that the model used is appropriate for this investigation.

Conclusion

The most important resource for any organization is its human resources practices. Things can only be accomplished by HR. Other organizational resources like finances, technology, information, and infrastructure won't function well without an effective human resources department. As a result, the firm must concentrate on creating an effective workforce to accomplish its strategic goals.

Based on the aforementioned data, the researcher has come to the conclusion that independent factors (Recruitment, Training, Involvement, Reward, Maintenance, and Separation) have positive effect on dependent variable (Employee Job Performance). All hypotheses in this research are accepted.

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