

Impact of Human Resource Management Practices on Employee Performance: Evidence from Jordanian Private Organizations

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Received: 11 March 2020, Revised: 23 May 2020, Accepted: 2 Jul. 2020.

Published online: 1 Aug 2020.

Abstract: The purpose of this paper is to examine the impact of human resource management practices (HRMPs) on employee performance (EP). To achieve the aims of the study, a quantitative design based on using a questionnaire was distributed to a sample of 250 employees; only 205 employees responded to the questionnaire, 189 out of them were valid questionnaires. To check the association between HRMPs and employee's performance, Pearson correlation statistical technique and multiple regression analysis were applied on the data collected. The study has found that HRMPs such as: recruiting and selection, training and development, performance appraisal, compensation and benefits, and employee career development have a positive impact on EP ranging from low to high impact. More specifically, out of these five HRMPs, only training and development and compensations and benefits have high significant positive impact on EP. The results of the study also reveal that 53 per cent of the changes on EP could be attributed to the combined effect of the predictor variables (HRMPs) listed earlier. Hence, it is proved that the predictor/ independent variables contribute positively towards change in the dependent variable (EP). The study concludes within a set of recommendations for improved HRMPs and EP. Chief among these recommendations is that line managers besides HR managers need to better observe the integration and congruence among their HRMPs and its impact on their employees' level of performance. Also, there should be evidence of existence of an integrated system for assessing the success of these HRMPs in enhancing employee performance which will lead to improve in organizational performance.

Keywords: Human resource management practices, Employee performance, Service organizations, Jordan.

1 Introduction

Human Resource Management (HRM) can be described as systematic strategic and coherent approach to the employment, development and well-being of the people working in any business sector [1]. HRM is the formal system that includes philosophy, policies and practices in an organization to ensure that it effectively utilizes the knowledge, skills, abilities, competencies and other characteristics of the employees to achieve the organizational goals [2] [3]. The success of any organization, in a competitive era, depends on the competencies and skills of the HR. No organization can exist and grow without appropriate HR capabilities. In order to gain sustainable competitive advantage, organizations are required to adopt HRM practices to manage their valuable and talented employees in effective way [4].

Human resource is recognized as the most important element in running a business as organizational performance including profitability is heavily dependent on employee performance. Therefore, successful organizations believe that human resource management (HRM) practices are the determinants that influence the employee's performance. In the developed economics, employee performance has direct correlation with performance of the organization. However, it is fair to say that employee performance is vital to all business enterprises in both developed and developing countries. In this study, a firm believes that effective use of HRM practices will lead to enhance employee performance by increasing productivity of employees, decreasing turnover rates and increasing sales and profit of the organizations.

Human resources are the sources of achieving competitive advantage because of its capability to convert the other physical and financial resources into output whether it is a product or a service [5]. According to [6] improved capabilities,

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knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market. HRM reflects the policies, practices and systems that influence employees' competencies, skills, ability, and behavior that ultimately pave the way for improving their performance [6]. In any organizations, employees are considered the essential strategic asset. Therefore, employees could be a competitive advantage if their organizations provide more attention and invest in developing their knowledge, skills and abilities (KSA) at the work place [7][8]. Aware of such facts, organizations have been in a state of constant search for leverages of employee performance. These leverages are the factors that promote the level of employee effort and activities related to his/her work, which in return improve organizational performance [9]. This is to say that, HRM practices (HRMPs) in any organization are a moderator among the strategies and policies of HRM and HRM outcomes. Time and again, in this study, HRM practices include recruitment and selection, training and development, performance appraisal, compensation and benefits and employee career development. It is assumed that these HRM practices are closely associated with employee's performance. Therefore, it is expected that an organization performs best when all of these HRM practices are managed well in a coherent way. The purpose of this study is to close the gap by deeply investigating the related literature, shedding more light into the impact of the aforementioned HRM practices on employee performance, and provide suggestions to the firms as how they can make best use of these HRM practices to make their employees perform well on the job. In this regard, it is worth mentioning that during the last decades, many studies have explored the relationship between different HRM practices and employee performance. However, most of these studies have been conducted in the developed countries. Unfortunately, very little studies have been conducted in Arab countries in general, and in Jordan in particular. In support of this and based on an intensive review of the literature, insufficient empirical studies have been founded on HRMPs and its effect on employee performance in the developing countries [10][11][12]. In brief, most of the HRMPs studies on employee performance or organizational performance have been conducted in the developed countries. Therefore, I have chosen this topic because there is very little scope of human resource in Jordan, and not so many Jordanian organizations can fully harness its HRs potential [13]. In support to my point of view, human resource management practices such as recruitment and selection, training and development, performance appraisal, compensation and benefits and employee career development are the practices that have always been carried out and have become key elements in organizations [14].

2 Literature Review

Employees are the most valuable asset of every organization as they can make or break organization's reputation and can adversely affect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and services [15]. Employee performance (EP) according to [16] as cited by [5] are three types which include: qualitative indicators (customer complaints, number of errors/mistakes), quantitative indicators (customers served, units produced, and measure of time) and financial indicators. To have more comprehensive view, the systematic studies that linked HRM and EP were published by many researchers like [17][18][16][19]. However, a large number of these researches were conducted on different business sectors at different developed countries. Not surprisingly, most of these researches showed significant impact of HRM practices on employee's performance.

Employee performance is directly linked with performance of organizations. The successful organization considers the HRM practices as a crucial factor that directly affects the employee's performance [20].

As [21] pointed out that in 104 research studies, HRM was taken as a set of employee management practices. In fact, actual HR practices are applied by line managers on a daily basis that positively impact employee's perception about HRM practices applied to them [22]. The successful implementation or failure of HRM practices depends on the expertise and skills of the managers. According to [23], a growing body of empirical research has examined the effect of certain HRM practices on the firm performance. Likewise, [24] noted that employees play a strategic role in improving ratings in key areas like the process and product quality, the reputation of the organization, and in maintaining relations with society. HRM is concerned with the efficient and effective utilization of human capital of the organization. HRM policies and practices may either help or constrain employees in performing their roles [25]. Human resource management practices (HRMPs) provide the organizations a sustainable source of competitive advantage [26]. HRMPs mean the process or the functions that used to manage the employees and it directed the firm towards the development. Employee's performance depends on how effectively and efficiently firm manages them by using their operations. The performance of the employees is the output of the performance of the workers which enhances the organization operations [27][28].

3 Research Methodology

3.1 Research Model, Research Objectives, Research hypotheses, Sample and Procedure Research Model

This study suggests a theoretical research model which is developed on the basis of extensive literature review. This study examines whether there exists an impact/effect between HRM practices on employee performance. There are five Predictor

variables (independent variables) including recruitment and selection (R&S), training and development (T&D), performance appraisal (PA), compensations and benefits (CB) and career development (CD). While there is only one criterion variable (dependent variable) which is employee performance (EP).

Research Objectives

The research on which this paper is based aims to:

- 1- Determine the impact of recruitment and selection on employee performance.
- 2- Determine the impact of training and development on employee performance.
- 3- Determine the impact of performance appraisal on employee performance.
- 4- Determine the impact of compensations and benefits on employee performance.
- 5- Determine the impact of employee career development on employee performance.

Research Hypotheses

In light of the objectives of this study, the following research hypotheses are developed:

H1: There is a statistical significant impact between recruitment and selection and employee performance at a significant level of 0.05.

H2: There is a statistical significant impact between training and development and employee performance at a significant level of 0.05.

H3: There is a statistical significant impact between performance appraisal and employee performance at a significant level of 0.05.

H4: There is a statistical significant impact between compensations and benefits and employee performance at a significant level of 0.05.

H5: There is a statistical significant impact between career development and employee performance at a significant level of 0.05.

Sample and Procedure

This study utilizes a questionnaire-based data gathering technique. The questionnaires were distributed on a sample of frontline employees operating in a wide array of service organizations in Jordan. The justifications for targeting the frontline employees in this study are: firstly, in the service sector, production and consumptions of the service are taking place at the same time. Therefore, frontline employees play a critical role to improve customers' loyalty and profitability. Secondly, frontline employees practice higher levels of emotional tiredness and stress than do other employees in other non-service organizations. In short, this study is an exploratory and analytical research. However, more than 50 various service organizations have been selected as a sample of this study which covers a variety of service organizations such as (hotels, banks, insurance companies, hospitals, telecom sector). In order to achieve the objectives of the study, data were collected from a randomly selected sample. As pointed out earlier, this is a quantitative design based on using a questionnaire which was distributed to a sample of 250 frontline employees, 205 employees responded to the questionnaire; only 189 out of them were valid questionnaires and this considered a very high response rate. The Cronbach's alpha values of questionnaires used in this study were all above 0.80, indicating that all variables were considered to be internally consistent [29]. Questionnaire items were drawn from the previous studies literature and empirical studies on the impact of HRMPs on EP. This study adopted the survey and its methodological analysis presented by [20] [21] [10] with many modifications to the original items of the survey to suit the context of the current study. Respondents were asked to respond to the questionnaire of this study by employing a five point-likert scale ranging from 1= no impact at all to 5= very significant impact to rate the impact/effect of human resource management practices (HRMPs) on employee performance (EP).

4 Analysis and Results of the Study

4.1 The Impact of Various HRM Practices on Employee Performance

As far as the impact/effect of HRMPs on EP, Table 1 shows the results of the correlation analysis of the effect of each human resource management practice on employee performance. Therefore, the data of this study have been analyzed using different statistics such as descriptive statistics, the coefficient of correlation and multiple regression analysis. It provides evidence regarding whether employee performance can be predicted by the perceived HRM practices mentioned earlier. Correlation and multiple regression analyses have been used to examine power of perception of HRM practices (overall and 5 domains) in the determination of employee's performance. The results of the Pearson correlation analysis are shown in Table 1.

Table 1: Correlation between HRM practices and employee performance.

	R&S	T&D	PA	CB	CD	EP
Recruitment and selection (R&S)	1					
Training and development (T&D)	.324*	1				
Performance appraisal (PA)	.201*	.263	1			
Compensation and benefits (CB)	.410*	.340*	.362*	1		
Career development (CD)	.241	.373	.193	.231	1	
Employee performance (EP)	.310	.641*	.241	.610*	.201	1

Notes: The numbers in the Table denote the correlation coefficients, * denote that correlation is significant at p-value <0.05 level.

It is obvious from the research findings in Table 1 that, Pearson correlation was applied on the data to check the impact of HRM practices on employee performance. As Table 1 shows the Pearson correlation for the employee performance with R&S ($r=.310$), T&D ($r=.641$), PA ($r=.241$), CB ($r=.610$), and CD ($r=.201$). While the results in Table 1 show a positive relationship between HRMPS and EP, it shows also that only T&D and CB as HRMPs have a statistically significant positive impact at ($P < 0.05$) on employee's performance. Among the five HRMPs, the relationship ($r=.641$) between T&D and employee performance is the highest (has the greatest influence), followed by CB ($r=.610$) and employee performance. The results in Table 1 indicate that HRMPS such as R&S ($r=.310$), PA ($r=.241$), and CD ($r=.201$) have a low to moderate positive correlation with employee performance. It is worth noting that none of these former HRMPs have a significant correlation at ($P < 0.05$) with employee performance, except T&D and CB.

Hypotheses testing

One of the objectives of this study was to investigate and test certain hypotheses.

From Table 2, it can be observed the research findings regarding hypotheses testing of this study.

Table 2: Summary of hypothesis testing results.

Hypotheses	Correlation	Result
H1: R&S	.310	not supported
H2: T&D	.641*	supported
H3: PA	.241	not supported
H4: CB	.610*	supported
H5: CD	.201	not supported

*Correlation is significant at the 0.05 level (two-tailed test). **

Table 2 shows the correlation coefficients between predictor variables (independent variables) and criterion variable (dependent variable). The result reveals that only T&D and CB as a HRMPs have a positive and significant correlation with employee performance. Hence, it can be concluded that hypothesis H2 and hypothesis H4 are accepted, while hypothesis H1, H3 and H5 are rejected. This means that R&S, PA and CD as a HRM practices have no significant impact or effect on employee performance.

Multiple Regression Analysis

The combined effects of human resource management practices on employee Performance

Table 3 shows the multiple regression analysis and found that factors of human resource management practices (HRMPs) such as: R&S, T&D, PA, CB and CD together (combined effects) significantly predicted employee's performance. The multiple regression analysis in Table 3 shows that the coefficient of determination R^2 value (0.532) which indicates that 53% of variation in employee's performance is due to the proposed model, and the remaining is due to some other factors. That means HRMPs like R&S, T&D, PA, CB and CD are collectively having a positive impact on the employee's level of performance. Therefore, it is proved that the independent variables (HRMPs) in this study contribute positively towards change in the dependent variable (EP). To sum up, 53% of employee performance explained by the aforementioned HRMPs. This is to say that, HRMPs depicted in the research model are significantly and positively predicted employees performance.

Table 3: Model Summary Regression Analysis^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.624 ^a	0.532	0.510	.521

a. Predictors: (constant), R&S, T&D, PA, CB, CD.

b. Dependent variable: Employee performance

Referring to Table 3, the multiple regression analysis was performed to identify the predictors of employee performance as conceptualized in the model of the study. R^2 is a commonly used statistic to evaluate model fit. Table 3 result indicates that 53 percent of the changes on employee's performance could be attributed to the combined effects of the predictor variables (independent variables) mentioned in the study model. The remaining 47 percent is not explained by the research model which means that the rest 47% of the variation of employee performance is related to other variables or factors which are not depicted in the model of the study. This variance is highly significant as indicated by the F values ($F=18.20$ and $P < 0.05$).

Regression Coefficients for the hypotheses

Table 4 indicates that the model of the study explains the most possible combination of predictor variables (independent variables) that could contribute to the relationship with the dependent variable. The result shown in Table 4 indicates that only T&D and CB as HRMPs are positively and significantly influencing employee performance. For T&D the value of t is 4.412 ($P=0.001$) and CB the value of t is 3.071 ($P=0.01$). Thus, hypothesis 2 and hypothesis 4 is supported, but hypothesis 1, 3 and 5 is not supported since for R&S (H1) the t value is 1.342 ($P=0.861$, $P > 0.05$), PA (H3) has t value of .482 ($P=0.336$, $P > 0.05$) and CD (H5) has t value of 1.231 ($P=0.637$, $P > 0.05$). Drawing from the results in Table 4, it can be seen that all the independent variables (HRMPs) resulted in positive value with the dependent variable (EP). In short, the findings in Table 4 show significant results only for T&D and CB as HRMPs with employee performance. Thus, not all hypotheses formulated in this study are accepted. In this context, these results in table 4 are consistent with the research findings shown in Table 2.

Table 4: Regression Coefficients for the hypotheses.

Coefficients ^a						
Independent variable		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.523	.231		1.881	.621
	R&S	.242	.157	.312	1.342	.861
	T&D	.026	.060	.472	4.412	.001***
	PA	.213	.140	.272	.482	.336
	CB	.020	.151	.421	3.071	.01**
	CD	.184	.135	.124	1.231	.637

Dependent variable: Employee performance

*** Significant at the 0.001 level, ** significant at the 0.01 level.

5 Conclusions and Implications

The purpose of this study was to explore and analyze the impact of HRMPs on employee performance in Jordanian service private organizations from the frontline employees' perspective. The findings of current research study illustrate that HRMPs such as (R&S, T&D, PA, CB and CD) are positively related to employees' performance. Out of these five HRMPs, only T&D and CB have a significant positive impact on employee performance. Employees are one of the critical strategic assets for any organization that need to be managed well. In this regard, Jordanian private organizations who are interested for high performance and growth through increasing employee participation should pay more

attention to their R&S, PA and employee CD strategies and policies to enhance employee performance. Likewise, the approached Jordanian organizations should strive to attract the talent, well trained and enthusiastic employees and enhance their performance. It becomes imperative to modify various HRM activities and mould them to serve the employees development. Therefore, successful and good implementations of HRMPs empower organization's employees and improve their performance effectiveness. Employees have an important and strategic role in enhancing organization's productivity, quality of products and services offered, profitability and above all fostering organization's image. Therefore, it is very important for the organization to take note that enhancing employee performance by using effective HRMPs tied to employee performance is a big issue for the development of an organization. These HRMPs might be meaningless to the organizational efficiency if it is not properly linked to employee performance and employee development [21]. Therefore, Jordanian private organizations should develop their HRMPs to enhance their employees' performance. Special attention should be paid to human resource practices such as R&S, PA and CD. Based on the findings of this study, T&D has the strongest impact on employee performance, followed by CB. This is to say that, the current research findings can provide Jordanian employers with sufficient evidence for human resource department in designing the best suitable solutions for improving employee performance. Nevertheless, the immediate solutions might not applicable for long term objective in talent management because the employee's performance is heavily influenced by ability, motivation and opportunity which are changing rapidly with technology development [21]. By the same token, Jordanian line managers in cooperation with their HR managers should pay more attention to their recruiting and selection strategies and its vital role in determining and enhancing employee performance. From the results of the study, it is recommended that managers at all levels supposed to show their employees how to take corrective actions regarding their performance based on the result of the performance appraisal system. The study suggests that employee's performance can be enhanced by allowing employees an opportunity to make effective decisions. Training and employee involvement play a positive role in increasing employee's performance [30]. The research conducted by [31] as cited by [20] indicates a positive relationship between HRM practices and employee performance. Arguing in a similar vein, [32] [33] have pointed out that HRM practices and activities have a significant impact on the employees performance. It is concluded that HRM practices can enhance the employee's level of performance which influence the perception of employees about their performance [33].

The study revealed that T&D and CB have a significant positive influence on employee performance at higher rates. Surprisingly, R&S, PA and CD as HRM practices showed insignificant influence on employee performance. This is to say that employees in the approached organizations did not perceive clearly the linkage between R&S, PA and CD activities and their current performance. This study firmly suggests the need to tie these HRMPs with employee performance. This can take place when employees are well informed about their performance appraisal results and they have the chance to take corrective action. This finding suggests that a combination of inclusive PA system and comprehensive employee CD programme are needed to improve employee performance. This study is fruitful as it successfully gains the attention of those top managers and employees towards the importance and influence of HRM practices on employee performance. Based on the results of the study, the researcher concluded that line managers should be involved in designing and implementing HRM practices besides the HR managers. These HRM practices need to be evaluated and modified according to changes in the internal and external environment that might have an impact on organizations.

As a result of the literature review and existing gaps, especially in the developing economics in general, and in the Arab world in particular, it is expected that this study results will help the management to identify the challenges effects of HRM practices on employee performance in one hand, and on organizational performance, on the other. Hence, determine the areas where improvement in HRM practices can be done. Also, it is hoped that, the findings of this study will be of great benefit to researchers and scholars who have interest in this topic. Its finding, may lay a theoretical framework for future empirical study on the effect of more focused HRM practices on employee performance and organizational performance as well.

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