

The Impact of Human Resource Management Practices on Individual Performance - A moderated-mediated empirical study

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Abstract-The objective of the study is to empirically examine the impact of human resource management practices on individual performance. Positivist paradigm has been used for this moderated-mediated research. Human resource management practices of recruitment and selection, training and development, performance appraisal, communication, and compensation mix have been identified as predictor of individual task performance; with mediating role of organizational citizenship behavior, and moderating role of organizational culture. A multi stage random sampling was used to collect the data from 384 employees of banks located in Rawalpindi-Islamabad area. Descriptive statistics, correlation, and regression analyses have been used to analyze the data. The study found that organizational citizenship behavior mediates the relationship between human resource management practices and individual performance; whereas organizational culture moderates the relationship between human resource management practices and organizational citizenship behavior. The study provides fresh insight into the phenomenon of the study. Moreover, it offers opportunities to managers and administrators to manage requisite interventions for enhancement of individual performance in the organizations.

(Keywords: Human Resource Management Practices, individual performance, Organizational Citizenshipbehavior, Organizational culture)

I. INTRODUCTION

Human resource management is essential to achieve organizational competitiveness (1). Researchers have as of late tested and contended that diverse arrangements of human resource practices may affect the same results heterogeneously (2; 3).

As these studies have proposed, it is essential to investigate the differential impacts of the diverse segments of human resource frameworks.

Various researchers have discussed the relationship among HRM Practices and their impact on individual's performance (4; 5). Some recent studies have suggested to explore the role played by organization citizenship behavior (OCB) in the relationship among HRM Practices and performance (5). It has been figured out that the moderating role of culture has not been analyzed so far and recommended that the moderating role of culture in the relationship between the HRP Practices and OCB needs to be investigated in the future studies (6). Thus, keeping in view the literature gap, the motivation behind the present work is to build up a model that lights up the connections between Human resource practices, organizational culture, the organizational citizenship behavior and the performance of the employees.

A. Purpose of the study:

The purpose of the study is to investigate the impact of HR Practices on performance of banking employees in emerging market like Pakistan. How these practices influence the individual performance and the possible role played by organizational citizenship behavior and Organizational culture in this regard.

II. LITERATURE REVIEW:

A. Human Resource Practices:

Effective implementation of HR practices may lead to enhanced performance of the employees. Recent research studies provide more detail about the

relationships between HRM and employee outcomes are achieved through the employee perceptions and evaluations of HRM activities (7). There has additionally been a noted confirmation that HPWSs (or "best practices" in HRM frameworks) varies across societies (8). Five different constructs of HR practices were conceptualized as well as measured in this study. Recruitment & Selection is referred to as the practices aimed at hiring quality workforce, with skills required completing the task (9). While Training and development are referred to as the practices involving the development and enhancing the skills, an individuals have. The higher scores ensured the presence of well-developed staffing system. Along with the availability of extensive training programs in the organization. Moreover, the compensation is stated as, the perception of employees about their performance translating in to their earnings and high scores ensures the provision of fair compensation by the organization. The communication is stated to have the employee input in the tasks assigned to them and the value given to that input by their organization. The performance appraisal is vital due to its association with reward, and hence a fair and transparent system fosters employees' confidence and affects performance.

B. OCB

The organization citizenship behavior is stated as the discretionary behaviors, considered as the reflection of positive social exchange. Organizational citizenship behavior has been characterized as an individual behavior that is unlimited, not specifically or expressly perceived by the formal prize framework and it advances the powerful working of the organization (10). In 1991, two sorts of organizational citizenship behavior were proposed: those of people (OCBIs) and those of associations (OCBOs). This study is focused on the impact of HR practice consistency on worker outcome based practices that are of direct advantage to the performance of organizations (11). When we talk about theory of attribution, all the organizations who are implementing regular HR practices for employees have capabilities to setup desired outcome and they also managed to get desired results (12; 13)

C. Organizational Culture

The organizational culture (OC) is stated as the combination of various activities and policies of the organization including shared values, beliefs, assumptions, working styles, office structures, routine tasks, management styles, performance, activities, dress codes, risk taking, precision,

achievements, collaboration and competition that makes the organization different and unique from other organization. (14). Organizational culture is collective and invisible entity, evident through the behaviors of people and groups. Organizational culture is determined by goals, objectives, mission, vision, behaviors, norms, and values, philosophy of management, unwritten rules and conventions. Strong organizational culture puts pressure on each member's behavior; as how they should mold and adopt their behaviors according to organizational demands (15;16).

D. HRM Practices and Performance

Scholars of management have been advised for the appropriation of deliberately spurred human resource (HR) practices for the change of authoritative capacities (17). The task performance of the individual is stated as the individual ability to complete the task assigned to the employee in daily routine. While human resource expert states that the organizational performance is accomplished through the work force, the Human resource practices influence the performance of employees and practices remain inadequately followed (18; 19). These practices foster environment that facilitate task related performance. Research found strong relationship between HRM practices and employee performance (20; 21; 22).

E. HRM Practices and organizational citizenship behavior:

In the course of most recent two decades, organizational behavior scholars have been extensively studied the OCB and found its importance in affecting multidimensional aspects of employees' behavior (23; 24; 25; 26). Basically, by molding and changing worker practices the HR practices be fit for shape and possibly change hierarchical society (27; 28). It has been proposed that in the HRM practices–performance relationship, the effective psychological environment should be maintained to an individual (29). Basically, by molding and changing worker practices the HRM practices be fit for shape and possibly change hierarchical society (30). Aptitudes, data, scope, duty, and inspiration were the outcomes of High-execution HR practices to the workers (31; 9).

F. HRM Practices and Culture

Various theoretical perspectives within the context of HRM have argued that in any organization HRM and organizational culture cannot be separated (32). A social context theory has been developed (33). According to this theory employee attitudes and behaviors are the outcomes of organizational culture. The dynamic environment necessitates cultural

changes by implementing exciting and innovative human resources management practices. Strong evidence exist that HRM practices make positive and significant contribution towards designing, aligning, and implementing culture for organizational competitiveness and sustainability (33).

G. Organizational Culture and OCB

Culture refers to a system of shared values that differentiates an organization from the other one (34). The relationship among organizational culture and organizational citizenship behavior has been studied and a positive relationship among the two has been found (35). Moreover, the behavioral and structural factors of culture have been analysed (36). They found a positive relationship among the culture and OCB. A study conducted in 5 different countries on culture and OCB. They found a positive impact of culture on the OCB. Strong empirical evidence in the literature indicate that organizational culture positively and significantly influence the organizational citizenship behavior (37; 38).

H. OCB and Performance

Researchers found that employees with positive attitude with regard to extra role behavior are glad, idealistic, cooperative, caring, and forthcoming in making significant contribution towards individual and organizational objectives (39). In empirical point of view, it has been verified that higher levels of organizational citizenship are related to the positive emotions at the workplace (40; 41; 42). In the study of (43) they mentioned the assumption which positivist embraces that humans have an inherent craving to self-acknowledge (to express their abilities without bounds extent). People performed their own particular great deeds are inspired by the height (44). Research studies found theoretical and empirical support for organizational citizenship behavior as a significant contributor of employee performance (45).

I. Organizational Culture and Performance

Culture not only influences the communication skills of employees but also their decision-making process and their credibility (46). The significance of culture to innovation level, adaptability and competitiveness, and also influence the productivity, leadership activities, operations of organizational systems (47; 48) and the individual performance (50) has been highlighted by various researchers (51). A critical analysis of literature found that organizational culture had a significant and positive effect on employee performance (52; 53). They discussed that the organizations fostering

the teamwork and individual respect etc. will not only enhance their performance but will also increase the commitment and loyalty of their employees.

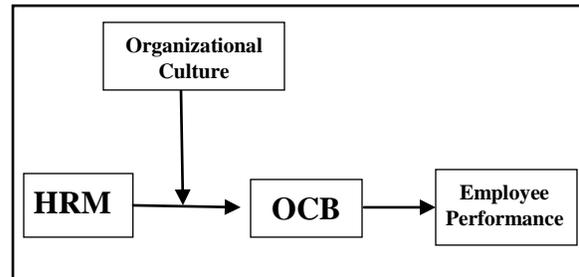


Figure 1: Conceptual Framework of the study

J. Statement of Hypotheses

- H1. HRM practices predicts employee performance.
- H2. HRM practices has positive and significant affect on OCB.
- H3. OCB positively and significantly affect employee performance.
- H4. OCB mediates the relationship between HRM practices and employee performance.
- H5. Organizational culture moderates the relationship between HRM practices and OCB.

III. METHODOLOGY

A positivist paradigm has been used for the study. The study is causal, cross sectional, and quantitative in nature. Population of the study was the employees of all the banks in Pakistan. A multi stage sampling approach using random sampling technique had been used. The data was collected using self-administered questionnaire from 384 employees of banks located in Rawalpindi-Islamabad area. The response rate was 86 %.

A. Measures:

The scales have been adapted from the instruments already validated. The scale for estimation of HRM practices has been adapted from some previous studies (54; 55; 56). The organization citizenship behavior scale was measured by adapting the scale used in previous research 26. The items used to measure the organizational culture were adapted from Van Muijen, et al., (1999) and the scale of Goodman and Svyantek (1999) was adapted to measure the individual task performance of employees (57; 58). All the scales were anchored on a five point Likert scale. The first three hypotheses

were tested using the linear regression model. The fourth and fifth hypotheses were tested by using the Process Application Model 1 & 4 as suggested by Hayes (2013) (59).

IV. RESULTS AND DISCUSSION:

A. Descriptive Statistics:

TABLE 1 DESCRIPTIVE STATISTICS:

	N		Mean	Median	Mode	Std.	Variance	Sk	Kurt
	Valid	Msg							
HRPr	331	0	4.33	4.33	4.28 ^a	0.35	0.123	-0.41	-0.147
OCB	331	0	4.2	4.12	4.75	0.46	0.208	0.009	-0.868
OrgC	331	0	3.92	4	5	0.77	0.6	-0.8	0.661
Perf	331	0	4.16	4	4	0.52	0.271	0.267	-0.864

B. Correlation:

TABLE 2 CORRELATION:

	HRPr	OCB	OrgC	Perf
HRPr	1			
OCB	.608**	1		
OrgC	.571**	.551**	1	
Perf	.597**	.552**	.564**	1

The results in Table 2 show that all variables are significantly and positively correlated to each other.

C. Testing Assumptions of Hypotheses:

Before running regression following assumptions were checked:

a. Multicollinearity:

The collinearity was ruled out as the VIF<10 and the statistics for average tolerance was also 1 (60)

b. Independence of Error:

The regression errors were independent as the value of Durbin Watson test is less than 2 and above all it lies between the ranges 1.5-2.5.

c. Normality of Data:

The purpose of this assumption was to check whether the dependent variable is normally distributed or not. For normality of data, the values of skewness and kurtosis will be equal to zero. This assumption will be violated if value reaches 3 (+/-). The assumptions meets in this case as the values of both skewness and kurtosis are close to zero and not a single value is above 1 (+/-)

d. Heteroskedastic:

The heteroskedastic was measured by applying White-Hetero skedascity test. The value is above 0.5 indicating that there is no hetero skedascity

D. Hypotheses Testing:

TABLE 3 HYPOTHESES:

Hyp	R ²	F	B	t	Sig	DW	Tol	VIF	Status
H:1	0.357	182.58	0.761	13.512	0	1.837	1	1	Accepted
H:2	0.369	192.72	0.846	13.883	0	2.024	1	1	Accepted
H:3	0.304	143.88	0.504	11.995	0	1.638	1	1	Accepted

The results in Table 3 indicate that all hypothesized relationships are positive and statistically significant. The results fully support all the hypotheses and shows a positive impact.

a. Hypothesis 4

To test the indirect hypothesis (mediation analysis), bootstrapping method by Hayes, (2013) was used in which total direct and indirect effects were measured (59). The confidence interval was kept at 95% and the number of bootstrap samples for bias corrected bootstrap sample was 1000.

TABLE # 4 MEDIATION

Total effect of HR Practices on Performance				
Effect	SE	t	P	
0.7608	0.0601	12.6534	0.0000	
Direct effect of HR Practices on Performance				
Effect	SE	t	p	
0.5294	0.0715	7.4001	0.0000	
Indirect effect of HR Practices on Performance				
	Effect	Boot SE	BootLLCI	BootULCI
OCB	0.2314	0.0416	0.1491	0.3102
Normal Theory Tests for Indirect Effect				
Effect	se	Z	p	
0.2314	0.438	5.286	0	

The results indicate that total effect of HR practices and organization citizenship behavior on performance is significant $\beta=.76, t=12.65$. The direct effect of HR Practices and OCB on performance is also significant $\beta=.52, t=7.40$. The results of indirect effect fully supported that organizational citizenship behavior mediates the relationship between HR Practices and performance $\beta=.23, CI [0.14: 0.31]$.

The results show that there is 42% level of mediation of OCB between HR Practices and performance. The normal theory test also confirms the mediation results and indicate that organizational citizenship behavior plays a mediating role between HR Practices and performance of the Employees ($\beta=0.438$, $Z=5.286$, $p<0.05$).

b. Hypothesis: 5 Moderation

TABLE 5 CONDITIONAL EFFECT OF HR PRACTICES ON PERFORMANCE AT VALUES OF ORGANIZATIONAL CULTURE:

OrgC	Effect	se	t	p	LLC I	ULC I
-	0.774	0.0732	7.27	.000	0.4182	0.7282
0	0.77	0.0638	12.114	.000	0.6471	0.8981
1	0.774	0.0972	9.7142	.000	0.7752	1.1689

To test the moderation between HR Practices and Organizational Citizenship Behavior, Preacher and Hayes (2014) bootstrapping method was used (61). The results fully support that there is a positive moderation of organizational Culture between HR practices and organizational citizenship behavior. The results indicate that when the effect of organizational culture was at min the relationship b/w HR practices and organizational citizenship behavior is moderate $\beta=.57$, $t=7.2$ CI [0. 41: 0. 72]. The relationship between HR practices and organizational citizenship behavior has increased from $\beta=.57$ to $\beta=.77$, indicating significant increased with the average effect of organizational culture $\beta=.77$, $t=12.11$ CI [0. 64: 0. 89]. Finally, in the max presence of organizational culture, the relationship between HR practices and organizational citizenship behavior is even strengthened significantly $\beta=.97$, $t=9.7$ CI [0. 77: 1. 16]. The results fully indicate that the organizational culture is significantly positively moderating the relationship between HR practices and organizational citizenship behavior.

V. Implications:

A. Theoretical implications and contributions

The impact of HRM practices on performance has been investigated in the research with organizational citizenship behavior as mediator whereas organizational culture as a moderator. In this study, the task performance has been explored at the individual level by using the data from banks.

Organizational citizenship behavior has also been considered the as firsthand outcome of HR practices (17). In the study more robust approach has been applied for relationship investigation. The study has various contribution towards the literature and has various managerial implications as well. First of all, the study is further enriching the literature in this area. Secondly, the study examined that the HRM Practices are the antecedent of individual task performance as well as the organizational citizenship behavior. Further the study has visible contribution towards the disciplines of human Resource management and organizational behavior.

B. Managerial implications and contributions

This research also offers various implications for the management. The HR practices leads towards the satisfaction of the employees and will motivated them as well that will ultimately improve the task performance of the individuals. Moreover, the supportive organizational culture seems to have a positive impact and considered to be a significant contributor towards the OCB that affect individual task performance. The results provide opportunities to the management to initiate appropriate interventions through HRM practices, OCB, and organizational culture for individual superior performance and its sustainability for organizational competitiveness.

VI. Future Direction for Research

The study has various limitations. First of all, the study is cross sectional in nature due to time constraints. Moreover, the future researches should focus on the longitudinal researches to examine the detailed relations among the variables over the period of time (62). Secondly, the research should be structured at multiple levels. Moreover, the future studies must focus on the alignment of goals and performance of organizations in this context as well.

VII. Conclusion

The study examined the effect of HRM practices on individual task performance along with the mediation role of organizational citizenship behavior in relationship of HRM practices and employee performance and moderating role of organizational culture between the relationships of HRM practices and organizational citizenship behavior. The study provides fresh insight into the phenomenon of study and thus contributes to the existing knowledge. The study offers fresh avenues to the managers and practitioners for undertaking requisite initiatives to improve employee performance for organizational sustainability.

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