

**HUMAN RESOURCE PRACTICE AND ITS EFFECT ON  
EMPLOYEE PERFORMANCE OF COMMERCIAL BANKS  
IN NEPAL**

A Dissertation submitted to the Office of the Dean, Faculty of Management in partial  
fulfillment of the requirements for the Master's Degree

by

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## CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**Human Resource Practice and Its Effect on Employee Performance of Commercial Banks in Nepal**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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## REPORT OF RESEARCH COMMITTEE

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## APPROVAL SHEET

We, the undersigned, have examined the dissertation entitled “**Human Resource Practice and Its Effect on Employee Performance of Commercial Banks in Nepal**” presented by Nishchay Hamal Thakuri, a candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the dissertation is worthy of acceptance.

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Nishchay Hamal Thakuri

Date: .....

## TABLE OF CONTENTS

	Page No.
<i>Cover Page</i>	<i>i</i>
<i>Certification of Authorship</i>	<i>ii</i>
<i>Report of Research Committee</i>	<i>iii</i>
<i>Approval Sheet</i>	<i>iv</i>
<i>Acknowledgements</i>	<i>v</i>
<i>Table of Contents</i>	<i>vi</i>
<i>List of Tables</i>	<i>viii</i>
<i>List of Figures</i>	<i>ix</i>
<i>Abbreviation</i>	<i>x</i>
<i>Abstract</i>	<i>xi</i>
<b>CHAPTER – I INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study.....	1
1.2 Problem Statement .....	3
1.3 Objectives of the Study .....	6
1.4 Research Hypotheses.....	6
1.5 Rationale of the Study .....	7
1.6 Limitations of the Study.....	7
<b>CHAPTER – II LITERATURE REVIEW.....</b>	<b>9</b>
2.1 Theoretical Review .....	9
2.1.1 Theories of HRM Practices .....	9
2.1.1.1 Social Exchange Theory .....	9
2.1.1.2 Herzberg’s Two-Factor Theory of Motivation .....	10
2.1.1.3 Expectancy Theory .....	11
2.1.1.4 Hierarchy of Needs Theory.....	11
2.1.1.5 The Human Capital Theory .....	12
2.1.1.6 Job Embeddedness Theory .....	13
2.1.2 Human Resource Practice.....	13
2.2 Empirical Review .....	17
2.3 Research Gap.....	29

<b>CHAPTER – III RESEARCH METHODOLOGY .....</b>	<b>30</b>
3.1 Research Design .....	30
3.2 Population and Sample, and Sampling Design .....	30
3.3 Nature and Sources of Data, and Instrument of Data Collection .....	31
3.4 Method of Analysis .....	31
3.5 Research Framework and Definition of the Variables .....	35
<b>CHAPTER – IV RESULTS AND DISCUSSION .....</b>	<b>38</b>
4.1 Results .....	38
4.1.1 Demographic Profile of Respondents .....	38
4.1.2 Summary of Descriptive Analysis .....	40
4.1.3 Correlation Analysis .....	41
4.1.4 Multiple Regression Analysis .....	43
4.2 Discussion .....	45
<b>CHAPTER – V SUMMARY AND CONCLUSION .....</b>	<b>48</b>
5.1 Summary .....	48
5.2 Conclusion .....	49
5.3 Implications .....	50

**References**

**Appendices**

## LIST OF TABLES

	<b>Page No.</b>
Table 1 Summary of Empirical Review.....	25
Table 2 Gender Specification.....	38
Table 3 Age Description of Respondents .....	39
Table 4 Annual Income of the Respondents .....	39
Table 5 Working Experience of Respondents .....	40
Table 6 Summary of Descriptive Analysis .....	40
Table 7 Pearson Correlation Coefficients of Study Variables .....	42
Table 8 Model Summary .....	43
Table 9 Analysis of Variance (ANOVA).....	43
Table 10 Regression Coefficient of Variables on Employee Performance .....	44

## LIST OF FIGURE

	<b>Page No.</b>
Figure 1 Research Framework.....	35

## ABBREVIATIONS

%	:	Percentage
&	:	And
CM	:	Compensation
CP	:	Career Planning
e.g.	:	Example
EP	:	Employee Performance
HRM	:	Human Resource Management
i.e.	:	That is
IBM	:	International Business Machine Corporation
JS	:	Job Satisfaction
MS. DO	:	Microsoft Disk Operating System
No.	:	Number
PA	:	Performance Appraisal
Res	:	Respondents
SEM	:	Structural Equation Modeling
SPSS	:	Statistical Package for Social Sciences
T.U.	:	Tribhuvan University
TD	:	Training & Development
WHO	:	World Health Organization

## ABSTRACT

*This study examines human resource practice and its impact on employee performance of commercial banks in Nepal. This study is based on descriptive research design and causal-comparative research design. 376 employees or respondents are taken as a sample of the study. Correlation and regression analysis is used to analyze the data. This study shows that employee agreed that job satisfaction and compensation factor highly affects their performance and they believe that their performance is also high. The correlation analysis reveals that training & development and career planning have significant positive relationship with employee performance of commercial banks. Likewise, career planning and has significant positive relationship with employee performance and also compensation has significant positive association with employee performance. Moreover, job satisfaction has significant positive association with employee performance. The multiple regression analysis reveals that training & development and career planning have significant positive effect on employee performance. Likewise, career planning has significant positive impact on employee performance and also compensation has significant positive effect on employee performance in Nepalese commercial banks. Moreover, there is significant positive effect of job satisfaction on employee performance in banks. Hence, it can be concluded that HR practices have significant positive effect on employee performance in Nepalese commercial banks.*

*Keywords: Employee performance, training & development, performance appraisal, compensation and job satisfaction.*

## **CHAPTER - I**

### **INTRODUCTION**

#### **1.1 Background of the Study**

An organization cannot achieve its goals without adequate human resources. Human capital is its most important asset and crucial for gaining a competitive advantage. Consequently, a company's success largely hinges on how well it manages its human resources. "Human resource management" (HRM) refers to the practices, policies, and standards that influence employee behavior, performance, and attitudes (Bratton & Gold, 2007). In recent years, there has been increased focus on managing knowledge-based businesses. Human resource management (HRM) encompasses all processes and policies related to managing an organization's human resources, including labor relations, job analysis, hiring, orientation, compensation, performance evaluation, and training and development. HRM serves as a framework that influences employee behavior, morale, and productivity. Efficient implementation of HR practices is a key source of competitive advantage for businesses, as it enhances productivity. As a concept within organizational management, HR practices aim to directly impact employees within the organization (Noe et al., 2006).

Human resource management (HRM) involves the hiring, training, and supervision of employees within an organization. Recently, HRM has attracted considerable attention for its potential to impact an organization's ability to survive and grow. There is an increasing recognition that to succeed and compete in today's talent-driven global economy, companies must cultivate and implement top-notch HRM capabilities and practices (Darwish, 2013).

The intentional, coordinated, and integrated practice of human resource management can effectively address employment, workforce growth, and employee well-being in organizations. It is grounded in behavioral sciences, along with principles from labor relations, human capital, and strategic management, forming a robust theoretical framework supported by numerous studies. Since HRM best practices significantly impact employee outcomes, especially productivity, the goal of this foundation is to assess productivity in line with these principles. Research supports theories

suggesting that HR practices positively influence employee productivity and their connection to the HR system, which focuses on enhancing human capital. This correlation has been linked to various operational successes, including staff productivity, machine efficiency, and customer alignment. A key objective of human resource management (HRM) is to ensure organizational success through its workforce. The organizational capabilities provided by HRM systems can help businesses expand and seize new opportunities (Armstrong, 2010).

HRM practices affect employee capabilities by fostering the development and acquisition of the organization's human capital. A large pool of applicants, along with a reliable selection process, greatly impacts the quality and range of skills of newly hired employees. Various factors, such as experiences, mentorship, supervision, on-the-job training, managerial development, and both formal and informal training, can influence an employee's ability to grow. Performance assessments aim to enhance staff productivity and performance by establishing a formal method for monitoring employees. By adopting effective performance assessment systems, employers can boost employee productivity, efficiency, and loyalty to the organization (Redman & Wilkinson, 2001).

Brewster (2007) noted that government agencies are now utilizing HRM techniques to enhance employee performance and deliver better services to citizens. HRM has significantly impacted the transformation of public sector organizations away from bureaucratic management styles, which rely on rigid application norms and procedures. Instead, HRM encompasses a series of coordinated actions that build professional relationships and focus on helping individuals reach their full potential while advancing the overall goals of the sector.

Human resource management is crucial for enhancing employee performance, as human capital is assessed based on specific traits. According to Amare (2015), individuals who engage in HRM practices (HRMPs) are more likely to participate in decision-making and engage more effectively with coworkers and employees. HRM fosters high-performance work processes by integrating employees from different departments within the same industry. Successful HRM organizations implement policies, practices, and frameworks for recruiting, training, and shaping employee

behavior, attitudes, and productivity to meet industry objectives. This approach highlights each employee's skills, knowledge, and attributes, encouraging them to leverage these qualities.

The existing literature on workplace research has not adequately explored the role of employee engagement as a mediating factor in how human resource management techniques influence employee performance, even though many recent studies support this notion (Najwa et al., 2016). Many scholars concur that Hassan (2016) showed that HRM practices related to compensation, career planning, performance appraisals, training, and employee involvement positively impact employee performance. Alsafadi and Altahat (2020) found that HRM practices (HRMP) positively impact employee performance (EP). Research indicates that job satisfaction specifically enrichment and stability plays a moderating role in this relationship. According to Rodjam et al. (2020), all HRM strategies significantly enhance employee performance, with work satisfaction moderating the connection between these variables. Terng and Ahmad (2021) also identified a strong relationship between HRM practices and employee performance. Their survey suggests that all HRM practices and performance standards, including performance evaluations, work-life policies, compensation and benefits, and training and development, are rated highly.

The primary aim of this study is to assess the impact of HRM practices on employee performance in Nepalese commercial banks. Effective human resource management is essential for the success of any business, as employees are key to driving company performance. This research will provide valuable insights for public sector managers regarding the significance of HRM strategies in attracting more engaged, productive, and high-performing employees. Additionally, the study contributes significantly to the existing empirical research on the relationship between HRM practices and employee performance within the context of Nepalese commercial banks.

## **1.2 Problem Statement**

Human resource management has been a significant concern for managers and leaders for a long time. Employee dissatisfaction can lead to indifferent work attitudes, absenteeism, increased turnover, and subpar performance. However, when employees are positively influenced by HRM practices such as training and development,

compensation and reward management, and performance evaluation systems, effective career planning can help them produce high-quality work (Stone, 2008).

The current global competitive landscape emphasizes the importance of human resources, as it is increasingly recognized that employees are an organization's most valuable asset. Effective human resource management can significantly enhance a business's productivity and efficiency. Considering these factors, human resource management (HRM) is a people-centered approach based on the belief that sustained business success relies heavily on human resources. By maximizing workforce potential and leveraging their knowledge, organizations can achieve specific objectives and gain a competitive advantage (Kline, 2005).

Shaukat, Ashraf, and Ghafoor (2015) found that employee performance improved significantly with training, while factors such as selection, job descriptions, career planning, and performance reviews did not notably enhance worker performance. They also discovered a minimal negative impact of pay on employee performance. In contrast, Mellam, Rao, and Mellam (2015) identified that selection, training, teamwork, employee engagement, compensation, and motivation positively influenced employee performance, whereas performance evaluation and development had a significant negative effect. Jouda, Ahmad, and Dahleez (2016) established a positive relationship between employee performance and HRM practices, including recruitment and selection, training and development, remuneration and incentives, and performance assessment. Similarly, Hassan (2016) highlighted that HRM strategies related to pay, career planning, appraisals, training, and employee involvement positively affected employee performance.

Hee and Jing (2018) identified a strong positive relationship between employee performance and training and development, as well as performance evaluations, but found no significant link between work-life policies, salary, or benefits and employee performance. Otoo and Mishra (2018) reported that career advancement, training and development, and compensation positively impacted employee performance, while performance reviews had a slight negative effect. Research by Taib, Saludin, and Hanafi (2018) demonstrated a strong, positive correlation between employee performance and HRM practices, including pay, job security, advancement, and

training and development. Khan et al. (2018) discovered that HR practices related to recruitment and selection, training and development, performance assessment, and compensation directly and significantly influenced the work performance of university faculty members through job satisfaction.

Manzoor et al. (2019) found that HRM activities, including employee empowerment, engagement, and selection, significantly positively impact workers' job performance. Kareem and Hussein (2019) indicated a strong positive relationship between employee performance and HRD activities such as career development, organizational growth, and training and development, with all three factors greatly enhancing employee performance. However, Qayyum, Zahid, and Jamil (2019) argued that there is no correlation between training and performance, while highlighting that employee empowerment and performance reviews positively affect employee productivity.

Rumman, Al-Abbadi, and Alshawabkeh (2020) found that employee training has the most substantial impact on employee performance, while employee empowerment and promotions significantly influence employee engagement. Alsafadi and Altahat (2020) observed that HRM practices positively affect employee performance, with studies indicating that job satisfaction—specifically enrichment and stability serves as a moderating factor. Rodjam et al. (2020) demonstrated that job satisfaction mediates the relationship between these variables, with all HRM strategies showing a significant positive effect on employee performance. Terng and Ahmad (2021) identified a strong relationship between employee performance and HRM techniques, noting that all HRM procedures and employee performance levels such as training and development, compensation and benefits, work-life policies, and performance reviews are categorized as high level.

Shiferaw (2022) identified key factors affecting HRM practices and employee performance at universities, including the need for training to fill skill gaps, inadequate performance reviews, and a lack of necessary skills and experience. Human resources are essential for achieving organizational excellence and play a significant role in meeting intended objectives. The Commercial Bank of Nepal, which provides public services, relies heavily on employee performance for its success. However, the effects of HR practices on employee job performance in

Nepal's commercial banks have received limited attention. Therefore, this study aims to explore the HR factors influencing employee job performance at the branches of the Commercial Bank of Nepal in the Kathmandu area, addressing specific issues within the context of Nepalese commercial banks.

- What is the present scenario of HR practices and employee performance in sample commercial banks?
- Is there any relationship between HR practices (training & development, performance appraisal, career planning, compensation and job satisfaction) and employee performance in sample commercial banks?
- Do HR practices such as training & development, performance appraisal, career planning, compensation and job satisfaction have significant impact on employee performance in sample commercial banks?

### **1.3 Objectives of the Study**

The general objective of the study is to investigate the factors that impact employees' job performance in commercial banks of Nepal Kathmandu area branches. The specific objectives of this study are as follows:

- To assess the present scenario of HR practices and employee performance in sample commercial banks.
- To examine relationship between HR practices (training & development, performance appraisal, career planning, compensation and job satisfaction) and employee performance in sample commercial banks.
- To examine the impact of HR practices such as training & development, performance appraisal, career planning, compensation and job satisfaction have significant impact on employee performance in sample commercial banks.

### **1.4 Research Hypotheses**

The following hypotheses are formulated based on the previous research questions. The aim of this study is to evaluate these theories concerning commercial banks in Nepal.

H<sub>1</sub>: There is positive effect of training & development on employee performance in Nepalese commercial banks.

H<sub>2</sub>: There is positive impact of performance appraisal on employee performance in Nepalese commercial banks.

H: There is positive impact of career planning on employee performance in Nepalese commercial banks.

H<sub>4</sub>: There is positive impact of compensation on employee performance in Nepalese commercial banks.

H<sub>5</sub>: There is positive impact of job satisfaction on employee performance in Nepalese commercial banks.

### **1.5 Rationale of the Study**

This study investigates the impact of human resource management practices on employee performance in Nepalese commercial banks. It provides insights for managers and staff, helping them identify strengths and weaknesses in current HRM practices and implement necessary improvements in the public sector. Additionally, the study offers valuable information to the government regarding HRM practices in Nepali commercial banks. It emphasizes the need for these banks and other relevant organizations to take corrective actions and focus on enhancing their human resource management capabilities.

This study provides the researcher with an opportunity to gain insights into contemporary human resource management practices and can serve as a valuable reference for future researchers interested in this area. It may also help Nepalese commercial banks identify gaps between HRM practices and employee output within government agencies.

### **1.6 Limitations of the Study**

The study has some limitations. The main limitations of the study are as follows:

- The study focuses only on the impact of HR practices on workers' job performance in Nepalese commercial banks, ignoring other relevant aspects.
- The accuracy of the data supplied and the participants' truthful answers to the survey questions form the foundation of the study's assumptions.
- The major sources of the data came from the primary listed in the data analysis section, and the veracity of the respondents' claims dictates the data's validity.

- This study is based on cross-sectional data gathered from five different banks' employees with three employee level such as assistant level, officer level, and manager.
- This study includes employees from five commercial banks inside Kathmandu Metropolitan City.
- This study used only descriptive analysis, correlation analysis and multiple regression analysis.

## **CHAPTER - II**

### **LITERATURE REVIEW**

This chapter focuses on the literature related to the impact of HR practices on employee performance in Nepalese commercial banks. Every research project begins with historical context and data, which lay the groundwork for the current investigation. This chapter is crucial as it gathers feedback that enhances the data and insights available for the research. It includes both theoretical and empirical reviews.

#### **2.1 Theoretical Review**

##### **2.1.1 Theories of HRM Practices**

Theories are formulated to challenge and expand upon existing knowledge, as well as to explain, predict, and enhance understanding of events while operating within certain fundamental assumptions. In this context, the researcher highlights the following possibilities:

###### **2.1.1.1 Social Exchange Theory**

Social Exchange Theory was examined by Cropanzano and Mitchell (2007) because the researchers believe it to be the most important theoretical framework for examining workstation behavior. Social exchange theory describes the process of trade that occurs between parties following negotiation. The reciprocity hypothesis, a key aspect of this theory, suggests that when employees are treated well at work, they tend to perform better, which in turn benefits the organization (Cropanzano & Mitchell 2007).

Chibucos (2004) noted that social exchange theory primarily focuses on the costs and benefits of social exchanges to address decision-making issues. This theory emphasizes the importance of maximizing gains and profits, particularly in meeting employee needs. The researcher also highlighted that, regarding job performance, exchange practices involve rewards that help cultivate social relationships. Wikhamn and Hall (2012) argued that reciprocity is a widely recognized concept that serves as a benchmark for understanding the true motivations behind employees' actions.

Employees typically seek attractive benefits and compensation packages, and many studies have shown that competitive compensation motivates them to enhance their performance. According to Social Exchange Theory (Chibucos, 2004), employees also adhere to the principles of compensation and reciprocity. There is a connection between achievement, performance reviews, training and development, and pay and benefits. Essentially, training and development help new hires grow while refining the skills, knowledge, and capabilities of existing employees. When goals are met and employees receive fair performance reviews, morale improves, and they tend to exert more effort. Moreover, workers naturally expect rewards for good performance and innovation. Consequently, they are motivated to deliver high-quality work within this reciprocal framework. This dynamic relationship between employers and employees is often described as social exchange theory.

#### **2.1.1.2 Herzberg's Two-Factor Theory of Motivation**

The theory was first introduced by Frederick Herzberg in 1959. Herzberg demonstrated that certain behaviors promote the achievement of desired outcomes, while other job aspects can undermine unrealistic expectations. He posited that "no fulfillment" is the opposite of "fulfillment," and "no dissatisfaction" contrasts with "bafflement." Herzberg proposed that the factors influencing job satisfaction and dissatisfaction be categorized into two groups: hygiene factors and motivational factors.

According to Herzberg's Two-Factor Theory, there are two categories of components that contribute to motivation and job satisfaction: hygiene factors and motivational factors. Herzberg identified six "occupation content" factors that motivate individuals: achievement, recognition, the nature of the work itself, responsibility, growth, and advancement opportunities. The "occupation setting" factors, also referred to as hygiene factors, include aspects such as status, quality of supervision, work-life balance, relationships with colleagues, compensation, working conditions, and interactions with management (Ruthankoon & Ogunlana, 2003). The concept differentiates between relationships that occur by chance and those that develop naturally. The consistent elements, referred to as motivational factors, reflect the dedication and achievements of the ambitious group stemming from their efforts. These factors can significantly influence an employee's overall job satisfaction.

Notably, the hygiene factors are external elements that employees have little control over; they are more associated with the work environment than with the nature of the job itself (Schermerhorn et al., 2003).

#### **2.1.1.3 Expectancy Theory**

According to this theory, employees will take responsibility and exert effort in line with the results they aim to achieve. Ingersoll (2001) illustrates how commission-based pay systems allow professionals to earn based on their performance, effectively putting this theory into practice. By encouraging employees to anticipate future pay increases and career advancements, they may be motivated to pursue specific goals. Gilbert (1978) argues that employees who expect low compensation and lack opportunities for growth may only work minimally until they seek employment elsewhere.

Expectation refers to the likelihood that a specific action will lead to the desired outcome. If management has a particular objective, it must take steps to achieve that goal. According to Vroom (1964), leaders should evaluate the likelihood that various approaches will yield the intended results and choose the most effective one. As Vroom suggests, altering an employee's perspective or raising standards through improved communication and tangible benefits can enhance motivation. This theory outlines the relationship between specialized and broader goals, emphasizing the differences among employees in how job motivation is transmitted, which can influence turnover rates. The theory supports the conclusion that high-quality HR departments should actively motivate employees, as this can broaden their perspectives and ultimately ensure job security.

#### **2.1.1.4 Hierarchy of Needs Theory**

Maslow's (1943) hierarchy of needs categorizes employee requirements into five developmental levels, ranging from basic physiological needs to desires for personal and professional growth. This theory posits that fulfilling lower-level needs is essential before individuals can achieve higher levels of satisfaction. The argument is compelling, emphasizing that organizations must meet employees' needs for them to fully commit to their work goals. If an employer neglects any level of the hierarchy, it can hinder an employee's career satisfaction, potentially leading them to seek

opportunities elsewhere. However, this perspective overlooks the fact that human needs are infinite, and organizations cannot meet every need of their workforce. For instance, some employees may leave higher-paying positions to pursue other interests, indicating that the fulfillment of human desires may not be conclusively achieved. Moreover, there are cases, such as at NBC, where employees leave their jobs despite receiving awards and recognition, suggesting that motivation and satisfaction can be influenced by factors beyond basic needs. This understanding informed the direction of the research.

#### **2.1.1.5 The Human Capital Theory**

Human capital theory emphasizes the role of individuals within an organization in contributing their knowledge, skills, and abilities to enhance organizational competence and the long-term impacts of their engagement. According to Armstrong (2008), this theory outlines the importance of rigorous recruitment and selection processes, compensation structures, performance-based incentives, and the management of training and development programs tailored to the organization's needs (Becker, 1975).

Armstrong (2008) emphasized that an organization's human capital is its most valuable asset and requires investment for survival and growth. Human resource management (HRM) aims to ensure that the company attracts and retains knowledgeable, dedicated, and highly motivated employees. This involves providing opportunities for learning and continuous development, as well as assessing and fulfilling employees' future goals to enhance their skills, contributions, potential, and employability. Barney (1991) connected human capital theory to an organization's resource-based view, arguing that a company's human resources should not be easily replicated or replaced by competitors to maintain a competitive advantage. By differentiating itself from the competition, a company can achieve the edge it needs to succeed. Thus, it is crucial for organizations to seek out unique resources that are difficult to duplicate, whether intentionally or not. Over time, human resources within firms have become a vehicle for transmitting valuable information that is hard to replicate. Armstrong (2008) suggested that an individual's knowledge, skills, and experience can significantly enhance organizational performance and provide a competitive advantage, depending on how well they are utilized within the company.

This approach takes into account the capabilities, managerial experiences, and knowledge of human resources and connects them to the other resources essential for effective organizational operations. The study explored how public and private banks leverage their human capital specifically the knowledge, skills, and experience of their employees to provide services.

#### **2.1.1.6 Job Embeddedness Theory**

The theory was first introduced by Mitchell and colleagues in 2001, providing a framework for understanding why individuals remain with an organization. It focuses on the factors influencing organizational commitment, emphasizing elements that contribute to employee retention rather than the psychological challenges of leaving. The theory posits that a worker is more likely to feel professionally and personally connected to an organization if their values, qualities, and aspirations align with those of the organization or its community (Mitchell et al., 2001). "Work-related skills and competencies" are included in various instances of fit (Mitchell et al., 2001). A person's ability to integrate into a group is influenced by several factors, including the work environment, available outside activities, workplace culture, and the shared political or religious views of colleagues and peers. Importantly, an individual's sense of belonging to a group can be distinct from their attachment to the organization itself; for example, someone may feel a strong affinity for the company but dislike their job. The concept of embeddedness consists of two components: organizational commitment and community attachment. The stronger the sense of embeddedness, the more challenging it becomes to decide to leave (Shaw et al., 1998).

#### **2.1.2 Human Resource Practice**

Employee expectations concerning hiring, selection, training and development, motivation, and termination are shaped by the HRM function and significantly impact HR practices (Antila & Kakkonen, 2008). Organizations that recognize, value, and support their human capital are more likely to succeed in achieving their goals and objectives.

HRM techniques are designed to enhance employee motivation, knowledge, and skills while also reducing workplace idleness and promoting employee retention. This study

focuses on the HRM procedures in the Meta Woreda of the East Hararge Zone that influence employee performance. Key procedures under evaluation include hiring and selection, employee relations, performance evaluation, and training and development.

### **Training and Development**

Guest (1997) identified training and development programs as crucial HRM strategies that positively influence employees' knowledge, skills, and capabilities. The effects of these programs become particularly evident in large organizations and their employees' job performance. Training and development refer to efforts aimed at enhancing the performance of current or prospective employees through learning. This typically involves shifting perspectives or enhancing knowledge and skills. While training focuses on teaching specific skills, development encompasses broader learning opportunities aimed at supporting employees' overall growth.

Research shows that training and development are vital components of human resource management. They provide employees with opportunities to enhance their performance and gain a clearer understanding of the organization's goals and standards. A key aspect of training and development is identifying skill gaps discrepancies between the skills employees currently possess and those required by the organization (Holland et al., 2007). These initiatives help management meet HR needs while also increasing the organization's market value (Nel et al., 2008). The aim of management development and training programs is to enhance organizational capabilities and improve employee performance. As a result, companies benefit from having more knowledgeable and skilled employees as a return on their investment. Training and development programs can target either individual performance or teamwork. It is essential to begin with training when creating and implementing management development programs.

### **Performance Appraisal**

Performance appraisal involves the systematic evaluation of employees' performance and development potential by managers or knowledgeable individuals over a specified time frame. This well-established management practice is crucial for organizations, as the insights gained are essential for decisions related to training, development,

transfers, promotions, merit increases, and terminations. Performance evaluations can enhance employee commitment and satisfaction while addressing these critical issues. However, there is a growing recognition that effective performance management goes beyond simple evaluation; it requires clear definition, organization, and oversight (Quansah, 2013).

Performance reviews enhance employee productivity, contributing to improved organizational performance. These reviews facilitate professional development by identifying areas for improvement. Performance management systems should fulfill three key strategic functions: they provide a means for assessing performance, allow companies to recognize and reward outstanding work appropriately, and, importantly, help validate the effectiveness of other organizational practices, such as selection processes. The choice of evaluation tools used within the performance management system is crucial (Pareek & Rao, 2003).

### **Compensation**

Compensation, encompassing all rewards employees receive for their work, such as salaries, bonuses, and wages, is a key function of human resource management. Huselid (1995) states that the goal of compensation is to create a reward structure that is fair to both employers and employees. The remuneration system, closely linked to corporate performance, recognizes employee talent. Compensation includes both monetary rewards and non-cash benefits, such as goods or services provided to staff. The overall rewards program aims to motivate and attract new hires while also retaining existing employees.

Rewards and compensation are effective tools for motivating employees to align with organizational goals. Incentives can be categorized into base pay and performance-related remuneration. Base pay is calculated based on internal and external rates, influenced by market rates and job evaluations, and is expressed over specific time periods, such as annually, monthly, or weekly. Wage scales may arise from individual contracts or collective agreements with labor unions (Armstrong, 2010). Employers frequently use performance-based compensation to reward employees who enhance productivity. According to Brown et al. (2003), this type of compensation positively impacts employee performance. Wright (2003) notes that integrating reward and

performance management systems boosts employees' motivation to work effectively and efficiently.

### **Career Planning**

Career planning involves setting professional goals and outlining the steps needed to achieve them. It is a strategic approach to organizing one's work life and encourages employees to align their personal aspirations with the organization's objectives. This process enhances human resource development and boosts overall organizational performance. By identifying employees' abilities and providing opportunities for growth, career planning motivates workers to engage productively toward the company's goals. Ultimately, it serves as a framework for fostering employee development and helping them realize their full potential (Hassan, 2016).

Hassan (2016) observed that management often neglects to address the growth needs of both the organization and its employees, even though promotions should ideally be based on performance. Employees frequently feel hesitant to share their career aspirations with supervisors, fearing that it may lead to conflicts or dissatisfaction without yielding the desired outcomes. This creates a perception among workers that promotion decisions are influenced more by bias than by merit, undermining trust and engagement within the workplace.

### **Job Satisfaction**

Hulin and Judge (2003) defined job satisfaction as a complex psychological response that combines both affective and cognitive states. This means that job satisfaction encompasses emotional feelings and rational judgments about one's work. They emphasized that attitudes can be either judgmental or emotional, with job satisfaction resulting from both. Saari and Judge (2004) noted that the terms "attitudes" and "satisfaction" can often be used interchangeably, reinforcing the idea that job satisfaction serves as a useful countermeasure for workplace challenges. Job satisfaction can be categorized into three components: emotional, cognitive, and behavioral. The cognitive component involves beliefs and thoughts about the job, while the emotional component pertains to feelings associated with the work. These two elements are typically interconnected, influencing overall job satisfaction and, subsequently, employee performance and engagement.

Saari and Judge (2004) highlighted that the behavioral component of job satisfaction signals intentions related to work, such as effort and punctuality. This component reflects how employees respond to their work environment and can significantly influence their overall life satisfaction. Since employees spend a considerable portion of their lives at work, job satisfaction is closely linked to their general sense of fulfillment. This connection suggests that life satisfaction and job satisfaction are correlated, indicating that managers should take into account the personal circumstances of their employees alongside work-related issues. When employees join an organization, their job expectations are shaped by prior experiences, preferences, and needs. How organizations address these expectations can positively or negatively impact employee attitudes. Thus, job satisfaction serves as an important indicator of the relationship between the benefits derived from a job and employees' expectations (Dizgah, Chegini, & Bisokhan, 2012).

## **2.2 Empirical Review**

Shaukat, Ashraf and Ghafoor (2015) investigated impact of human resource management practices on employees' performance. The primary aim of this research was to assess the impact of human resource management (HRM) practices such as hiring, training, career planning, compensation, performance evaluations, job definition, and employee involvement on perceived employee performance. The study utilized multiple regression analysis to analyze the data. Key findings revealed that training significantly enhanced employee performance, while performance evaluations, career planning, job definition, and selection did not show a substantial impact. Additionally, the research indicated a minimal negative effect of compensation on employee performance. This study contributes to the understanding of the relationship between HRM practices and organizational performance, providing insights that can inform future HR strategies and practices.

Mellam, Rao and Mellam (2015) assessed the effects of traditional and modern human resource management practices on employee performance in business organizations in Papua New Guinea. This study aimed to evaluate the impact of modern HRM techniques on employee performance compared to traditional HRM practices within commercial organizations in Papua New Guinea. Utilizing statistical

tools such as regression analysis, correlation analysis, and descriptive data analysis, the research yielded several key findings. It was observed that performance appraisal and development had a significant negative effect on employee performance. In contrast, practices such as selection, training, teamwork, employee engagement, compensation, and motivation demonstrated a substantial positive impact on performance. Based on these findings, the study suggests that state-owned enterprises (SOEs) could enhance employee performance by restructuring their HRM practices to incorporate contemporary approaches. This shift could lead to improved organizational outcomes and employee satisfaction.

Hassan (2016) analyzed impact of HRM practices on employee's performance. This study aimed to examine the relationship between HRM practices and employee performance within Pakistan's textile industry. Data were collected using a random sampling method, with a 34-item questionnaire distributed to 68 workers in the industry. To analyze the data, Pearson correlation and regression analysis were utilized. The findings indicated that HRM practices, specifically in areas such as compensation, career planning, performance appraisals, training, and employee involvement, positively influenced employee performance. This demonstrates that these independent variables significantly impact the dependent variable, highlighting the importance of effective HRM strategies in enhancing worker performance in the textile sector.

Jouda, Ahmad and Dahleez (2016) examined the impact of human resource management practices on employees' performance: the case of Islamic University of Gaza in Palestine. This study examined the impact of human resource management practices (HRMPs) on employee performance at the Islamic University of Gaza (IUG). Primary data were collected from 115 IUG employees, including both academic and non-faculty staff, through standardized questionnaires. The data analysis utilized the multiple regression model in SPSS 22. The results revealed a positive relationship between various HRMPs specifically recruitment and selection, training and development, remuneration and incentives, and performance evaluation and employee performance. The study offers several contributions: it explores the link between employee output and HRMPs, provides valuable insights into the relationship between these practices and performance within Palestinian higher

education, and underscores the importance of enhancing HRMPs to bolster the effectiveness and sustainability of universities in Palestine. The findings are relevant to similar institutions in the region.

Hee and Jing (2018) investigated the influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. This study investigated the relationship between work-life policies, pay and benefits, performance reviews, and training and development in the context of human resource management (HRM) and their effects on employee performance. Data were collected through a survey of 161 employees from a manufacturing company in Johor, Malaysia. The results from the multiple regression analysis indicated a strong positive correlation between training and development, performance evaluations, and employee performance. Notably, after performance evaluations, training and development emerged as the most critical factor enhancing employee performance. Conversely, the study found that work-life policies, pay, and benefits did not have a significant impact on predicting employee performance. These findings highlight the essential role of training and development in improving employee effectiveness within HRM practices.

Otoo and Mishra (2018) measured the impact of human resource development (HRD) practices on employee performance in small and medium scale enterprises. This study aimed to investigate the impact of human resource development (HRD) practices on employee performance in small and medium-sized enterprises (SMEs). An integrated research model was constructed by incorporating key elements from recent literature, and the validity and reliability of the dimensions were confirmed through factor analysis. Using multiple regression analysis and correlation analysis, the study found that career growth, training and development, and remuneration significantly positively influenced employee performance. In contrast, performance appraisals were found to have an insignificantly negative effect on employee performance. These results suggest that while certain HRD practices are crucial for enhancing employee effectiveness, the role of performance appraisals may require further examination in the context of SMEs.

Khan et al. (2018) investigated the mediating effect of job satisfaction on the relationship of HR practices and employee job performance: empirical evidence from higher education sector. This study aimed to explore how human resource (HR) procedures influence employees' job performance, with a particular focus on the mediating role of job satisfaction. Data were collected through a self-administered questionnaire from 300 academics across six public universities. The analysis employed structural equation modeling (SEM) alongside confirmatory factor analysis (CFA) to evaluate the relationships among the variables. The findings revealed that HR procedures related to recruiting and selection, training and development, performance assessment, and compensation significantly impact employee work performance, with job satisfaction serving as a crucial mediator in this relationship. The results underscore the importance of effective HR practices in enhancing job satisfaction and, subsequently, employee performance in academic settings. This aligns with existing literature that highlights the significance of HR practices in organizational performance.

Taib, Saludin and Hanafi (2018) analyzed the effects of human resources management (HRM) practices on employee performance with the mediating role of employee engagement. This study investigated the role of employee engagement as a mediator in the relationship between employee performance and human resource management (HRM) practices. Data were collected through surveys from 318 employees across various levels in the public sector and the property development industry, utilizing a stratified sampling method. Correlation analysis was performed using Smart PLS 3.0 to assess the data. The findings revealed a significant positive relationship between employee performance and HRM practices, including compensation, training and development, job security, and promotion opportunities. Additionally, the results indicated that employee engagement mediates the relationship between HRM practices and employee performance. Grounded in social exchange theory, this study provides valuable insights for public sector practitioners, particularly managers seeking to invest in their employees' career development and enhance overall organizational performance.

Qayyum, Zahid and Jamil (2019) analyzed the impact of HR practices on employees' performance: an imperative role of Islamic work ethics. This study aimed to explore

the relationship between HR practices and employee performance, specifically examining the moderating role of Individual Work Engagement (IWE). Data were collected from 307 employees who completed questionnaires at their convenience. The analysis employed correlation and multiple regression techniques. The findings indicated no significant correlation between training and employee performance. Surprisingly, both employee empowerment and performance evaluations positively affected employee performance. Moreover, the relationship between employee performance and HR practices, particularly performance reviews and empowerment, was significantly moderated by IWE. This study highlights the importance of IWE in enhancing employee performance when integrated with essential HR practices, providing valuable insights for organizations looking to optimize their HR strategies.

Manzoor et al. (2019) investigated an examination of sustainable HRM practices on job performance: an application of training as a moderator. This study investigates the impact of sustainable HRM practices on job performance, specifically within government institutions in Pakistan, with training serving as a moderating variable. A sample of 130 individuals was selected using a simple selection approach. Data analysis utilized correlation and multiple regression techniques. The findings revealed that HRM practices, including employee selection, participation, and empowerment, had a significant positive effect on job performance. Notably, the study demonstrated that sustainable HRM practices significantly influence job performance, and that training plays a crucial role in moderating this relationship. The results validate the proposed hypotheses, underscoring the importance of integrating sustainable HRM practices to enhance employee performance. The study concludes with recommendations for future research in this area.

Kareem and Hussein (2019) analyzed the impact of human resource development on employee performance and organizational effectiveness. This study explored the impact of HRD practices on employee performance and organizational effectiveness within Iraqi government organizations. Using a descriptive-analytical approach and a single regression model for data analysis, the findings revealed a strong positive correlation between employee performance and HRD strategies such as career development, organizational growth, and training and development. Specifically, the results indicated that career growth and targeted training significantly enhance

employee performance. The study recommends that university administrators implement HRD strategies aimed at improving employee competencies and productivity, aligning them with organizational goals. Furthermore, this research contributes to the existing knowledge on employee performance and organizational effectiveness in the context of HR development, offering both theoretical insights and practical implications for future application.

Alsafadi and Altahat (2020) examined human resource management practices and employee performance: the role of job satisfaction. This study aimed to explore the relationship between employee performance (EP) and human resource management practices (HRMPs), focusing on the mediating role of work satisfaction and the moderating effect of employee involvement. Data were collected through surveys from approximately 480 employees of Jordanian commercial banks, utilizing confirmatory factor analysis (CFA), path analysis, and structural equation modeling (SEM) with AMOS version 24 for data analysis. The results indicated that HRMPs, along with elements of work satisfaction such as enrichment and stability, positively influenced employee performance. Additionally, job satisfaction was found to have a moderating effect on the relationship between HRMPs and EP. Employee engagement emerged as a crucial moderating factor connecting HRMPs to employee performance. The study underscores the importance of recognizing how job satisfaction and employee engagement contribute to achieving HR performance goals. It also suggests that further research is necessary to gain a deeper understanding of the connections between HRMPs, performance evaluations, employee training, and job satisfaction.

Rodjam et al. (2020) investigated effect of human resource management practices on employee performance mediating by employee job satisfaction. The present research examined the relationships among various factors, including employee performance, reward and compensation (R&C), employee empowerment (EE), training and development (T&D), and performance appraisal (PA). It specifically investigated how job satisfaction mediates these relationships within the context of human resource management (HRM) practices. Using a persuasive sampling strategy, data were collected through a self-administered questionnaire and analyzed using Smart PLS. The findings revealed that job satisfaction significantly mediates the relationships among the variables, and all HRM strategies positively impact employee

performance. However, the influence of remuneration and rewards on employee performance was not supported by the data. The study further indicated that, in contrast to other developing countries, employee performance and job satisfaction were positively correlated with T&D and PA. This underscores the importance of these HRM practices in enhancing employee outcomes. Overall, the research confirms the significance of HRM practices in driving employee performance through the lens of job satisfaction.

Rumman, Al-Abbadi and Alshawabkeh (2020) examined the impact of human resource development practices on employee engagement and performance in Jordanian family restaurants. The main objective of the study was to explore the relationship between two dependent variables: employee engagement and performance, in relation to human resource development (HRD) activities such as employee empowerment, training, and promotion. Utilizing a quantitative descriptive-analytical approach, staff members from family restaurants were surveyed with a straightforward questionnaire. The analysis employed structural equation modeling (SEM) using IBM SPSS and AMOS to evaluate the data. The results indicated that employee empowerment, promotion, and training are significant predictors of both employee engagement and performance. Specifically, employee empowerment and promotion had the greatest effects on employee engagement, while employee training was found to have the most substantial impact on employee performance. Moreover, the study confirmed a positive correlation between performance and employee engagement, highlighting the importance of HRD activities in fostering both engagement and performance in the workplace.

Terng and Ahmad (2021) analyzed the relationship between human resource management practices and employee performance. The primary objectives of this study were to evaluate the extent of human resource management (HRM) practices, assess employee performance, and explore the relationship between HRM practices and employee performance. Conducted among 245 workers in the financial services industry in Johor, Malaysia, the study employed a quantitative approach with data collected through online surveys and questionnaires. The data were analyzed using various methods, including descriptive analysis, reliability analysis, normality tests, and correlation analysis. The findings revealed a significant positive relationship

between employee performance and HRM practices. Notably, all HRM practices, including performance evaluations, work-life policies, remuneration and benefits, as well as training and development, were categorized as high-level practices. Additionally, a positive correlation was established between employee productivity and specific HRM strategies, such as work-life policies, pay and benefits, performance reviews, and training and development. This underscores the importance of effective HRM practices in enhancing employee performance within the financial services sector.

Shiferaw (2022) examined impact of human resource management practices on employee performance: the case of Bule Hora University, Ethiopia, Africa. The objectives of this study were to identify the factors influencing selected HRM practices and the performance of university employees, as well as to evaluate the impact of these HRM practices on employee performance. The research specifically focused on the connections among pay, performance evaluations, and training as HRM practices. Using multiple regression analysis and correlation techniques, the study examined the data collected from university employees. The findings indicated that key factors such as recognizing training gaps, inadequate performance reviews, and deficiencies in skills, knowledge, and experience significantly influenced HRM practices and employee performance. As a result, the selected HRM practices had a detrimental impact on employees' commitment, punctuality, trust, and the quality and quantity of their output. Moreover, the study provided evidence that these HRM practices affected the overall productivity of the university. Significant connections were found between training, performance reviews, and employee commitment. To enhance productivity, it was recommended that the university promptly identify and address any training gaps and implement reward systems for high-performing employees.

Karki et al. (2023) analyzed human resource management practices and performances in Nepalese financial institutions. The primary objective of this study was to examine the impact of various HR policies on employee performance within financial institutions in Nepal. The research included a sample of 405 respondents and developed eight hypotheses focusing on the relationship between HR policies and employee performance. To analyze the collected data, descriptive and inferential

statistical methods were employed, including regression analysis, correlation analysis, and One-Way ANOVA. The findings revealed a significant positive association between financial compensation and employee performance, highlighting the critical role of financial incentives. However, the study found no meaningful connections between employee performance and non-financial rewards, coaching, empowerment, engagement, leadership, or organizational culture. These results suggest that while financial compensation is a key driver of employee performance, other HR policies may require further exploration or enhancement to effectively influence performance outcomes.

**Table 1**

*Summary of Empirical Review*

S.N.	Authors	Title	Objectives	Methodology	Major Findings
1	Shaukat, M. H., Ashraf, M. N., & Ghafoor, S. (2015).	Impact of human resource management practices on employees performance	The primary aim of the research was to assess how human resource management (HRM) procedures affect how well employees are perceived to perform	This study used multiple regression analysis to analyze the data.	This study found that training has a significant positive impact on employee performance. However, performance appraisal, career planning, job definition, and selection had an insignificant positive effect on employee performance. Additionally, compensation was found to have an insignificant negative effect on employee performance.
2	Mellam, A. C., Rao, P. S., & Mellam, B. T. (2015).	The effects of traditional and modern human resource management practices on employee performance in business organizations in Papua New Guinea	This study sought to ascertain the impact of modern HRM techniques on employee performance relative to traditional HRM procedures	This study used statistical tools such as regression analysis, correlation analysis, and descriptive data analysis	This study revealed that selection, training, teamwork, employee participation, compensation, and motivation have a significant positive impact on employee performance. Conversely, performance appraisal and development were found to have a significant negative effect on employee performance.
3	Hassan, S. (2016).	Impact of HRM practices on employee's performance.	This study set out to investigate the relationship between HRM practices and worker performance in	Regression analysis and the Pearson correlation statistical approach were used to examine the	The findings indicated that employee performance was positively influenced by HRM practices related to compensation, career planning, appraisals, training, and employee involvement. Thus, it is evident that these

			Pakistan's textile industry	relationship between HRM practices and employee performance	independent factors positively affect changes in the dependent variable.
4	Jouda, A. A., Ahmad, U. N. U., & Dahleez, K. A. (2016).	The impact of human resource management practices on employees performance: The case of Islamic University of Gaza in Palestine	This study explored the impact of HRMPs on employee performance at the Palestine-based Islamic University of Gaza (IUG)	In SPSS 22, the multiple regression model was used to analyze the data.	This study found a positive correlation between employee performance and HRM practices, including recruitment and selection, training and development, compensation and incentives, and performance assessment.
5	Hee, O. C., & Jing, K. R. (2018).	The influence of human resource management practices on employee performance in the manufacturing sector in Malaysia	This study examined at how work-life policies, pay and benefits, performance reviews, and training and development relate to employee performance.	This study used correlation and multiple regression analysis to analyze the data.	The results indicated that training and development is the most significant factor positively influencing employee performance following performance reviews. It was also found that work-life policies and compensation and benefits did not have a significant effect on predicting employee performance.
6	Otoo, F. N. K., & Mishra, M. (2018).	Measuring the impact of human resource development (HRD) practices on employee performance in small and medium scale enterprises	The purpose of this study was to investigate at how HRD practices impact employee performance in small and medium-sized firms	This study used correlation analysis and multiple regression analysis to analyze the data.	This study found that career development, training and development, and compensation significantly positively impact employee performance, while performance appraisal had an insignificant negative effect on employee performance.
7	Khan, M. A., Yusoff, R. M., Hussain, A., & Ismail, F. B. (2018).	The mediating effect of job satisfaction on the relationship of HR practices and employee job performance: Empirical evidence from higher	The purpose of this study was to investigate how HR procedures affect employees' job performance in relation to the mediating role of job satisfaction	The study's findings were obtained by the application of structural equation modeling (SEM) in confirmatory factor analysis (CFA).	This study found that HR practices such as recruitment and selection, training and development, performance assessment, and compensation directly and significantly impact employee work performance through job satisfaction among university faculty members.

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		education sector			
8	Taib, N. M., Saludin, M. N., & Hanafi, W. N. W. (2018).	The effects of human resources management (HRM) practices on employee performance with the mediating role of employee engagement	This study looked into how employee engagement functions as a mediator in the link between employee performance and human resources management (HRM) practices	In this study, correlation analysis was employed to evaluate the data using the Smart PLS 3.0 software version.	The results indicated a significant positive correlation between employee performance and HRM practices, including job security, promotion, training and development, and compensation. Additionally, the findings suggested that employee engagement may act as a mediating factor in the relationship between HRM practices and employee performance.
9	Qayyum, A., Zahid, N., Jamil, R. A. (2019).	The impact of HR practices on employees' performance: An imperative role of Islamic work ethics	The purpose of this study was to examine, using IWE as a moderating factor, the relationship between HR practices and employees' performance	In this study, the data were analyzed using correlation and multiple regression analysis.	This study found that, contrary to expectations, performance reviews and employee empowerment positively impact employee performance, while no association was found between training and performance. Additionally, IWE moderates the relationship between employee performance and HR practices, specifically empowerment and performance evaluation.
10	Manzoor, F., Wei, L., Banyai, T., Nurunnabi, M., & Subhan, Q. A. (2019).	An examination of sustainable HRM practices on job performance: An application of training as a moderator	This study examines the effect of sustainable HRM practices on job performance.	This study used correlation and multiple regression analysis to analyze the data.	This study found that HRM practices, including selection, participation, and employee empowerment, significantly and positively affect employee job performance. Specifically, it suggests that training significantly moderates the impact of HRM practices on employee performance, and that the sustainability of these HRM practices has a substantial influence on job performance.
11	Kareem, M. A., & Hussein, I. J. (2019).	The impact of human resource development on employee performance and organizational effectiveness	This study looked at how HRD practices at a sample of Iraqi government organizations influenced employee performance	For data analysis, a descriptive-analytical approach based on a single regression model was used.	The results revealed that HRD practices, including training and development, organizational development, and career development, have a significant positive relationship with employee performance. Additionally, these practices were found to have a significant positive

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			and organizational effectiveness		effect on employee performance.
12	Alsafadi, Y., & Altahat, S. (2020).	Human resource management practices and employee performance: The role of job satisfaction	This study set out to determine the relationship between employee performance (EP) and HRMPs, or human resource management practices	The data was gathered using structural equation modeling (SEM), route analysis, and confirmatory factor analysis (CFA).	The results indicated that job satisfaction and its components (enrichment and stability) positively impact employee performance (EP) through HRM practices (HRMP). The research demonstrated that employment satisfaction acts as a moderating factor. Ultimately, employee engagement emerged as a key moderating factor linking HRMP and EP.
13	Rodjam, C., Thanasrisuebwong, A., Suphuan, T., & Charoenboon, P. (2020).	Effect of human resource management practices on employee performance mediating by employee job satisfaction	The present research investigated the correlations between HRM practices and performance.	A self-administered questionnaire was employed to gather the data. Smart PLS was utilized to analyze the data.	The study's results indicated that all HRM techniques significantly and positively influence employee performance, with job satisfaction mediating the relationship between the variables. The data supports all the hypotheses, revealing a significant positive correlation among the variables, except for the effect of compensation and rewards on employee performance.
14	Rumman, A. A., Al-Abbadi, L., & Alshawabkeh, R. (2020).	The impact of human resource development practices on employee engagement and performance in Jordanian family restaurants	The main objective of the study was to provide link between two dependent variables, employee engagement and performance, and HRD activities	This study examined at the insightful answers on the effectiveness of structural equation modeling (SEM) using IBM SPSS and AMOS.	This study found that employee empowerment, training, and promotion are significant predictors of employee engagement and performance. Among these, employee empowerment and promotion have the greatest influence on employee engagement, while training has the most substantial impact on employee performance.
15	Terng, L. C., & Ahmad, N. (2021).	The relationship between human resource management practices and employee performance	The primary objectives of this study was to ascertain the connection between HRM practices and employee performance	The data were examined using four different types of analyses: descriptive analysis, reliability	The findings indicated a significant positive association between HRM strategies and employee performance. Moreover, the study revealed a positive correlation between employee performance and various HRM strategies, including work-life policies,

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			analysis, normality test, and correlation analysis	remuneration and benefits, performance reviews, and training and development.
16	Shiferaw, T. (2022).	Impact of human resource management practices on employee performance: The case of Bule Hora University, Ethiopia, Africa	The objectives of this study were to identify the factors influencing the selected HRM practices and the performance of university employees	This study found that training practices significantly positively impact employee performance. Similarly, both compensation and performance appraisal also have a significant positive effect on employee performance. Therefore, the study concluded that HR practices play a significant role in influencing employee performance.
17	Karki, D., Bhattarai, G. ., & Dahal, R. K. (2023)	Human resource management practices and performances in Nepalese financial institutions	The primary objective of this study was to examine how various HR policies affected employee performance at financial institutions in Nepal	This study highlighted the crucial role of financial compensation by identifying a significant positive association with employee performance. In contrast, no meaningful connections were found between employee performance and non-financial compensation, coaching, empowerment, engagement, leadership, or organizational culture.

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### 2.3 Research Gap

The distinction between current research and previous studies is referred to as a "research gap." Despite existing literature, the specific link between effective HR practices and employee performance remains underexplored. Given that human resources are invaluable and difficult-to-replace assets, organizations must focus on enhancing employee performance to boost productivity in today's competitive global market. In Nepal, there is a pressing need for organizations to recognize the importance of this issue, as many still overlook the potential benefits of improved employee performance. This research aims to investigate the predictors of HR practice factors and their impact on employee performance within Nepalese commercial banks. By addressing this research gap, the findings will not only contribute to the existing body of knowledge but also provide a foundation for future studies and offer practical insights for organizations seeking to optimize their HR practices.

## **CHAPTER - III**

### **RESEARCH METHODOLOGY**

Research methodology refers to the systematic approach used to address a research problem through the collection, documentation, analysis, interpretation, and reporting of relevant data. This chapter outlines the key components of the research methodology, including research design, population and sample, sampling design, data sources, data collection instruments, analysis methods, research framework, and definitions of variables.

#### **3.1 Research Design**

This study is based on descriptive and causal-comparative research designs, focusing on fundamental questions regarding employee performance and HR practices in commercial banks in Nepal. The descriptive research design aims to outline the characteristics of the populations, while the causal-comparative design examines the relationships and effects between independent factors (HR practices) and dependent variables (employee performance) after specific actions or events have taken place.

#### **3.2 Population and Sample, and Sampling Design**

The entire collection of cases or groupings used to collect samples is known as the population. A sample is a smaller portion of this population that the researcher has chosen to include in the study. For this study, all the 18472 employees of five major banks namely; NIC ASIA Bank Limited (NICA), Global IME Bank Limited (GBIME), Prahu Bank Limited (PRAVU), Kumani Bank Limited (KBL) and Nepal Bank Limited (NBL) are the population of the study ((NRB report, 2023) on the basis of large number of employee. The purposive sampling technique was used. In addition to conducting a Google survey at several branches of five major banks in the Kathmandu Valley, survey questions were also distributed in person to ensure a diverse range of responses from different groups.

#### **Sample Size and Sampling Design**

The researcher determined the sample size using a formula suitable for a known population, which consists of 18,472 employees from five major banks. Cochran (1977) provides a formula for calculating sample size in a finite population.

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

Where,

$$n_0 = \frac{Z^2 p(1-p)}{e^2}$$

N is the population size, n= sample size, Z=1.96 from the normal area table, if there is population finite then put the value of p=0.5, and e= error which is 5 percent so the value of e is 0.05.

At first,

$$\begin{aligned} n_0 &= \frac{Z^2 p(1-p)}{e^2} = \frac{1.96^2 \times 0.50(1-0.50)}{0.05^2} \\ &= 384.1458821 \end{aligned}$$

Therefore,

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

$$\begin{aligned} n &= \frac{384.1458821}{1 + \frac{384.1458821}{18472}} \\ &= 376.32 \end{aligned}$$

So, the sample size of the study is 376.

The convenience sampling method was employed to reach the study's sample respondents. This approach is quick, cost-effective, and easy to use, yielding qualitative data that is well-suited for students. Analyzing data from convenience sampling is also less complex compared to other methods.

### 3.3 Nature and Sources of Data, and Instrument of Data Collection

Primary data was collected to gain insights into employees' perceptions of HR practices in Nepalese commercial banks and their effects on employee performance. Structured questionnaires using a 5-point Likert scale were distributed to bank employees.

### 3.4 Method of Analysis

Various statistical techniques were utilized for the research. The subsequent sections will outline the statistical tools employed for data analysis to evaluate the findings.

## Descriptive Analysis

### Mean

The arithmetic mean, or average, is determined by dividing the sum of a set of values by the total number of values. It serves as a measure of central tendency for the data. This straightforward metric is widely used and easy to understand. To calculate it, you add all the data points for the population and then divide that sum by the number of points. In this study, the mean of the respondents' answers to the various Likert scale questions was calculated, providing the average value for each sample's responses.

$$\text{Mean } (\bar{X}) = \frac{\sum X}{n}$$

Where,

$\sum X$  = Value of responses of each independent or dependent variable

n = No. of statements

### Standard Deviation

The standard deviation measures how much a set of data values varies or is spread out, quantifying dispersion. It can be viewed as the positive square root of the variance. A key feature of standard deviation is that it shares the same units of measurement as the data, making it distinct from variance. Greater divergence of data points from the mean indicates higher variability within the dataset. Consequently, as data dispersion increases, so does the standard deviation. In this study, the standard deviation of the Likert scale responses for each sample was calculated.

$$\text{Standard Deviation (S.D.)} = \sqrt{\frac{\sum (X - \bar{X})^2}{n}}$$

Where,

X = Value of responses of each dependent or independent variable

$\bar{X}$  = Mean value of responses of each dependent or independent variable

n = No. of responses

### Co-efficient of Variation

The standard deviation indicates dispersion in absolute terms, while the coefficient of standard deviation provides a relative measure of dispersion based on the standard deviation. The coefficient of variation (CV) expresses this as a percentage. A lower

CV indicates greater homogeneity and consistency, whereas a higher CV suggests more variability. While standard deviation is not suitable for comparing two sets of variables, the CV allows for such comparisons based on their variability. The CV is calculated as follows:

$$\text{Coefficient of Variation (C.V.)} = \frac{\sigma}{\bar{X}} \times 100$$

### **Correlation Analysis**

The correlation coefficient indicates the relationship between an independent variable and a dependent variable, helping to determine how they are connected. A significant correlation exists when changes in the independent variable affect the dependent variable. In this study, correlation is calculated for the Likert scale responses to assess the strength of the association between the independent and dependent variables for each sample.

$$\text{Correlation Coefficient (r)} = \frac{n\Sigma XY - \Sigma X \Sigma Y}{\sqrt{n\Sigma X^2 - (\Sigma X)^2} \sqrt{n\Sigma Y^2 - (\Sigma Y)^2}}$$

Where,

X = Value of independent variable

Y = Value of dependent variable

n = Number of responses

### **t- Statistics**

It is applied to Student's t-test hypothesis testing. In a t-test, the t-statistic is used to decide whether to accept or reject the null hypothesis. Set up Hypothesis

Null hypothesis ( $H_0$ );  $\rho = 0$  i.e. There is no correlation between the considered variables.

Alternative Hypothesis ( $H_1$ );  $\rho \neq 0$  i.e. There is significant correlation between the considered variables.

Test statistic under  $H_0$ ;

$$t_{\text{cal.}} = \frac{r}{\sqrt{1 - r^2}} \times \sqrt{n - 2}$$

Where,

r = Sample correlation between two variables

$r^2$  = Coefficient Determination

$n$  = No of Pair of observations

Level of significance: Level of significance  $\alpha = 5$  percent

Critical Value: Tabulated or critical value of  $t$  at  $\alpha$  percent level of significance for  $(n - 2)$  degree of freedom obtain from 't' tables.

### Decision

- i. The null hypothesis is accepted if the calculated "t" value is less than or equal to the tabulated "t" value and falls within the accepted range. Conversely, if the calculated "t" is greater than the tabulated "t," the null hypothesis is rejected.
- ii. The null hypothesis is accepted if the estimated p-value exceeds the significance level of 5 percent; it is rejected if the p-value is below this threshold.

### Regression Analysis

Regression is a statistical method used to assess the strength of the relationship between one dependent variable and one or more independent variables. It includes various techniques for analyzing and modeling multiple variables to identify their connections. In this study, regression analysis is applied to Likert scale responses to determine the direction of the relationship between the independent and dependent variables for each sample. The theoretical model of this relationship is represented by the equation below:

$$EP = \beta_0 + \beta_1 TD + \beta_2 PA + \beta_3 CP + \beta_4 CM + \beta_5 JS + \varepsilon$$

Where,

EP= Employee Performance

TD= Training & Development

PA= Performance Appraisal

CP= Career Planning

CM= Compensation

JS= Job Satisfaction

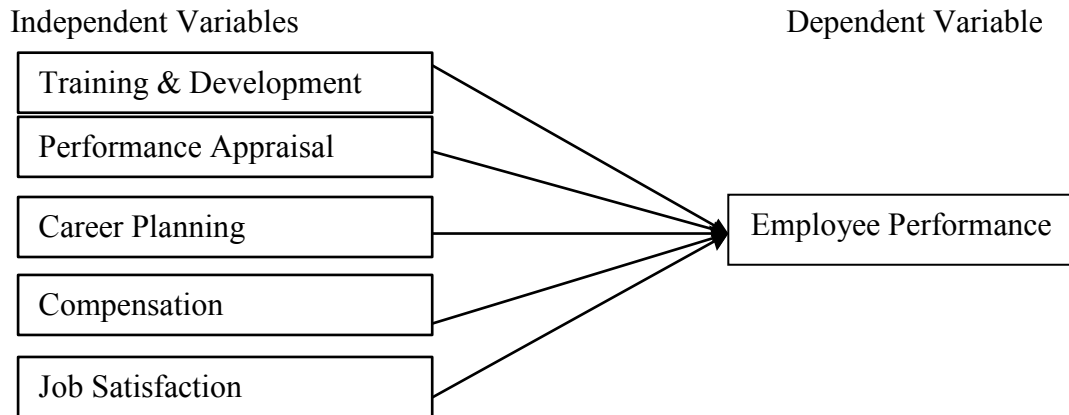
$\beta_0$  = The intercept (constant)

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  = Coefficient of Variables

$\varepsilon$  = Error Term.

### 3.5 Research Framework and Definition of the Variables

The researcher develops the following research framework for the study based on a review of relevant theoretical and empirical literature.



Source: Shaukat, Ashraf and Ghafoor (2015); Otoo and Mishra (2018); Khan et al. (2018) and Rodjam et al. (2020).

*Figure 1* Research Framework

#### **Independent Variables**

##### **Training and Development**

Training and development significantly influence employee performance in response to organizational changes. Companies gain a competitive edge when employees enhance their knowledge, skills, and abilities to align with economic conditions. Employee development is guided by the company's vision and mission to meet organizational needs and is a key factor in improving performance and productivity within a bank. Otoo and Mishra (2018) found that training and development have a significant positive effect on employee performance. Similarly, Khan et al. (2018) demonstrated a direct and significant impact of training and development on employee work performance. Additionally, Rodjam et al. (2020) showed that training and development have a substantial and positive effect on employee performance.

##### **Performance Appraisal**

Performance appraisal is the process of recognizing employees and providing feedback on their work performance. This process should also involve developing improvement plans. In addition to updating employees on their progress, effective performance assessments can influence their job performance and future career

development (Mellam, Rao & Mellam, 2015). Khan et al. (2018) found that performance appraisal has a direct and significant impact on employee work performance. However, Otoo and Mishra (2018) concluded that performance appraisal has an insignificant negative effect on employee performance.

### **Career Planning**

Career planning involves identifying professional goals and outlining the steps needed to achieve them. It encompasses organizing one's work life and serves as a strategy to encourage employees to contribute to the organization's growth. The aim of career planning is to align employees' personal objectives with the organization's goals. This process is essential for developing human resources and enhancing organizational performance (Shaukat, Ashraf & Ghafoor, 2015). Hassan (2016) noted that career planning has a significant positive impact on employee performance, a finding supported by Otoo and Mishra (2018), who also concluded that career planning positively affects employee performance.

### **Compensation**

Compensation refers to the payment employees receive for their time and effort in fulfilling their responsibilities. It is also considered a significant factor in operating costs. Additionally, effective compensation plans can drive higher levels of productivity (Terng & Ahmad, 2021). Numerous studies have indicated that both benefits and pay influence employee performance. Otoo and Mishra (2018) and Khan et al. (2018) found that compensation has a significant positive effect on employee performance. Similarly, Shiferaw (2022) reported that compensation also has a substantial positive impact on employee performance.

### **Job Satisfaction**

Job satisfaction is a critical factor influencing employee performance. According to Badrianto and Ekhsan (2020), high levels of job satisfaction contribute to successfully achieving organizational goals. Conversely, low job satisfaction can pose a risk, potentially leading to sudden or gradual declines in company performance. Khan et al. (2018) found that job satisfaction positively impacts employee performance. Similarly, Rodjam et al. (2020) reported a significant positive effect of job satisfaction

on employee performance. However, Alsafadi and Altahat (2020) concluded that job satisfaction can have a negative impact on employee performance.

### **Dependent Variable**

#### **Employee Performance**

Employee performance serves as a measure of how effectively a company meets its objectives. Additionally, higher management defines and evaluates employee performance based on the completion of responsibilities by individuals or teams. This process involves adhering to established standards while utilizing resources efficiently in a dynamic environment (Shaukat, Ashraf & Ghafoor, 2015). Otoo and Mishra (2018) suggested that individual actions taken by employees to achieve business goals within their scope are also considered part of their performance. Rodjam et al. (2020) emphasized that employee performance is a crucial resource for accomplishing company goals.

## CHAPTER - IV

### RESULTS AND DISCUSSION

The main objective of this study is to analyze the HR practice and its effect on employee performance of commercial banks in Nepal, as the researcher covered in the earlier chapters. Thus, this chapter, which is divided up into three sections, addresses the analysis and outcomes of the conversation. The first part included the study's demographic profile, descriptive, and correlation analysis of the variables. In the second portion, the linear regression model's assumptions are met, and in the third section, the regression's findings are reported. Data analysis techniques are used to determine the ratio of the chosen dependent and independent variables as well as the ratio scale measurement for further statistical analysis. The statistical analysis of the gathered data is conducted with the assistance of SPSS version 26.

#### 4.1 Results

##### 4.1.1 Demographic Profile of Respondents

This section presents the overall and demographic information. Descriptive statistics are utilized to analyze the demographic data, which is displayed as percentages, means, and standard deviations. The examined data includes gender, age, educational background, work experience, and current organizational position. The results are outlined below.

**Table 2**

*Gender Specification*

Options	No. of Respondents	Response ( percent)
Male	209	55.59
Female	167	44.41
Others	0	0
Total	376	100

Source: Opinion Survey, 2024

Table 2 presents the gender distribution of the respondents. In this study, data were collected and analyzed from 376 respondents, with the majority being men, accounting for 55.59 percent of the total responses. While men constitute the larger portion of the respondents, female participants represent 44.41 percent. This indicates

that men are more commonly employed in the banking industry compared to women. Overall, the survey results suggest a gender disparity in employment within the sector.

**Table 3**

*Age Description of Respondents*

Options	No. of Respondents	Response ( percent)
20-29	126	33.51
30-39	223	59.31
40 and above	27	7.18
Total	376	100

Source: Opinion Survey, 2024

Table 3 also provides an age description of the respondents, indicating that 59.31 percent of the respondents fall into the 30- to 39-year-old age range. The age group of employees in commercial banks who are 40 years of age and older makes up the smallest percentage. Nonetheless, the bulk of responders are young. Furthermore, of the respondents, 33.51 percent identified as belonging to the 20–39 age group and 7.18 percent as representing the 40 and above age group. This suggests that 92.82 percent of all employees in Nepalese commercial banks are of working age, active, and had high needs, which may lead them to look for alternative sources of income if regulations weren't followed. If handled well, this age group could undoubtedly be beneficial and productive for a considerable amount of time.

**Table 4**

*Annual Income of the Respondents*

Options	No. of Respondents	Response ( percent)
Up to Rs. 300,000	92	24.47
Rs. 301,000- Rs. 500,000	219	58.24
Rs. 501,000 and above	65	17.29
Total	376	100

Source: Opinion Survey, 2024

Table 4 shows that the profile of respondents based on their annual income. Most respondents (219, or 58.24 percent) have earned Rs.301,000- Rs.500,000 and (92, or 24.47 percent); have earned Up to Rs.300,000 and rest 65 (17.29 percent) have earned Rs. 501,000 and above.

**Table 5***Working Experience of Respondents*

Options	No. of Respondents	Response ( percent)
Less than 1 year	21	5.59
1-2 years	67	17.82
2-3 years	114	30.32
3-5 years	120	31.91
More than 5 years	54	14.36
Total	376	100

Source: Opinion Survey, 2024

Table 5 also stated information regarding respondent's work tenure in a bank. Out of 376 respondents, 120 respondents representing 31.91 percent have been working about 3-5 years while a total of 114 representing 30.32 percent have been working 2-3 years. It was also found that, 67 respondents representing 17.82 percent have been working for 1-2 years, 54 respondents representing 14.36 percent have been working about more than 5 years and remaining 21 respondents representing 5.59 percent have been working for less than 1 year. The study's conclusions suggest that the majority of the employees had sufficient experience to perform their jobs effectively and productively. The findings reveal that the respondents belonged to a medium experience.

#### 4.1.2 Summary of Descriptive Analysis

The standard deviation and mean value of each variable are used to identify the HR practice and its effect on employee performance of commercial banks in Nepal. The gathered data has been evaluated using descriptive analysis, which has aided in the data's summarization and description. Table 6 compiles the descriptive analysis's specifics.

**Table 6***Summary of Descriptive Analysis*

Study Variables	N	Mean	Std. Deviation
Training & Development (TD)	376	3.7420	.83921
Performance Appraisal (PA)	376	3.5977	.84868
Career Planning (CP)	376	3.7985	.92744
Compensation (CM)	376	3.8098	.80130
Job Satisfaction (JS)	376	3.8185	.79213
Employee Performance (EP)	376	3.7573	.84169

Source: Appendix-I

The table 6 reveals that summary of descriptive analysis of HR practice factors and employee performance of commercial banks in Nepal. The dependent variable, employee performance scored a high level of mean with 3.7573. Meanwhile, on the independent variable dimensions, training and development scored the high level of mean with 3.7420 but it is still the lowest compared to the other variables where job satisfaction, compensation showed higher value of mean with 3.8185 and 3.8098, respectively. For the variable career planning and performance appraisal showed lowest mean compared to all variables with the value of mean 3.7985 and 3.5977, respectively. It is clear from this that the majority of respondents felt that their performance is strong and that their job satisfaction and compensation have significant impact on it and these two factors are the most determining factors on employee performance in Nepalese commercial banks.

As for the standard deviation, the results obtained shows that all the instruments used scored less than 1.00 which indicate that the dissimilarities in respondent's judgments is small. Employee performance as the dependent variable has the standard deviation of 0.84169 whereby, standard deviation for the independent variables inclusive of training & development, performance appraisal, career planning, compensation and job satisfaction are 0.83921, 0.84868, 0.92744, 0.80130 and 0.79213, respectively. Job satisfaction scored the lowest standard deviation among the overall variable.

#### **4.1.3 Correlation Analysis**

Correlation analysis is performed to determine the HR variables affecting employee performance in Nepalese commercial banks. The performance of bank employees and other variables are the dependent and independent variables, and the relationship between them is displayed in the following tables. In this study, correlation analysis is employed to ascertain the relationship between the variables. The researcher calculated the correlation coefficient value in this analysis using the SPSS program. The general relationship between HR practice and the job performance of bank employees is the main focus of the correlation analysis.

**Table 7***Pearson Correlation Coefficients of Study Variables*

	TD	PA	CP	CM	JS	EP
Training & Development (TD)	1					
Performance Appraisal (PA)	.488** (.000)	1				
Career Planning (CP)	.399** (.000)	.351** (.000)	1			
Compensation (CM)	.337** (.000)	.348** (.000)	.639** (.000)	1		
Job Satisfaction (JS)	.400** (.000)	.491** (.000)	.405** (.000)	.455** (.000)	1	
Employee Performance (EP)	.635** (.000)	.620** (.000)	.566** (.000)	.600** (.000)	.646** (.000)	1

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

Source: Appendix-II

Table 7 reveals the correlation test between both dependent and independent variables using correlation coefficient matrix. The correlation value between training & development and employee performance is as 0.634 which has significant value 0.000. So, it can be clearly stated that there is significant positive association between training & development and employee performance ( $P < 0.05$ ), also correlation value between performance appraisal and employee performance is as 0.620 which has significant value 0.000 so it can be clearly stated that there is significant positive association between performance appraisal and the employee performance ( $P < 0.05$ ).

Similarly, correlation value between career planning and the employee performance is as 0.566 which has significant value 0.000 so it can be clearly stated that there is significant positive association between career planning and the employee performance ( $P < 0.05$ ). Further, correlation value between compensation and the employee performance is as 0.600 which has significant value 0.000 so it can be clearly stated that there is significant position association between compensation and the employee performance ( $P < 0.05$ ). Finally, correlation value between job satisfaction and the employee performance is as 0.646 which has significant value 0.000 so it can be clearly stated that there is significant positive association between job satisfaction and the employee performance ( $P < 0.05$ ).

#### 4.1.4 Multiple Regression Analysis

It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable (employee performance among employees in Nepalese commercial banks) and independent variables (training & development, performance appraisal, career planning, compensation and job satisfaction).

**Table 8**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.838 <sup>a</sup>	.702	.698	.46287

a. Predictors: (Constant), JS, TD, CP, PA, CM

Source: Appendix-III

The R square is 0.702. The implication therefore is that, 70.20 percent of the variation in the dependent variable (employee performance) is explained by the independent variables (training & development, performance appraisal, career planning, compensation and job satisfaction). In this study, the R statistic is 0.838, indicated that there is strong relationship between study variables. This implies that the employee performance is highly influenced by its independent variables. Standard error of estimate is flawlessly associated with regression analysis.

**Table 9**

*Analysis of Variance (ANOVA)*

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	186.396	5	37.279	174.001	.000 <sup>b</sup>
Residual	79.271	370	.214		
Total	265.667	375			

a. Dependent EP

b. Predictors: (Constant), JS, TD, CP, PA, CM

Source: Appendix-III

An analysis using ANOVA (F-value) suggests that the influence of dependent variables may be explained by the greatest number of potential combinations of predictor variables. Findings indicate that the employee performance indicator has a major influence. The employee performance proxy variables of training &

development, performance appraisal, career planning, compensation and job satisfaction have F-values of 174.001 ( $p = 0.000 < 0.05$ ), which indicates a significant relationship between the dependent variable (employee performance) and the independent variables, indicating the overall significance of the model.

**Table 10**

*Regression Coefficient of Independent Variables on Employee Performance*

Variables	Coefficients	t-statistics	P-Value
(Constant)	-.546	-3.670	.000
Training & Development (TD)	.297	8.638	.000
Performance Appraisal (PA)	.224	6.401	.000
Career Planning (CP)	.106	3.031	.003
Compensation (CM)	.238	5.876	.000
Job Satisfaction (JS)	.283	7.547	.000

a. Dependent variable: Employee performance (EP)

Source: Appendix-III

Table 10 presents the regression coefficient of independent variables training and development, performance appraisal, career planning, compensation and job satisfaction of banks' employees and the intercept value of dependent variable employee performance. The regression coefficient ( $\beta$ ) for training and development is 0.297. The findings demonstrate that increases in a single training and development unit boost employee performance in banks by 0.297 units, and the p-value of training and development is 0.000 indicates statistical significance at the 5 percent significance level. Hence, this is significant positive effect of training and development on employee performance.

The coefficient of regression  $\beta$  for the performance appraisal is 0.224. Based on the data, if each performance appraisal improved by one, employee performance increased by 0.224 units. The p-value of performance appraisal is 0.000 indicates that it is statistically significant at the five percent significance level. Hence, this is significant positive effect of performance appraisal on employee performance in banks. The regression coefficient ( $\beta$ ) for career planning is 0.106. The data indicates that a one-unit rise in each career planning would result in a 0.106-unit improvement in employee performance. The p-value of career planning is 0.003 indicates that it is statistically significant at the five percent significance level. Hence, career planning has significant positive impact on employee performance. The regression coefficient

( $\beta$ ) for compensation is 0.238. According to the statistics, employee performance would rise by 0.238 units for every unit that compensation increased. Furthermore, at the 5 percent significance level, the p-value of compensation is 0.000 shows statistical significance. Hence, this is significant positive effect of compensation on employee performance in banks. Finally, the coefficient of regression  $\beta$  for the job satisfaction is 0.283. Based on the data, if each job satisfaction improved by one, employee performance increased by 0.283 units. The p-value of job satisfaction is 0.000 indicates that it is statistically significant at the five percent significance level. Hence, this is significant positive effect of job satisfaction on employee performance in banks.

#### **4.2 Discussion**

The main purpose of the study is to examine the HR practice and its effect on employee performance of commercial banks in Nepal. This study is broadly paying attention on HR factors (like training & development, performance appraisal, career planning, compensation and job satisfaction). This research also highlights the association between HR practice factors and employee performance. Research and previous literature supports the relationship between training & development, performance appraisal, career planning, compensation and job satisfaction and employee performance. The research literature validates that these factors directly influence employee performance.

The correlation analysis found that training & development has significant positive association with employee performance. This is consistent with the finding of Terng and Ahmad (2021) concluded that training & development had significant positive relationship with employee performance. This is also consistent with the finding of Hassan (2016); Khan et al. (2018); Taib, Saludin and Hanafi (2018); Otoo and Mishra (2018); Hee and Jing (2018); Kareem and Hussein (2019); Manzoor et al. (2019); Rodjam et al. (2020); Shiferaw (2022). However, it contradicts with the prior study of Qayyum, Zahid and Jamil (2019) found that training & development had negative relationship with employee performance. Likewise, the performance appraisal has significant positive relationship with employee performance. This finding is similar with the finding of Terng and Ahmad (2021) found that performance appraisal had significant positive relationship with employee performance. This is also consistent

with the finding of Hassan (2016); Khan et al. (2018); Otoo and Mishra (2018); Hee and Jing (2018); Qayyum, Zahid and Jamil (2019); Rodjam et al. (2020); Shiferaw (2022).

Similarly, there is significant positive relationship between career planning and the employee performance. This is consistent with the finding of Hassan (2016) observed that career planning had significant positive relationship with employee performance. This is also consistent with the finding of Hassan (2016); Otoo and Mishra (2018); Kareem and Hussein (2019). Further, correlation value between compensation and the employee performance is significant positive. This is consistent with the finding of Terng and Ahmad (2021) found that compensation had significant positive relationship with employee performance. This is also consistent with the finding of Mellam, Rao and Mellam (2015); Hassan (2016); Khan et al. (2018); Otoo and Mishra (2018); Hee and Jing (2018); Taib, Saludin and Hanafi (2018); Rodjam et al. (2020); Shiferaw (2022). Finally, job satisfaction has significant positive association with employee performance. This finding is similar with the previous study of Rodjam et al. (2020) concluded that job satisfaction had significant positive relationship with employee performance. This is also consistent with the finding of Khan et al. (2018).

The multiple regression analysis found that training & development has significant positive effect on employee performance. This is consistent with the finding of Shaukat, Ashraf and Ghafoor (2015) concluded that training had significant positive impact on employee performance. This is also consistent with the finding of Hassan (2016); Jouda, Ahmad and Dahleez (2016); Khan et al. (2018); Kareem and Hussein (2019); Manzoor et al. (2019); Rodjam et al. (2020); Rumman, Al-Abbadi and Alshawabkeh (2020); Shiferaw (2022) but opposite to the finding of Qayyum, Zahid and Jamil (2019). Likewise, there is significant positive effect of performance appraisal on employee performance in banks. This is consistent with the finding of Shaukat, Ashraf and Ghafoor (2015) found that performance appraisal had significant positive impact on employee performance. This is also consistent with the finding of Hassan (2016); Jouda, Ahmad and Dahleez (2016); Khan et al. (2018); Hee and Jing (2018); Qayyum, Zahid and Jamil (2019); Rodjam et al. (2020); Shiferaw (2022).

However, it contradicts with the finding of Otoo and Mishra (2018) concluded that insignificant negative impact on employee performance.

Moreover, career planning has significant positive impact on employee performance. This is consistent with the finding Shaukat, Ashraf and Ghafoor (2015) found that career planning had significant positive impact on employee performance. This is also consistent with the finding of Hassan (2016); Otoo and Mishra (2018); Kareem and Hussein (2019). Similarly, compensation has significant positive effect on employee performance in Nepalese commercial banks. This is also consistent with the finding of Hassan (2016) found that compensation had significant positive relationship with employee performance. This is also consistent with the prior study of Jouda, Ahmad and Dahleez (2016); Khan et al. (2018); Otoo and Mishra (2018); Rodjam et al. (2020); Shiferaw (2022). However, it contradicts with the finding Shaukat, Ashraf and Ghafoor (2015) found that compensation had insignificant negative impact on employee performance. Finally, there is significant positive effect of job satisfaction on employee performance in banks. This is similar with the finding of Alsafadi and Altahat (2020) concluded that job satisfaction had negative impact on employee performance. This is also consistent with the finding of Khan et al. (2018); Rodjam et al. (2020).

## CHAPTER – V

### SUMMARY AND CONCLUSION

#### 5.1 Summary

The effective use of HR procedures, which enhance performance, is a significant source of competitive advantage for companies. The goal of HR practice, a branch of organizational management that is alien to employees, is to directly affect them. The policies and practices pertaining to managing an organization's human resources (HR), including job analysis, recruiting, selection, orientation, remuneration, performance assessment, training and development, and labor relations, are collectively referred to as human resource management (HRM). The structure, practices, and policies that influence employees' conduct, attitude, and performance make up human resource management (HRM). Employee performance in an organizational context is commonly defined as the extent to which an individual inside the organization contributes to the attainment of the organization's goal. Human resource management is the primary instrument used to shape and influence people's skills, dispositions, and behaviors so they can carry out their duties and assist the company in achieving its objectives. Human resource management (HRM) strategies enhance worker performance and effectiveness by attracting, identifying, and releasing people who meet the required competencies and by motivating them to work toward the organization's objectives. Therefore, it's imperative that companies adjust their HR practices in order to optimize worker productivity.

The general objective of the study is to investigate the factors that affect employees' job performance in commercial banks of Nepal Kathmandu area branches. The specific objectives of this study are to analyze the present scenario of HR practices and employee performance in Nepalese commercial banks, to examine relationship HR practices (training & development, performance appraisal, career planning, compensation and job satisfaction) and employee performance in Nepalese commercial banks and to evaluate the HR practices such as training & development, performance appraisal, career planning, compensation and job satisfaction have significant impact on employee performance in Nepalese commercial banks. This study is based on descriptive research design and causal-comparative research design to deal with fundamental issues associated with the HR practice and employee

performance in Nepalese commercial banks. This study adopts descriptive research design to analyze the HR practices and employee performance level or status in Nepalese commercial bank. Causal-comparative design is used to find the cause and effect of relationship between HR practices factors and employee performance. The population for this survey is 18472 employees of five banks. However, 376 employees within Kathmandu valley branches are the sample of this study on the basis of convenience sampling method. This study used mean, standard deviation, frequency distribution, correlation analysis and multiple regressions to analyze the data by using Excel and IBM SPSS version 26. This study used employee performance as dependent variable and training & development, performance appraisal, career planning, compensation and job satisfaction are as explanatory variables.

This study found that employees agree that job satisfaction and compensation significantly affect their performance, leading them to believe their performance is also high. The correlation analysis concluded that training and development, as well as career planning, have a significant positive relationship with employee performance in commercial banks. Additionally, career planning and compensation both demonstrate a significant positive association with employee performance. Furthermore, job satisfaction also has a significant positive impact on employee performance. The multiple regression analysis indicates that training and development, as well as career planning, have a significant positive effect on employee performance. Additionally, compensation also positively impacts employee performance in Nepalese commercial banks. Furthermore, job satisfaction demonstrates a significant positive effect on employee performance in these banks. Thus, it can be concluded that HR practices significantly enhance employee performance in Nepalese commercial banks.

## **5.2 Conclusion**

This study concluded that there is high level mean score for the employee performance. It shows that all elements of commercial banks in Nepal are at high level. The mean score value of job satisfaction is the highest mean score value compared to the other elements, training & development, performance appraisal, career planning and compensation. This indicates that job satisfaction is the dominant

element in this study and the majority of the respondents agreed that job satisfaction is the factor highly affects their employee performance and they believe that their performance level is also high.

The correlation analysis concluded that training & development and career planning have significant positive association with employee performance. Similarly, there is significant positive relationship between career planning and the employee performance. Further, correlation value between compensation and the employee performance is significant positive. Moreover, job satisfaction has significant positive association with employee performance. Hence, it can be concluded that HR practices has significant positive relationship with employee performance in Nepalese commercial banks.

The multiple regression analysis found that training & development and career planning have significant positive effect on employee performance. At the same time, career planning has significant positive impact on employee performance and also compensation has significant positive effect on employee performance in Nepalese commercial banks. Finally, there is significant positive effect of job satisfaction on employee performance in banks. Therefore, this study concluded that HR practices have significant positive effect on employee performance of commercial banks in Nepal.

### **5.3 Implications**

Based on this analysis, the study has the following implications;

- The finding revealed that training & development, performance appraisal, career planning, compensation and job satisfaction that have the more significant positive influence on employee performance. The findings of this study provide policy makers with a practical understanding of the factors that are likely to impact employee performance in the service sector. Thereby attracting and gaining more customers.
- This study will assist bank managers better understand the HR practices that affect employee performance, which will help them create strategies that will work better for raising employee performance in banks.

- Some of the most recent information, statistics, and challenges pertaining to the factors influencing employee performance may be found in this research. Therefore, bankers, depositors, future academics, and students should all find this study to be valuable.
- The primary component, job satisfaction, has a favorable correlation with employee performance. A win-win situation for the bank is how much satisfaction employees rationally. Research shows that employees are more likely to perform their jobs when they believe their feeling a sense of pride in doing their job and the supervisor provides feedback with necessary guidelines to improve employees' performance.

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