

*The role of HRM practices on job performance with moderating effect of training,  
an empirical study on banking sector*



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### **Abstract:**

The main purpose of this research was to illustrate the correlation between the Human Resource Management (HRM) practices and employee's job performance, with training being the moderator variable used for this purpose. The HR practices included selection, participation and reward and their impact has been studied on job performances. Our target population were the Assistant Managers currently employed in various branches of Bank Al-Habib located in Islamabad. A descriptive analysis which is conducted on 130 participants chosen from target population through convenience sampling. The data was collected through a valid and reliable questionnaire and collected data sets were analyzed through software JASP 0.13 to assess the different roles of HR practices on job performance and to elicit if training strengthened or negated the correlation between HR practices and employee's performance, For moderation analysis Hayes Process version 3 was employed in SPSS v.21. The outcome of our study reveals that there is positive and constructive association in middle of HR practices and employee's performance, moreover our study suggests that persistence in these HR practices has a beneficial influence on overall performance of the employees. In view of these outcomes our study verifies that the proposed hypothesis is statistically significant. Furthermore the study also provides basis for future studies.

## **Declaration**

I hereby certify and declare that this information which is written and reported in this study is completed by my own and this work has not been previously published by any person in any research, neither in any article nor in any thesis.

## **Acknowledgement**

All the praises and thanks to Allah Almighty for his greatness and for giving me strength and help to complete my thesis.

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## **1. Introduction:**

Human Resource Management is used all over the world which is responsible for the activities of the organization related to management and to make the employees to understand about their skills, responsibilities and duties. This also helps in making the employees know about their worth and how they increase the effectiveness and efficiency. In Human Recourse management, employees are taken as an asset of the organization because there isn't a substitute of well skilled person, you may get a better in skills or lesser in skills but not similar because every human has different skill set. Human Resource management goal is to make a highly trained workforce according to the needs of organization which is commitment to its work and for achieving bigger objectives and goals. Human Resource management has different functions in an organization and the managerial functions are; Recruitment and selection, Staffing, Planning, Motivation, Evaluating, Performance appraisal, Training and development, and Compensation. HRM Managers hunt and track intelligent and skillful people so that they can get them into their organization and take benefit from them in return they offer them rewards.

In the world of 21<sup>st</sup> Century employees are the main source of every progressing business because of new challenges and task an organization is facing. Employees emotional attachment to the organization have become very necessary. A person with good intelligent mind is very much rewarded by the organization to emotionally attach them with organization because if an employee owns his organization then it means they will be with that organization even if the organization is having difficult time and they will make sure that they get the organization out of it. Organization are developing very rapidly and changing their way of working, adopting new system and working conditions has also emerged, this also effects the employee's relation with organization. Accurate human resource management is highly required in these days in organizations, which includes a safe and easy environment, fair appraisals to motivate and improve, extrinsic and intrinsic rewards, training the development, making sure employees gets enough autonomy and involving the employees in organizational matters to increase the sense of responsibility. Whitely in 2002, described that motivation is directly linked with performance and the higher the motivation the performance. In 1982 Modway, Potar and steers gave a suggestion that employees level of commitment to an organization makes them have both kinds of extrinsic and intrinsic rewards.

All the management decisions are always somehow related to Human Resource Management Practices. Also, it can be said that all process of management from hiring to retirement of an employee involve HRM Practices. HRM practices starts from the selection of new employees and after that many problems arise as to how to satisfy the employees need and wants so that the organization can make the employee put its best in any given work. There are many ways to retain and increase the performance of employee which are; compensation, training, development, motivation and rewards. Every personnel have to be handled differently we and to get the best performance every individual involves different HRM practices.

In 20th century there were not enough HRM practices involved in organizations and there weren't a lot of researches done on management of workers and employees which is why in that era the organizations were able to perform in best way and employee's performance was also effected. But in 21st century the whole structure of organizations started to change and new technologies were introduced, new methods, new compensation strategies, competition among firms, all this introduced new ways of HRM practices and now with fast moving world every shortest factor has an impact on the performance or organization as well as on the performance of employee.

Newer problems and researches introduced new methods to tackle the employees, which can improve employees in code and conduct, attitude towards job, sense of security and importance, all this helps the employee to perform better, helps them in self analysis and improve themselves. In previous complete studies on Human Resource Management practices is has been concluded that these practices have a connection with the job performance of the employee and employee is assured that if any employee is putting its best than he will be rewarded and can be given bigger opportunities. The focus of our study is getting to study the sustainable HR practices which is new and not much work or studies that have been carried out in Pakistan on the sustainable HR practices. Banking sectors of Pakistan has emerged very rapidly from the start of 21st century.

Banking sector is the 3rd-4th of the Pakistan financial sector. The main growth of banking sector was after 2001 because of low interest rates and product innovation in consumer financing. Information and communication technology have brought an immense change in banking sector of Pakistan.

### **1.1 The Problem Statement:**

The problem explained here is relevant for any organization. Job Performance is crucial element for the organizations success. Organizations cannot achieve their goals and objectives if their employee performance is not according to the level, organizations suffer the most when there any employee is lacking in the performance.

This poor level of performance is caused due to many reasons but some of the reasons are lack of Reward system, poor selection criteria or if employee is given less participation in an organization.

### **1.2 Research Objective:**

- i. To identify the impact of Selection on Job performance.
- ii. To examine the effect of Participation on Job Performance.
- iii. To study the relation of Rewards on Job Performance.
- iv. To identify the relation between training and Job Performance.
- v. To investigate that training makes a moderate effect in middle sustainable selection and Job Performance.
- vi. To examine the moderate effect of training between sustainable Participation and Job Performance.
- vii. To study the moderate effect of training between Rewards and Job Performance

### **1.3 Research Questions:**

- i. How the sustainable HRM practices are related to the job performance of employees in banking sector?
- ii. How the training influences the job performance of employees?
- iii. How does the training impacts the relationship of HRM practices with job performance by a moderator, training?
- iv. How the organizations should improve their HR practices to achieve sustainable growth and organizational performance?

## 2. Review of Literature:

### 2.1 Selection

To attain competition against competitors, organization personnel is an distinctive and censorious instrument. Organizational objectives such as profit ,firm's productivity, yield, are achieved through HR application. To retain and seizure more market share in competition, selection HR tools are adopted by many organizations. Achievement of organizational aims is the main purpose of HR through stimulate and expert employees by need-based training. Hr practices such as trainings, efficiency evaluation , development employment chances, rewards system based on performance, all those financial or tangible and all non-financial or intangible rewards are to incentive the employees which leads to organizational achievements. According to Sett (2004) organization in south Asia implement hr practices like selection, good reward system, evaluation process etc to compete the overall competition. According to choi (2010) HR practices have a significance impact on the improvement of financial performance in any of the organization and productivity of employees. HR practices such as reward system, selection of suitable applicant , performance evaluation process , incentives of employees , must arrange according to mission and vision of any organization to attain its superlative performance. Fombrun et al. (1984) Core hr practices including pre and post selection of right personel are strategic assets required to acquire competitive advantages. Beer et al. (1984) Process regarding test, receiving applications, jobs proffer, etc are all included in selection process. Equitable Evaluation , performance appraisal, all financial and all non-financial of employees are included in post-selection practices. Employees unions, international impacts, job equity are effected by exterior factors. organization successfully managed the employees through HR process like rewards process, encouragement , employment development, training, incentive in underdeveloped nations , it is an significance dominion of research to discover the interconnection of post-selection on firms performance. many researches are conducted in the world to discover the impact of the Firm production, workforce yield, personnel incentive, and individuals performance through HR practices. In Pakistan , the effect of the post-selection on firms performance need to explore to give instructions to hrm.

To catch or increased the market share and to have a better customer service Islamic banks enlarge their branches and their extraordinary growth in Pakistan. Due to this fact, they are suffer

challenges in post-selection hr implementation. According to Delery & Doty (1996) HR practices such as selection, better reward system, performance evaluation procedure etc has great impact in expand the organizational profitability. Execution of hr practices has great impact on organizational performance. Organization that execute best post selection strategies of HR practices have performed successfully, there is a big impact on the business performance and compete in a competition world as compare to organization in which hr practices are not executed. In studies we found that there is a positive relationship between the human resources management and Performance of the firms. HPWS increase the productivity of organization through its impact on employee performance. There is a constructive inerconnection between human resources management instruments and organizational performance. According to Purcell ( 2003) there is positive relationship exist between the firms goals and their human resources management practices. In organizations, personnel performance highly effected by post-selection Human resources process . positive relationship found between the personnel performance and HR process.

Performance of organization is depend on the post-selection practices like better reward managements , workforce involvements etc. Katou and Budhwar (2010) Human resource management is belong to all the management functions include in planning for enrolling, choosing, evolving, giving, rewarding, and increasing the human resources potential within an organization (Franklin and Byrd, 1995). Human resources management (HRM) is summarized as the strategies and applications required to maintain the individuals resources in view of managerial position, this involving enrolment, proper work, teaching, presentation rating, repayment, helps in choosing career and support the participation of employee in decision making. Various definitions relate HR with staff management. Staff management specially based on many different plans focused to provide and growth of work to fulfil the halfway and brief term requirements of the organization.Under staff management, the enterprises of hiring, enrolling, rewards, growth, teaching, repayment and many more are in separate perspective of individual programs.HRM target to join all of the staff programs into a characterized master plan.

Staff management is mainly the things that managers do with lower staff, whereas HRM involve inspection of whole organization as main point. Many researchers of British (Krulis-Randa, 1990; Sisson, 1990; Armstrong, 1992) propose, HRM has many particular circumstances and worth or

ideas supporting the opinion. For example, there is a statement that HRM shows a planned perspective because it highlights the significance of joining HRM strategies and application with associate plans (Guest, 1989a, 1989b). For example, there is a statement that HRM shows a planned perspective because it highlights the significance of joining HRM strategies and application with associate plans, and that the engagement of duty for people administration is transferred to the organization; in this task, staff professionals are to maintain and ease the management line, apart from controlling it (Armstrong, 1992).

There are number of reports that among many top researchers of America and of Europe (e.g. Beer et al., 1984; Guest, 1989a; Bratton, 1994) say that, any type of and point of view on HRM are used, enlisting and enrolling strategies and performance may be completely recognize. Hiring and enrolling is not only about to magnetize, gain and remain in the human resources but is required to fulfill the target plans, but can have sign and can not always be effective upon the constitution of employees, it depends not only on the organization requirements and ways, but also on extend employment strength. Lawler et al. (1995) give strength for the custom accord (separation) the point of HRM with hiring and enrolling performance is discover to be culturally thoughtful and is differ all around the national borders, apart from this where physical power strategy and reward system were not. HR managers basically consider enrolling as a vital project and they impress there superior to get appreciation otherwise they prepare offers for job applicants. We can see in this is Taiwan where there is high score in the index of High Power Distance (Hsu, 1999).

## **2.2 Employee Participation**

In developing countries, bank act as a financial intermediaries and has a significance effect on their economy. Many elements such as job contentment, employee equality and dedication with corporation affected by involvement of employees that enhance the performance of banks. Bank production increase by workforce involvement because it increase the personnel detainment, increase yield, decrease income, increase honesty, enhance teamwork.(hussain, 2010).

Job satisfaction evolves effectual commitment of employees with companies. Management takes the measures in organizations through employees' involvement. It allows the employees to

contribute in activities with their opinions. When Employees has opportunity to involve in goal setting they play very important part in achieving the business objectives. Excessive and superior quality of output conduct through employees' participation. Employees' participation enhances the motivation level of personnel. Job satisfaction also reduced the yield and(Newstrom and Davis, 2004).

Researchers are conducted on the consequence of job participates such as job loyalty, job contentment, and employees performance. Employee's participation and their result are interested for the researchers (Fenton-O'Creevy, 2001). Workforce involvement and investment leads the economic development of any nation and banks are leading principal factor of economic progress of the country. According to the ketchand and strawser 2001, workforce commitment with firms is depend on employees' satisfaction.

According to ( agrawal 2005) direct participation of the involved employees in organizational decision making and indirect participation as a representatives in organization is called employees involvement. When manager allow the employees to work like team to achieve the regular goals of organization mentioned as the personnel involvement in organization. For achieving the objective and in responsibilities, it is compulsory for employees to involve physically and mentally (pant, 2009).

These researches concentrate on the involvement of the employee which is the key component of the job contentment, organizational responsibility and faithfulness and workers integrity discernment for boost / upgrade the organizational production. If firm's personnel have opportunity to involve in the organizational decision making then they are more dedication with the organizations as compare to those organizations in which employees are not taken much serious and are not involved in the decision making, Khan et al. (2011).

Firm productivity and to gain job satisfaction gain with workforce involvement that lead the personnel commitment and firm's capacity, superior outcome etc Bhatti, Nawab and Akbar (2011) According to scholar workforce productivity and result are positively effected through employee participation. when Corporation allow their personnel to involve in decision making practices like job enlargement, job restructuring , recommendation process, response are known as participative management. According to wright and kim ( 2004) Job satisfaction has positive

correlation with the workforce involvement . ( Rotenberry and Moberg ,2007; Bhatti and Qureshi 2007). Corporations improve employees satisfaction and found better performance through employees involvements in their decision making and if given much importance. Employees are willing to achieve the corporation objective, ready to bring change in the firms through employee involvement and also it decrease the anxiety, depression among the personnel.

### **2.3 Rewards**

Employees reward is a very important factor towards the success of any organization( schuler and jackson1996). According to Mottaz,1988 the welfare receive by the employees from their workplace is known as reward.

Employee's rewards are fall into two groups extrinsic or tangible rewards and intrinsic or intangible rewards. Extrinsic rewards are also called the financial reward and non-financial rewards known as intrinsic reward. Some of extrinsic and intrinsic rewards are discussed in this paper. Employees stimulus from the fringe benefits that cause the increment in the output, revenues etc. Employees accord with the bonuses on the achievement of their target. They have the opportunity of pay rewards on the basis of their expertise and consciousness. Insurance option also offered to the employees. Health insurance is the exorbitant insurance that is given in most of the companies. Pension rewards are also given to employees in many firms, in this rewards firm collect a portion of their income from the employees for investment and give back when they retired. According to Maidani (1991) financial rewards have great notable in private organizations as compare to public organizations.

Once Bussin (2011) said, external rewards have many disadvantages such as financial rewards. External rewards include rewards which have financial value, such as salary and the bonuses. It is declared that internal inspiration to do job is decrease by external rewards (Balkin& Dolan, 1997; Bussin, 2011). There's a lot of difference between external and internal rewards. Internal reward's main goal is on work and job itself, whereas external rewards are work and outdoor activities that surround it Job



Rewards differentiate into 3 types that employees normally want from their organization financial , non financial and social rewards (Williamson et al. 2009). Bounce, pay etc are the financial benefits that are given to the employees and training or development fall in the non-financial benefits that are given to the employees.

Interactivity with individuals such as supportive relationship with managers and staff rise the social reward. Rewards have a significant impact on the employee satisfaction and motivation. Organization goals, employees motivation achieve from rewards to enhance their job satisfaction and performance.

Rewards has a significant impact on employees commitment that causes excellency performance and personnel fidelity. (Wang 2004). Corporation strategy extend the fundamental improvement through recognition programs and rewards for employees. All Financial and non financial benefits are known as rewards that employees get because of their association with job of the corporation. (Bratton and Gold 1994). According to Lawler(2003) Quantity of reward and importance from the employees determine the enticing of the reward. Well-balanced reward and acknowledgement in the firms leads the good performance of personnel in any firms. Organization success rise by efficiency and performance of employees that increase through rewards.

Usually Employees await the rewards because of their services and endeavors. Employees usually dissatisfied due to the lack of recognition, development opportunities, equitable pay and training that lead the poor performance. High employee turnover and poor performance (lead) by the unavailability of rewards that causes dissatisfaction. Reward system facilitate the elaboration and execution of strategies and polices in any organization to treat individuals impartially and equivalently. ( Anu Unnikrishnan\* feb 2020)

Employees get benefits from managers for their services to the company are called rewards. It is a productive acceptance to employees from their employers. Inventive rewards structure leads the productive response of employees towards their job and motivation. It guide the superior employees performance that causes the productivity of the organization. According to Chiang and Birtch, 2008) everything that an employee acknowledge and employer are able to provide in exchange of their contribution is called reward.

Extrinsic benefits are used by the organization for satisfaction and motivation of employees but it is not sustainable for a long run Moss Barger and Eddington (2003). There is an relationship between the rewards and performance of an employee in a commercial bank of Bangladesh.

Rewards serve as a crucial force that impacts the engagement of employees. In a study conducted by Eric, 1994, he has summed up the rewards and benefits provided to employees as the compensation paid to employees in return of their efforts and work. The categorization of rewards can be made in a way of internal rewards or external rewards, direct and indirect, and the financial and non-finacial rewards. This categorization has been shown in many studies(Armstrong; 2006; MOtazz, q985; Mahaney & Lederer, 2006). In a research study of Gross and O'Malley, 2007 he stated that, the perception of rewards by both sides have been changed. Now, the opportunities of career development and the working space and environment provided to employees is also part of the reward. The organizations need to focus on not just extrinsic rewards but due concentration should be given to the intrinsic side of rewards. As both of these kinds contribute to the organizational outcome (Mahaney&Lederer, 2006). The organizations should induct different kinds of reward parameters and categories in the organization (Blackburn & Rosen, 1993). The key fact that employees are influenced by the rewards can not be ignored. Moreover, the rewards also impact the team work and engagement of employees in the different kinds of work environment. Hence, it's significant to employ a progressing and well managed reward mechanism that is developed on the foundation of organizational requirements (Kerrin& Oliver, 2002).

The change in the reward mechanisms of different organizations has been witnessed in last few years. The rewards have shifted from mere financial benefits to something that the employees get motivation from and value it(Hankin, 2005). While designing the reward process and methods, the managers should try to improvise the practices which tend to increase the engagement of employees as well as their performance. The reward system should be motivating for employees. Furthermore, the managers should consider the organizational plans, the culture and objectives, and manage to add attractions for the employees in their rewarding methods (Allen &Killman, 2001).In general the arrangement of the rewardssystem to organizational plans will secure workplaceproductiveness, useful work results and moreemployee hard work (Bamberger & Levi, 2009).

According to Entwistle (1987) Employees perform successfully through motivation that conduct the corporation rewards. Physical motivation are productive in improving performance for new tasks, to encourage both quality and quantity to attain target and persuade “thinking smarter”. Incentives, employee motivation can be mainly effect by rewards and identifications. When employees involve in their working projects for themselves then employees will feel internal inspiration when their projects will necessarily entertaining and acceptable (Vansteenkiste, 2005, p. 22). For employee inspiration instance, rewards and motives are very important key factors.

## **2.4 Training**

Training has for long been acknowledged by the organizations as the one of major function of HR Management and thus attracted by the many researchers e.g. (Gordon 1992, Beardwell, Holden & Claydon 2004). Those researches produced brings different and variety of definition of training. We can use an Example, Gordon 1992 defined training in his study as the modification of amnners, conduct and behavior in systematic and planned manner through the learning programs, activities and events which results will be transfer of knowledge, competencies, skills and abilities to improve their existing work in a effective way. Training in term of definition is the giving of knowledge about the skills that can be useful and the ideas which may helpful to for the employee to perform a job that requires practical understanding in a skillful way. According to the Mahony et al. (2001) performance of the employees can be improved by giving them training in a continuous manner. Well coached employees are always able to update knowledge by their creative skills and they can also share their skills to improve the output of the organization (Cabrera E.F 2005).

Some of the researchers also argue that the importance of training for continuous improvement of the organization is very necessary. According to the (Beardwell et al. 2004) intensification of competition is heavily influenced on training from some years due to the gradual success of the organizations those emphasized the investment in upgrading employees. In addition he also highlights that importance of technological developments and change in organization which led some employers to change their traditional thoughts and they knew that success of organization relies on the abilities and skills of the employees. Thus there is need of continuous investment on training and development of the employees for the better output.

The main purpose of every training is to construct the working abilities by enhancing the skill sets and other different abilities of the employees. For both short term and long term benefits of the organization and individuals training and development of employees are necessary, it is the most important factor of motivation for employees. There are various benefits of training that can be achieved by an organization. Cole (2002) summarize the good points of training as given below:

- 1) Those employees whom have been given or received training by the organization have more confidence and motivation for accomplishment of goals as compare to others who don't receives training.
- 2) Training is the only factor which eliminates the risk because trained employees give their best in use of material and equipment so which helps to avoid waste.
- 3) Training creates and increase feeling of job security of the employees which may decrease the turnover and also avoided the absenteeism.
- 4) It also develops the more understanding of the employees by involving them into change process to manage the effects of change and also provides the new skills and abilities in a new situation.
- 5) It helps to increase the responsibility of employees which may leads to increase in pay or promotion of the trained employees.
- 6) It also aids in to improve quality of the staff and also make sure the availability of staff.

Training and the development involves the coaching of workforce and managers when it is needed for the organizational goals (Briscoe 1995: 83). Training and development is conducted for the reason to reduce the difference in between of the future performance and in the current performance of the employees. In this regard it is very helpful when change is needed in the organization for maintaining its competitive advantage and also maintain its market share. According to the (Weil & Woodall 2005) Training is the important function of Human resource management. There are various functions of Training and development of the employees but main function of training is to identification of the needs for training and development and selecting methods. When needs are to be identified then selection of suitable training programmes for these needs and also plans to how to regulate and implement them and what is the result of training (McCourt & Eldrige 2003). According to the Guest (1987) it is necessary that there should be policies which is used for evaluation of the employee performance which gives the feedback from

the employees. If there is any need for training and development then it must be take place at right time. For the purpose of identification of training needs organization can adopt various method one of them is performance appraisal reports gives clear picture of actual performance and also tells about the standard performances required by the employees. However, employees can helps to the top management by identifying the areas where improvement is required and on other side performance appraisal process also raised the issues regarding performance which may leads into an effective training of the employees for both individual career and organizational goals.

According to Wognum (2001) there are three organization levels in which training and development may occur as: (1) strategic level where needs of training are determined by the top management for resolving the problem or considering the organizational goals, mission or vision and any strategy which needs to be implement. (2) tactical level where the needs of training are determined by the middle management to enhance the coordination and cooperation between employees and the organization. (3) operational level where training needs are determined by the lower management i.e. workers or front line managers they observed the problems in operations or performance problems which needs to be resolve by training. Human resource training and developments goals of the organization will enable both formal and informal training and developments programmes which brings effectiveness and competitiveness among employees. It is very necessary to provide proper coordination within the three levels according to the proper incorporation of desired needs.

The main issue is to identify the needs of training those are relevant to the objectives of the organizations. For this purpose there are three categories of identifying the needs of training and development are discussed by the Wognum (2001) and Torrington et al. (2005) those are as follows: (1) resolving problems includes the problems at work stage and also resolving them to improve the performance of workers. (2) improving working practices this focuses on the new and easy practices for doing the same work which may enhance the performance of the employees. (3) changing this focusses the changes occur within and outside the organization in terms of innovation or technological changes. It is most important thing to keep in mind during the identification of training needs, there is a need to create, maintain, and improve the contribution and availability of the employees with required skills. Moreover, training programmes designed for the different types of needs required by the organization to improve its output or enhancement

of the competitive edge. According to the (Milkovic & Bordereau 2003) the content of training programme and the trainee should be chosen according to the objectives of training programme for better outcomes.

There are number of tactics discussed in the above literature for the purpose of identification of training needs by various authors. (Edmond & Noon 2001; Torrington et al. 2005). The above approaches discussed about the performance, skills and the change needed in the organization are two main approaches as problem centered approach and profile comparison approach. Similarly, some approaches are identifies the training needs of existing and new employees have been pointed out by earlier studies ( e.g. Torrington et al. 2005, 390 – 392). There are two main approaches discussed as (1) Problem Centered approach this approach focusses on the difficulties of performance and any other problem which is developed due to insufficient skills so there is need of training is to be developed to solve these problems. (2) Profile Comparison approach focuses on new skills and competencies matching with the job filled. If there is change in strategic process and also technological change may bring the training need for new or additional skills.

Nassazi (2013) assessed the effects of training in his study in which he used questionnaire for collection of data and his finding after various analysis indicated that the impact of training is positive on the performance employees. Policy makers of organizations, managers, institutions and government can get help from findings of this research. Githinji (2014) also examines the effects of training in his study which was basically carried out on the intl. civil servants in Somalia. He at first have taken the primary data from the staff of various countries and his findings after his analysis are training helps to improve the engagement of employees and as well as also improve the performance of the employees. His study also reveals that training increases enthusiasm of employees for work. He found there is positive and significant relationship between training and job performance. Amos and Natamba (2015) also found that training has positive and significant relationship on job performance of the employees. Hanif (2013) conducted his study in Lahore, Pakistan and examined the effects of the training. His results are training is very helpful for the improvement of employee's skills and their enthusiasm for work. In short the all studies found the same concept which is training helps to increase the knowledge, improve skills and job performance.

## **2.5 Job Performance**

Job performance can be defined as the total expected value of the behaviors of the individual throughout the standard period of time within in the organizations (Motowidlo, Borman, & Schmit, 1997). This definition shows that the job performance is the estate of the multiple discrete behaviors. But results, performance and the behaviors are not same there is very clear difference among them. Behaviors is the actions of people what are done by them at daily basis. Performance is the what is the expected value of what employees do with in the organization. Results are output of employees what they done and it can be changed by the work done is changed. Thus results are the route for an organization through which it can be accomplish its objectives or mission. Psychology is a field of study which is the study of manners and behaviors, and if psychologists wants to understand and then maintain the job performance then we can interpret it that performance is behavioral phenomenon. The above definition shows that the performance is the estate of behaviors instead of results of behaviors which allows us to understand the psychological processes. These processes govern the various functions of Human Resource Management like selection, training, motivation and facilitating. It also allows us to implement the principles of psychology for the purpose of management.

There is increasing evidence of Human Resource Practices for attaining the right person on right time at right place. Job performance is highly influenced by the selection and recruitment of the employees ( Kepha et al. 2014). If the organizations recruits the skilled person according to the requirement then obviously the job performance will be improve in future and it will be favorable for both individual and organizations. Many authors determined in their studies that there is positive and significant relationship between selection and job performance of the employees. If the selection is fair and is on the basis of the capabilities and skills of the candidates that have applied than it will make them more interested and they are able to perform their best. Performance of the employees can be improved by participation of employees when they have authority and influence on decisions to be taken and other development activities that will really effect on their performance.

Some existing literature showed that there is positive correlation between the participation and job performance of the employee (Verma, A 1995). According to the (Bhatti et al. 2007) job performance is highly effected by the involvement and participation of the employee in the workplace. Those employees who are very close to the actual work done by the organization are

skilled and most important for exact suggestion for improvement of the organization process and policies (Paul 2014). Therefore, employees of the organization must take part in decision making of the organization which is possible when they have authority then they are able to make required changes in the organization for the better job performance (Kane Urrabzo, C 2006). According to the (Wagner, J.A., III 1994) there is association among job satisfaction, job performance and participation and he found that participation can have a significant effect on job performance. The above literature shows that performance of the employees can be increased if their participation is increased in the workplace.

Job performance is normally looked at in terms of outcomes generated by an employee. However, the behavior of employees are also shows the job performance (Armstrong 2000). According to the ( Kenney et al. 1992) argued in his study that performance of employee must be matched by the standards of performance which is set by the management of the organization. (Ahuja 2006) explained that there are a number of measures like productivity, quality, efficiency, effectiveness and profitability that can be taken to determine when performance measuring is required. Profitability means an organization has ability to earn profit consistently in future. It can also be expressed as the ratio of return on capital employed ( Wood & Stangster 2002). Efficiency is the ability to produce the desired products within in the limited resources by using them in a best possible way where waste of resources is very low. Effectiveness means the skills and abilities of the employees which are used to achieve the required target or objectives of the organization (Stoner 1996). When we talk about Productivity it is basically the ratio of output according to its input ( Stoner, Freeman and Gilbert Jr 1995). Productivity is the measure of how an industry, organization and individual converts it input resources into final goods and services. According to ( Lipsey 1989) the productivity is the measure of how much goods and services are produced per unit of resources employed by the organization over period of time. Quality is the mindset of the customer about the characteristics of the goods and services that fulfills the desired needs of the customers (Kotler & Armstrong 2002). According to the (Stoner 1996) in order achieve the top level of products and top level services is to have the competitive price.

The managers of companies has the responsibility to ensure that the organization achieve high performance level. For this purpose manager are supposed to set the standards of desired performance level for any period of time. In simple words setting goals and targets are the



responsibility of managers to check the performance of the employees. Organizations make sure the goods and services they produced must be high quality oriented through the process of employee performance management. Employees encourages by this management process to involve in the planning and decision making of the organization which builds the motivation among employees to better perform in their job task. Organizational goals can be met effective and efficient manner by the activities of performance management. All deficiencies would be removed timely through which maximum output can be achieved. In performance management system performance of process, department and employees can be measured to produce a quality goods and services to maintain the company's competitive advantage. Some of the prior researches on productivity had found that employees with job satisfaction has higher job performance which results into supreme job retention of the skilled employees (Landy 1985). According to the (Kinicki & Kreitner 2007) also argued that satisfied workers has higher job performance and nu this it gets easy for the management to motivate these kind of employees to attain the goals of organization.

Coleman & Borman (2000) conducted the study on taxonomy of contextual performance empirically and further refined their five factors. They also reviewed the arguments of the organization's behavior done by Organ, 1988 and the organization's behavior in prosocial context by Bried and MotoWildo, 1986). In the mentioned discussions, the researchers had explained the patterns of behavior in the original essence. They had expert judges who done various analysis like factor analysis, cluster analysis, multidimensional scaling analysis and then categorized the behavioral content into 27 different behavioral concepts. According to the (Borman et al. 2001) provided the additional improvements in the three fold model which was developed by the Coleman and Borman (2000). They quoted the 5000 examples of job performance to develop this model that were collected over the years from 22 studies. But they sorted only 2300 examples of contextual performance for the development of three dimensional model by Borman Coleman . They attempted to define all of the three classification all over again. There are following revised definitions of the three categories are as follows:

- Personal Support: It means helping other workers by giving them some suggestions for better output, teaching the useful skills, providing emotional support to their personal problems and directly perform their job task for developing the better understanding, giving

them information which is related with their work and job tasks, create motivation by explaining them the team objective is more important than the personal interest, showing courtesy and consideration and also showing confidence exist in them to do new thing.

- **Organizational Support:** Organization support means showing loyalty by working in long term with the organization instead of short term hard times, promotion of organization by defending it and making it favorably, supporting and give importance to the vision and the objectives of organizations, obeying with rules and regulations of the organization and suggesting improvements if there is required for the better future of the organization.
- **Conscientious initiatives:** it means taking the initiatives to do everything which is necessary for the accomplishment of organizational objectives even it is not your duty but still you are perform additional productive work, enduring with extra efforts despite difficult conditions, developing the own knowledge and skills on the basis of experience for grabbing the new prospects internal and external to the organization by employing resources and time on their own.

These definitions mention all the effective behaviors that can be developed within the organization. If any organization is developed these type of behaviors in its organization then job performance is automatically improved which would be favorable for both individual career and the organization. Multifactor model is developed by the Campbell's (1990) had also describe the structure of all jobs and all the domains of job performance by implementing this model in organization for making the improvements in goods and services produced.

## **2.6 Selection and Job Performance**

The selection and the hiring process has a strong relationship with the performance of employees and, in return, with organizational performance. In a work by conducted by Delery & Dotty(1996), they discussed the relationship of recruitment; skillset was focused on training, and programs for development, employee engagement and the performance-based rewarding systems was studied with the overall job performance of the employees and with organizational performance. In that study, it was found that if the organization hires its personnel based on the 'Right man for the right job,' It has a positive outcome for the profitability of the enterprise. Another study carried out by Beer et al. (1984), which explained that selection and recruitment is a very crucial HRM function,

which is responsible for making sure that the right person has been employed for the right job. Because if a right person is hired, he knows the job requirement, which increases his performance towards the organizational goals. Moreover, it also leads to transparent performance evaluation, planning and motivating employees according to their job function. Bartel(1994) conducted a research to study how the post-selection practices influence the organization performance. He found that the companies which implement optimal HRM functions, they had a competitive advantage over their competitors. So, if the selection process is fair and transparent, it helps in recruiting the best employees of the job. They are competent, honest and independent in completing the task. (AduDarokh, 2014)

As now, it has been established that recruitment and selection make a core part of an organization's resource distribution strategies. It aims at selecting the right people for all the jobs in the organization to ensure the success in long as well as short term (Elwood & James, 1996).

No doubt, the recruitment function is focused on creating a pool of most reasonable and qualified candidates who can be the prospective employee for the organization. On the other hand, the selection function is designed to choose the best among that pool of candidates(Gamage, 2014).

The completed researches indicate that there is a very high level of positive and beneficial relationship in mid of recruitment and selection and in the performance of any kind of firm (Gamage, 2014).

There is a relationship between the personal attributes or socio-demographic factors that influence the selection process and job performance of an employee(Opayemi, and Oyesola, 2013). The findings of the study showed that the employees who were young and specific age groups of 20-25 years had the highest mean score of perception about the link between the employee performance and selection process. Hence we can say that the selection process and practices if they are standard and transparent, are a reliable indicator of the job performance of an employee. Adeyemi et al. (2015), in their study, also argued that the selection procedures and practices should be unbiased and transparent. Also, employee appraisal should be an accurate indicator of performance. Another study conducted by , Ikeije and Ekwoaba (2015) studied the impact of the selection process and criteria on the organizational performance. They measure organizational performance by considering employees' performance as one of the factors. As the collection of employees' performance shows the results of the organization's performance. If the people who

have qualification and skillset which match the job description, than they will have a higher and a better performance. In a study by Kepha and Waititu(2012), they employed the research method that was descriptive in nature in order to study the impact of selection and recruitment process on the employees' performance on job in the organizations of Kenya that were specialized in research. Through their research, they drew a sample of 256 employees of state-owned research institutes. The results of the research signified that the relation between the discussed variables was significant with the correlation value of above 0.3.

A study of (Ahiauziu, 1999), he established that the the methods, machinery, tools, and production techniques, that form all kind of technologies are just representation of what human mind was up to in the past. The ideas of the human brain have been realized. So, the fairness of the selection procedure for hiring a competent workforce is a supreme issue to ensure the continuous existence of the organization because people make the organization. Sang(2005) also found a positive relationship between selection and recruitment with the performance of the business. The same kind of relationship was found in the studies conducted by Ichniowski and Shaw, 1999 and Wright et al. (2005) , Katou and Budhwar (2006). Employing an effective and transparent selection process improves organizational performance(Syed & Jama, 2012). The study of Montana and Charnove(2000) explained the methods of selection and recruitment and established that recruiting by advertising and fair selection process ensures the selection of the right man for the roles.

The growing research evidence of the significance of the selection process in acquiring high-quality personal has gain importance. Most specifically, out of all HRM practices, selection has been given prime importance to judge employee performance. The results of their study showed a strong relationship between the two variables. Oaya et al. Examined the strategy of recruitment and selection on the job performance of employees. Their study showed, the best purpose of strategy for recruitment and selection is to ensure that organizations can hire the most productive and creative workforce. Many other studies have discussed the role of fair selection and recruitment procedures, which are based on the capabilities and qualifications of candidates, in the level of enthusiasm of employees and as an outcome in their performance. On the basis of the abover review of literature, it has been well established that, selection process significantly contributes toward employees' performance. Thus, we have hypothesized:

Hypothesis 1 H1. The sustainable selection has a positive association with the job performance.

## **2.7 Participation and Job Performance**

On this a lot of literature is present to the date which has taken participation and job performance into account for different industries in various countries. The findings of these studies have revealed interesting outcomes because of the significant difference between a positive and negative relationship in multiple settings. (Brownell, 1983), (Chenhall, Robert H. and Brownell, Peter., 1988.), (Kren, 1992) and (Kochik, May 2011). The significant difference has provoked scientists to perform more researches on the relationship between these two variables. A study of Caplan, 1971, identified that branch managers have a higher sense of responsibility if they are involved in budget-making. If the budget goals are made with the participation of managers, they tend to accept them and work for them more enthusiastically as compare when they are not involved. They will feel that goals are more achievable and realistic. Few studies have also explained that the involvement of employees positively affects their performance (Verma, 1995). Bhatti et al. showed that employee participation significantly affects the performance of employees.

Another research of Paul unleashed that when the employees are involved in the decision making and budgetary goals, they have a higher understanding of organizational goals as well as they are more competent and contribute highly toward the success of the company. Hence, we can say that employees should be allowed to participate in the decision making of the organization(41). A research study which was aimed at finding the relationship between participation with job satisfaction and performance showed positive results. The research findings explained that the discussed variables positively correlate with each other.

A study of Sheilds and Sheilds(1998) had cited the results of three studies, which also showed a positive relationship between participation and job performance(Milani, 1975; Kenis, 1979; Brownell and McInnes, 1986). But few studies were unable to determine the relationship between two variables and showed mixed results(Chenhall and Brownell, 1988; Frucot and Shearon, 1991). Although a study of Greenberg et al. .1994 results in a positive relationship between the participation of employees in decision making and the performance of employees.

A study was conducted on the banking staff of Greek banks. The findings showed that human resources is very critical asset of the banks. And for the successful execution of goals and strategies, managing employees has great importance. So, motivated employees have higher

performance. A well-managed organization usually sees an average worker as the root source of quality and productivity gains.

A study by Katou(2008) discussed the influence of HRM functions on the performance of organizations in the Greek manufacturing industry. The findings of the research revealed the positive relationship between HRM practices like resourcing and development, rewards and incentives, and job involvement and Organizational performance. It also revealed the mediation of HRM outcomes like skills, attitudes, and behaviors. A research study conducted in settings of Pakistan revealed the relationship of employees' participation in job performance in the employees of public and private universities. The critical difference between HRM functions of public and private universities was witnessed. It was also revealed that private educational institutes had a better appraisal management system as compared to public universities. The private universities had better training and development, rewards, teamwork and involvement functions. Another study in Pakistan settings was conducted by Zulfqar et. Al (2011). This study analyzed the relationship and nature of the influence of HRM practices(Rewards, Promotion practices, and performance evaluation) and the performance of employees in the banking industry of Pakistan. The study findings showed that the perceived performance of employees and HRM functions have a significant and positive relationship. Moreover, the statistic analysis revealed that performance appraisal and promotional practices are substantial, but the compensation practices were not related to performance.

A similar study was conducted on the employees of private banks in Bangladesh by Majumder(2012). The study was aimed at developing a deeper understanding of modern HRM practices of recruitment and selection, rewards and incentives, job safety, career development, training, management function, job description, workplace culture and motivation system. The second objective of this study was to understand the impact of HRM practices on the employees' performance and satisfaction in private banks. The findings of the research showed that most employees were not happy with the compensation and reward systems. The relationship of the HRM practices and job performance of employees and their intention to stay at their organization was studied in a study conducted by Hussain and Rehman(2013).

Studies based on normative-based arguments have suggested a positive relationship between employee participation and their performance and satisfaction. No matter if it is a top-up or bottom-

up style (Argyris, 1952; Becker and Green, 1962). A positive connection can be justified based on the research model being employed. As an instance, the goal-setting theory supports that the participation of employees helps in the internal goal achievement and, as a result, influences job satisfaction, commitment and performance (Locke, 1968; Erez et al., 1985; Erez and Arad, 1986). And when the modern theories are taken into account, they propose that the organizations are required to differentiate due to the environmental uncertainties and changes. To support this differentiation, necessary adaptation for the integration of mechanisms with the human resources is essential. For this purpose, the combination of processes like cross-functional teams or functions of the organization that might affect the budget participation hence supporting the organization's cooperation and coordination effectively (Lawrence and Lorsch, 1967). The results of some empirical studies have shown inconsistent results. (Kren, 1992; Shields and Young, 1993; Brownell, 1982; Chenhall and Brownell, 1988).

Employee participation in the organization's goals and business tends to promote the sustainability of the company in a sustainable work environment. By taking into account all the literature reviews, it can be said that the participation of employees has a significant impact on the employee's job performance. Hence, we have hypothesized that:

H<sub>2</sub>: Employees' participation has a positive association with the performance of job.

## **2.8 Rewards and Job Performance**

There are two types of rewards when discussed in the context of an organization. The two categories are financial rewards and non-financial rewards. The financial rewards encompass the compensation in monetary form, wages, bonuses, and different benefits like health, childcare, allowances, vehicle, etc., whereas the non-financial rewards consist of the promotions, team building, communication, training, development (Malik, Butt, & Choi, 2015). The impact of financial rewards and non-financial ones have a two-dimensional influence on the competitiveness of an organization. Firstly, the organization can be transformed into a top employer by using a reward function. And secondly, this results in higher commitment, job satisfaction and performance of employees (Brewster & Mayrhofer, 2012).

A lot of literature present has suggested the direct and psotive relationship in center of the employee's performance and their rewards. The previous literature had a lot of effort put in studying the impact of the extrinsic rewards, but intrinsic rewards have remained an under-discussed topic as far as their impact on job performance is concerned. The recent studies, however, have put an effort to explore the effect of the extrinsic as well as intrinsic reward on the employee's satisfaction and performance. And to mention, a positive relationship has been explored between the two (Reily et al., 1991). More studies, which were conducted, concluded that, in the Pakistani setting, extrinsic rewards tend to have a higher impact on job performance and satisfaction. The researchers have also suggested that extrinsic rewards are not the only key factor to determine the relationship, but intrinsic rewards should be focused too. There is no second opinion about the intrinsic and extrinsic rewards to have a high significance in explaining job satisfaction and performance. But, the financial kinds of rewards are comparatively high consideration of employees to explain their satisfaction. A lot of previous literature has continuously ignored the intrinsic rewards at all. So, the focus should be laid on the intrinsic rewards, as well as extrinsic rewards, with high weightage to extrinsic rewards(Ali & Akram; 2013,2012). Consistently, many studies conducted have emphasized giving medical allowances, and employees give higher consideration to such allowances. And the results of the study showed that these rewards have a higher positive impact on employee's performance. A different study was conducted on measuring employees' satisfaction and performance by taking into account the promotion packages. And results showed that the promotion packages should be added in extrinsic rewards as a salary package(Nayadema et al., 2014).

The non-financial reward of employees act as motivators, and it motivates employees. There are several examples of such rewards. They include giving challenging jobs, participation in goal-setting, promotions in the hierarchy, etc. Most of these factors do not necessarily involve monetary benefits. And an employee may be serving at a higher rank without salary raise and be motivated. A study of Bosco(2014) stated that 'praise and recognition are crucial and effective non-financial rewards which increases the performance of employees working. Non-financial types of rewards have been defined Stoner and Freeman(1992), as the phsycological reward that is experienced by an employee directly. A financial reward is something that covers the extrinsic factors or necessities of an employee to make him worry-free to focus on the organizational problems. For instance, the compensation, salary increase, bonuses, paid leaves, annual recreational plans etc. A



study of Danish(2010) showed that there exists a significant positive relationship between rewards and satisfaction, performance and motivation. Jamshed and Zaman(2013), in their study, stated that there should be an efficient system of financial rewards to achieve higher performance of the employees. There is another if better extrinsic rewards are given to employees; it results in higher productivity. From all the above discussion, we can conclude that intrinsic rewards are a qualitative factor, and it is hard to quantify them. For example, respect and recognition are hard to be quantified.

A study conducted by Rahim and Daud(2013) revealed that non-financial rewards tend to increase job performance and satisfaction of employees. It also examined the relationship between financial rewards, but the direction of the link was not specific. Therefore, a study was conducted by Barber, Dunham, and Formisano in 1992. They argued the positive relationship between job satisfaction and rewards. In contrast, a survey of Pouliakas(2010) showed a negative correlation between the same variables. Therefore, we have hypothesized that,

H<sub>3</sub>: Rewards have a positive association with the job performance.

## **2.9 Training and Job Performance**

Training in any firm is an on-going venture which aims at improving the skills and performance of the workers in an organization. The well-trained workers are beneficial for the organization. If the employees of an organization are equipped with better skillset and knowledge are an asset, and they are going to employ their skills toward the goal achievement of the organization. A research study conducted by Nassazi tried to find the impact of training on the job performance of workers. He performed his study on the telecommunication industry employees of Uganda. The research was structured qualitatively, and the questionnaires were distributed among 120 respondents. The results of the research showed a significant positive impact of training on the job performance of employees. The findings of this research could be beneficial for the decision making of HR policy as well as academicians and government. Another study conducted by Githinji assessed the impact of coaching on employee performance by focusing on global civil servants of Somalia. The first type of data that is primary data was collected from 144 staff members in the UN support office of an African mission working in Somalia. The results of the research showed that usually,

employee involvement, engagement is increased leading to higher and better job performance as a result of training. It also showed that the work enthusiasm and interest is raised by training. To sum up, Training contributes significantly to the job performance of employees.

The research conducted by Amos and Natamba revealed the positive significant impact of training on the performance of employees. The study of Hanif assessed the relationship of training and job performance in a local setting. They performed research in the food and motel sector of Lahore, Pakistan. The findings of study showed that the employees were better equipped with improved skillset and work motivation for their job when they were trained. To summarize, in the training the individual is in the learning phase. And a person who is learning and absorbing knowledge, they are tend to have smart and improved skills, which of course positively enhance their performance. Just like the training process, if the communication at work place is induced , it will result in more knowledgeable workforce and skilled organization. On the basis of above discussed literature, it is understood that job performance is positively effected by training. Hence we have proposed that:

H<sub>4</sub>: Training is positively correlated to job performance.

## **2.10 Moderating Role of Training in HRM Practices and Job Performance**

Skinner's theory reinforcement focuses on the individuals nature of learning. In this theory, it has been concluded that there is a repetition of behavior by the learner in training which brings positive outcome. It proposed that the organizational goals and training ventures should be well integrated to achieve positive outcomes from such trainings(57). There is another theory called as social learning theory which explains the social behavior and learning process in the individuals. It suggests that new behaviors are imitated or copied by individuals through observation. It also explains learning as a mental and abstract process that occurs in a social setting. Furthermore, it states that this learning process can take place through observation or being directed by someone, or even when there is absence of direct reinforcement(58). A theory named as 'expectancy theory which was basically proposed by Victor Vroom. In which, it serves the basis for influencing the behaviour of employee.

When the employees perceive a HRM practice to influence their performance positively, they are welcoming to that practice and feel motivated to do it. For instance, a training is perceived by employees to directly benefit their performance, they will actively take part in that training and they will feel confident about attending the training because they will be thinking it to increase their knowledge and their performance at workplace. Hence, it can be said that all of these theories discussed above plays a critical role in shaping of employees' conduct in any organization.

The end task of HRD is to shape and influence behaviors of employees to say for task accomplishment or organizational citizenship. And this influence is intended to increase the organizational and individual behaviour to ultimately achieve the goals. So, it can be summed up as that all theories serve the purpose of HRD. And resultantly, it is going to enhance the performance of the employees in organization but performance of the organization.

In the light of what is written above, it is evident that HRM practices have a positive and very close relation with performance of the job. Furthermore, it has also been showed in previous literature that reward to employees has a always had moderating and a good effect on the relation of the selection, empowerment, and participation with the job performance, and the participation of employees has moderating effect between high performance systems, and the perceived care quality. Whereas the moderating role of training has been discussed in a study conducted on banking side of KPK, Pakistan. We have intended to measure the moderating effect of training on the HRM practices of selection, reward, and participation and job performance association. Therefore, we have proposed that

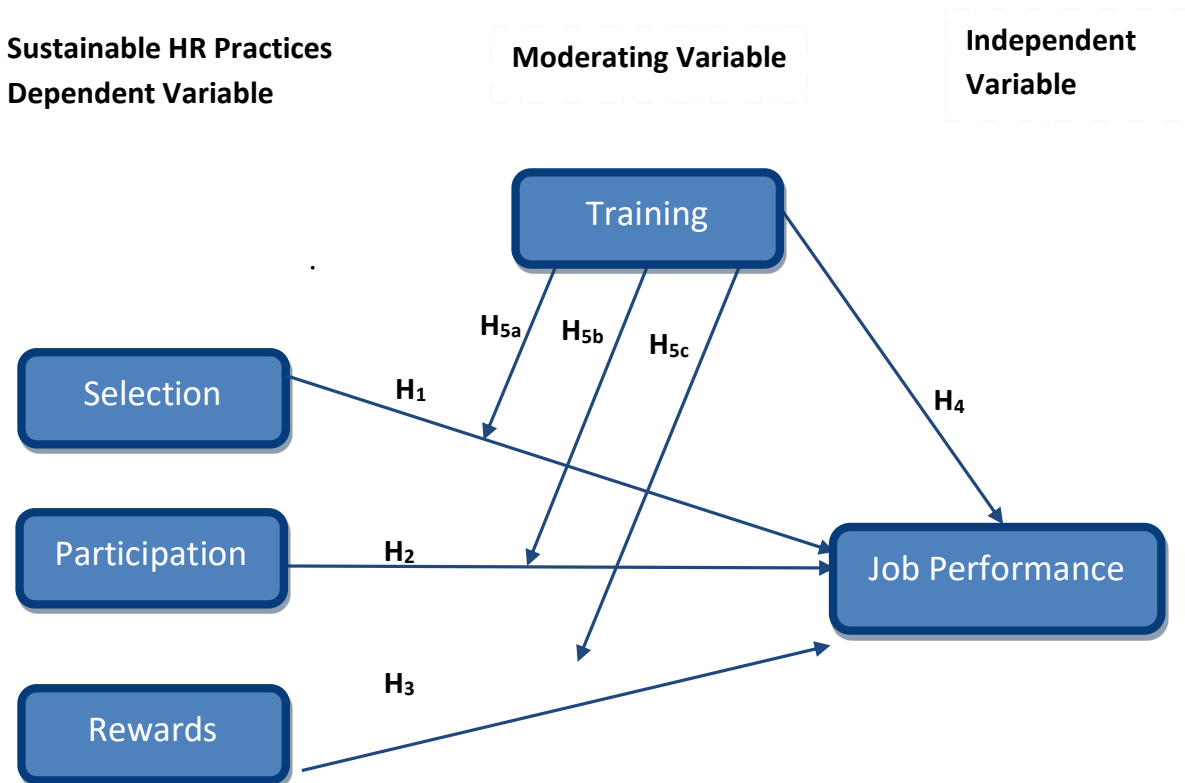
H<sub>5a</sub>: Training moderates the association of selection with job performance.

H<sub>5b</sub>: Training moderates the association of participation with job performance.

H<sub>5c</sub>: Training moderates the association of rewards and with performance.

### 3. Conceptual framework:

The current research has emphasized on finding the relationship between the HRM practices and the job performance by putting training as a moderating variable for the banking sector of Islamabad, Pakistan. The conceptual framework given in the figure below has been built up based on the review of literature.



In the ongoing study 3 sustainable HRM practices are chosen, named as selection, participation, and rewards. A process of selection that is sustainable implies that such process helps the organization to hire employees having a very long and greater impact on the profitability of organization. The sustainable participation means making employees more engaged to work toward the organizational goals and remain at the work. Moreover, rewards mean compensation, salary package, allowances, and benefits to make employees financially worry-free. This will lead them to focus on the organizational goals. These practices will help the organization to achieve their goals as well as those individuals who want to perform better, through this individual performance is also enhanced by these practices.

#### **4. Research design:**

➤ Purpose of the Study:

This study is related to hypothesis testing or casual study, in which my purpose is to inspect The role of HRM practices on the job performance with moderating effect of training. Basically, I am studying the cause and effect relationships between these variables. Here Rewards, Selection and participation are independent variable, whereas Job Performance is dependent variable and this relationship is moderated by Training.

➤ Study setting:

The study setting is non-contrived means the study is conducted in natural, true and real environment. As I have taken data from employees of Banks, so the study setting is natural.

➤ Research Strategies:

I have conducted the Survey Research, as I have collected data through conducting a survey in different branches of banks, located in Islamabad.

➤ Unit of Analysis:

The unit of analysis is Individuals, as I have collected data from employees.

➤ Sampling Design:

Simple random sampling is used. The sampling design includes:

- Sample Population-Sample population is all Assistant Mangers of Bank AL-Habib Branches of Islamabad
- Sample Size-Out of the total strength the sample taken amongst employees, 130 Questionnaires were collected.
- Sampling Area-The research was conducted in Islamabad.
- Sample Method-The research was made by the survey in accordance to the convenience of the employees. So, the sample type is convenient sampling.

➤ Time Horizon:

Time horizon was one-shot (cross-sectional) as I have collected data only one time.

➤ Data Collection Method:

I used Questionnaire as data collection instrument in the study. A structured close-end questionnaire is used, and Likert scale is used. All the questions that are taken from the questionnaire are all the relevant information that is needed for the study. The questionnaires consisted of items related to Rewards, Selection, Participation, Job performance and Training. From different branches of Bank Al-Habib of Islamabad these questionnaires were filled.

➤ Data Sources:

- Primary Data: The primary data was collected by the structured questionnaire. Questionnaires will be compiled along with the objective of the survey and complete description about the survey of study. It is assured to all those respondents that their responses will only be used for study and are kept confidential. The rating of supervisors done by the subordinates is strictly for survey purpose. Participation in survey is truly voluntary. Likert scale is used in questionnaire. Questionnaire is attached in appendix.
- Secondary Data: This type of the data collected by the past researches and articles. It is also collected from the journals of Library.

#### **4.1 Research Methodology:**

Rewards in present study in independent variable and Rewards means giving someone compensation or acknowledging one's effort in the organization, the Rewards can be tangible and intangible. The questionnaire for Reward is adopted from Locke and Latham's (1990; Lee, Bobko, Earley, & Locke, 1991),

Selection is basically collecting information of the candidate who have applied and correlating it with Job description of the organization, this tells us who is suitable for the job, the questionnaire is adopted from Wright et al. 2003.

Training is required in every organization when starting the job or when there is a need of training and many other reasons, also training is required for purpose of promotion or for Job enrichment or Job enhancement. The questionnaire for Training is adopted from Ahmad, S.; Schroeder, R.G. 2003.

Participation is the when all the employees are given importance and their voices are heard, they are given the opportunity for speak in meetings and their ideas are listened, this leads to development and progression of the organization. The questionnaire for participation is adopted from Scott et al. 2003

Job performance in this ongoing study is taken as dependent variable. Job Performance is dependent on many factors but I have used three independent variables, Job performance is basically what is the performace of the employee and what are the ways from which we can rise the performance level in the organization and what factors decrease the performance. It is adopted from Janssen and Van 2004.

For the analysis of the data that was collected from the questionnaire I have used SPSS (Statistical Package of Social Sciences) for my statistical analysis and JASP 0.13.

## 5. Data Analysis:

### 5.1 Reliability Analysis

For the analysis of the data collected we employed JASP 0.13. We run the reliability analysis to find the cronbach Alpha for the variables. If value of Cronbach alpha is above 0.7 or 70% it indicates that the data collected is reliable. According to another study of Hair et al. , the cronbach's alpha value of above 0.6 or 60% is admissible to show the reliability of data. We have shown the results of reliability analysis run on the data in the Table 1. All the values of cronbach's alpha of this study were within the limits and higher than 0.70 or 70%/. Hence, the data used is reliable.

Variable	No. of items	Cronbach Alpha
Selection	03	0.742
Participation	05	0.815
Reward	05	0.719
Training	05	0.895
Job Performance	05	0.752

### 5.2 Descriptive Statistics and Correlation

The mean, standard deviation and correlation of latent variables has been discussed. We used JASP 0.13 to run the principal component analysis. The pair covariances were drawn from the analysis. Further the covariances derived from the JASP were processed in MS Excel to find the correlations between all these variables. The mean and standard deviation were derived from running descriptive analysis on data in JASP.

The purpose of running correlation analysis is to check the what is the direction and the significance of relationship between the present study variables. Correlation analysis is used in this to find the association between two variables, either it is solid or weak. According to our results, the correlation between job performance is 0.154969 which is a weak correlation. The correlation between job performance and participation and training are in agreement with our



proposed hypothesis with values of 0.2066 and 0.2175 respectively. Hence, correlation analysis also showed results which are in agreement with our propositions.

Variables	Mean	S.D	1	2	3	4	5
Selection	2.541	0.114	1				
Participation	2.528	0.160	0.582825	1			
Reward	2.662	0.226	0.723596	0.492963	1		
Training	2.669	0.157	0.615745	0.894777	0.391541	1	
Job Performance	2.366	0.512	0.154969	0.2175	0.15184	0.206676	1

### 5.3 Moderation Analysis

For the moderation analysis Hayes Process version 3 was employed in SPSS version 21 to find the moderation in the discussed variables. For analysis purpose, we found the direct impact of each variable on the job performance. We used regression analysis techniques for that analysis and then Hayes process, for moderation analysis. Through the results, it was evident that the training variable moderates the relationship of job performance and selection with positive and significant value. The value of 0.49 shows a positive and significant value hence supporting 5a. Second moderation has also shown positive and significant values. Ansd similarly the hypothesis 5c is also acceptable value.

	Job Performance				
	B	T- Statistics	p-value	F- statistics	R- square
Moderator 1(selection* training)	0.049	4.6	0.000	21.18	0.149
Moderator 2(participation*training)	0.055	4.79	0.000	24.53	0.157
Moderator 3(rewards*training)	0.052	4.79	0.000	22.78	0.163

## **6. Discussion:**

In the current research, we have examined the impact of sustainable HRM practices of selection, participation, rewards and the moderating effect of training on the performance of employees. Furthermore we have also looked into the moderating impact of training variable. The study was conducted in the banking sector of Pakistan. As a result of this study we have found that our all propositions were in affirmation with the results. The study also exhibits positive moderation of training variable between the association of our independent and dependent variables. The practical implications of this study are discussed.

The contribution of this study is extended to enhancing the existing body of knowledge about the HRM practices used in the banks and the moderating role of the training. From the analysis of previous literature, it has been affirmed that the sustainable HRM practices have gained an enormous amount of attention by the academicians as well as the practitioners due to the large impact of it on the newer types of coaching and on performance in 21<sup>st</sup> century businesses. In the ongoing study we have also performed correlation and regression analysis.

The results of our study were in agreement with the previous literature indicating the positive association of the considered variables. The results of the study indicated that the independent variable selection has a positive relationship with the job performance of employees which is in agreement with the results of Nadarajah et al., and Mol et. al.. Furthermore, positive association of the participation and job performance was also demonstrated by our results.. The variables of employee rewards and performance were also significantly associated in agreement with the previous studies.

Additionally, the variables of training and performance were also strongly associated with each other which was in agreement with the prior studies. The results of our research were consistent with the hypothesis proposed by showing an overall positive association of HRM practices with job performance. A lot of research studies which have undertaken the association of HRM practices and job performance. But the moderation of training between this direct association has very limited literature. By, our study, we have attempted to fill this gap and depicted that the discussed practices of HRM(selection, rewards, and participation) interestingly have a positive association with the job performance with the moderation of training. Therefore, we can say, that

with training in organizations it can positively moderate the connection of HRM practices and performance of employees.

Moreover, Selection which has moderation has constructive impact on job performance. Similarly, participation has also a constructive association with job performance by moderation of training. The involvement of training as a moderating variable has positive impact on job performance. These results show that if we want to improve job performance we should employ HRM practices.

## **7. Conclusions and Recommendation:**

Human resources or Human capital is the most significant and impact ful force in any organization. In recent years, HR have gained the importance and most valuable resource of the companies and this fact can't be denied for banking sector. In the 21<sup>st</sup> century, sustainability is the most significant need and requirement of every enterprise. Sustainable means longer and durable. Sustainability implies that using the resources today in such a way, that there are enough resource for the coming generations and without depletion.

In this ongoing study, we have tried to assess the connection between the sustainable HRM practices and job performance to guide the organizations for adopting sustainable practices of HRM to perform well and attain organizational with fulfilling individual needs. There are only few organizations which are capable of employing sustainable business practices to achieve higher performance of organization. The moderation of training was tested between these associations as sustainability is comparatively new concept. The study was conducted in banks of Rawalpindi Pakistan.

The results were in agreement with the hypothesized statements. And they confirm the results from the previous literature. HR practices have greater impact and can also play huge and basic job in worker execution in any association. The discoveries of the ongoing investigation propose that banks in Punjab can upgrade their exhibition by actualizing high-contribution HRM practices. In this manner, so as to improve worker execution, associations should actualize sustainable HRM practices to fortify and support them for their future execution. Our examination adds to the

practical HRM research and frameworks by introducing HRM rehearses like manageable HRM practices in the banking sector. Moreover, the results proposed that if we apply sustainable HR practices would result in the overall better environment in any type of organization, as well as well-being of employees. The application of the sustainable HRM should be a central focus of the organization to boost the performance of employees. So, we can say that the selection criteria should be more fair and unbiased to hire the employees who are consistent with the organizational goals and are competent to contribute toward the organizational goal. The employees who are selected unbiasedly they are more confident about their capabilities and serve as a valuable resource for the companies.

Additionally, the employees should be rewarded with intrinsic as well as extrinsic rewards to make them feel empowered and financially worry-free. They will have less stress about their personal life and meeting expenses and more focus on the organizational functions and goals. If we talk about the participation, it is the implication of the Maslow hierarchy of needs, that if a person feels involved and recognized it contributes to the satisfaction and impacts the overall performance in a positive direction. When the employees are involved in the goal setting, there is a shared-goal and they feel more comfortable about the goals set in this way. So, the organizations should move toward the shared goal setting to make their employees motivated and encouraged to achieve the organizational goals along with their personal development.

Training also serves as polish for the existing skills of the individuals. If the organization focus on the specially designed training programs to outshine the existing skills of the employees, the employees will be more empowered and confident to perform their jobs and tasks.

From the results of our study, we recommend that the management of any organization should sit and reconcile their HRM practices to make them more sustainable. It is suggested to analyze and consider the problems of employees, to identify them and help the employees in confronting them like a united unit. The organizations should launch acknowledgement methods. It will make employees more encouraged and motivated when they will have a sense of acknowledgement and recognition as a result of their efforts being appreciated and recognized. To achieve the required objectives, the organizations should involve the employees in the goal setting and rewarding employees for their efforts instead of poor performance appraisals.

## **8. Limitation & Future Direction:**

limitation is that this study is that the primary data is conducted in branches of Bank AL-h Islamabad. There were many kinds of variables that were influencing employee affective commitment but due to shortage of time I have excluded some of them. Financial resources were also another limitation.

Future studies can be performed by taking someother HRM practice such as , affective commitment, promotion, performance evaluation system, but focus should be Job performance. This study can also be done in some other city of Pakistan.

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## **10. QUESTIONNAIRE**

### **Selection:**

1. Candidates undergo structured interviews (job-related questions, same questions asked of all candidates, and rating scales) before being hired.
2. Experienced and qualified workers have the opportunity to be promoted to positions of superior pay and/or responsibility within the department.
3. Candidates for this job take formal tests (paper and pencil or work sample) before being hired.

### **Training**

1. Employees receive training in workplace to improve their skills on a regular basis.
2. The administration believes that continual training and promoting of employees' skills are important.
3. Employees receive training to execute multiple tasks.
4. Employees cross trained so that they can perform other tasks if necessary.
5. Employees are encouraged to learn specific skills, rather than develop a broad skill base.

### **Participation:**

1. Generally, how much say or influence do you have on how you perform your work?
2. To what extent are you able to decide how to do your work?
3. Generally, how much say or influence do you have on who does what on in your work group?
4. Generally how much say or influence do you have on decisions which affect your work?
5. My superiors are receptive and listen to my ideas and suggestions.

### **Rewards:**

1. If I accomplish my work objectives, it increases my chances for a pay raise.
2. Fulfilling all my job responsibilities does little to improve my chances for a promotion.
3. Doing good work in no way increases job security here.

4. When I improve my performance, my accomplishments are recognized.
5. I have seen good job performance rewarded in my work unit.

**Job Performance:**

1. I always complete the duties specified in my job description.
2. I meet all the formal performance requirements of the job.
3. I fulfill all responsibilities required by my job.
4. I never neglect aspects of the job that I am obligated to perform.
5. I often fail to perform important duties.

## 11. Plagiarism Report

### MBA Thesis

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## Approval of Examiner 1: Dr Mohsin Raza Khan



### Approval for the ammendments. 01-221191-036, Muhammad Omer Khalid Awan

1 message

**Mohsin Raza** <mohsin.raza.khan@gmail.com>  
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Thu, Jul 23, 2020 at 9:49 AM

Omer

I have reviewed it and seems fine to me. Pease consider it approved, if there is any form I need to approve please send me and I will do the needful.

Regards

**Mohsin Raza Khan**

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## Approval of Examiner 2: Dr Harris Laeeque



### Approval of Thesis.

1 message

**Harris Laeeque** <harrislaeeque@hotmail.com>  
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Thu, Jul 23, 2020 at 12:56 AM

Dear Omer,

I hope you are well. I approve your MBA thesis as I believe it meets the university criteria and your degree requirements. Best of luck for the final submission and for your future as well. Take care.

Regards,

Dr Harris Laeeque

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