

**IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEES' PERFORMANCE IN NEPALESE
COMMERCIAL BANKS**

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 declare that the work reported in this thesis entitled “**Impact of Human Resource Management Practices on Employees' Performance in Nepalese Commercial Banks**” has been submitted to office of the Dean, faculty of management, Tribhuvan University is my original work done in the form of partial fulfillment of the requirement for the Degree of Master in Business Studies (MBS) under the supervision and guidance of Asso. Prof. Dr. Kapil Khanal, Shanker Dev Campus.

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REPORT OF RESEARCH COMMITTEE

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ABBREVIATIONS

ANOVA	: Analysis of Variance
CS	: Customer Satisfaction
e.g.	: Example
Et al.	: And Others
Etc.	: Et Cetera
FIs	: Financial Institutions
HRM	: Human Resource Management
i.e	: That Is
MBS	: Master of Business Studies
n:	: Number of Respondents
NIMB	: Nepal Investment Bank
NRB	: Nepal Rastra Bank
r.	: Regression
SBI	: State Bank of India
SD.	: Standard Deviation
SE.	: Standard Error
SPSS	: Statistical Package for Social Science Software

ABSTRACT

Human resource is considered to be the center of all development processes of economy however; today's competitive business scenario is deteriorating social conditions of human resources, hence causing employees performance. Therefore, this study tries to clear on the importance of human resource management on employee's performance so as to achieve organizational goal and the competitive advantages. Human resource management practices play the significant role on employee's performance in an organization.

The major objective of this study is to examine the impact of human resource management practices on employee's performance in Nepalese commercial banks. The specific objectives of the study are concerned with the analyzing the impact of compensation, performance appraisal, training and development, recruitment and selection and career are planning on employee's performance in Nepalese commercial banks; determining the most influencing factors of HRM practices that affects employee performance in Nepalese commercial banks, examining the relationship between HRM practices and employee's performance in Nepalese commercial banks and assessing the perception of employees on compensation, performance appraisal, training and development, recruitment and selection and career are planning in Nepalese commercial banks.

This study is based on primary data of the respondents of Nepalese commercial banks with 400 observations. To achieve the purpose of the study, structured questionnaire is prepared. The questionnaires were multiple choice, ranking scale. Likert scale and other demographic information were used to collect primary data. The Likert scale on different variables like compensation, performance appraisal, training and development, selection and recruitment and career planning measured in 5-point Likert scale and weighted mean value of each variable were used to examine the relationship between dependent and independent variables as for the study purpose.

The major conclusion of the study shows that compensation, performance appraisal, training and development, selection and recruitment and career planning have positive impact on employee performance. In addition, the most influencing factor affecting the employee performance in Nepalese commercial banks is compensation.

CHAPTER-I

INTRODUCTION

1.1 Background of the study

Human resources are valuable assets for various business organizations. In today's scenario, behind the production of every product or service is human intelligence, effort and labor time (labor time). Human Resource Management (HRM) is a strategic and consistent approach to managing an organization's most valuable asset. That is, the people who work there contribute individually and collectively to achieving the goals (Armstrong, 2009). It is a human resource management practice as a set of organizational activities aimed at managing human resource pools and ensuring that these resources are used to achieve organizational goals (Tiwari & Saxena, 2012).

Human resource management is a term used to refer to those parts of organizational activities related to recruiting, developing and managing employees (Wood & Wall, 2002). The field of modern human resource management has received much attention for its potential impact on the survival and prosperity of organizations. There is an evolving belief that organizations must acquire, develop, and manage world-class human resource management capabilities and practices to survive and compete in today's talent-based global economy (Darwish, 2013).

Human resource management (HRM) encompasses the process of analyzing and addressing an organization's human resource requirements to align with strategic goals (Pieper, 1990). Rashidi and Rahman (2012) emphasize that effective HRM practices play a crucial role in enhancing key performance indicators by fostering employee satisfaction, which in turn positively impacts customer satisfaction and enhances the organization's reputation within the industry. Price (2004) defines HRM as management's recognition of the pivotal role played by human resources in sustaining enterprise success. Odden (2001) highlights the significant influence of HRM on team performance and, consequently, on organizational outcomes. Notably, HRM practices are fundamentally intertwined with various management functions, making them pivotal to organizational success (Pudelko & Harzing, 2007).

Benson and Brown (2007) found that the most popular retention strategies reported by human resource managers involved compensation. Wills (2000) showed that compensation is considered the most important factor in attracting and retaining employees. Similarly, Kinnear and Sutherland (2001) and Mertz and Griffeth (2004) showed that factors such as competitive wages, good interpersonal relationships, favorable work environment, and job security were cited by employees as key motivational variables influencing organizational retention. Cappelli (2000) emphasized that employee benchmarking does not allow organizations to differentiate themselves from competitors through rewards, thereby minimizing the impact of financial rewards on employee retention.

According to Chu (2004), training aims to impart specific skills to employees or correct deficiencies found in their performance. Husilid (1995) showed that human resource development programs that take the form of training and development improve employee performance, ultimately increasing employee productivity and reducing employee dissatisfaction and turnover. Garavan et al (2003) showed that organizations achieve their goals. You need trainable employees who can cope with the rapidly changing business world. Similarly, Aruna and Anita (2015) found that the training programs employees receive in their organizations have a significant impact on their decisions to stay or leave that organization. Choo and Bowley (2007) showed that training has a significant impact on employee career development, employer branding, and employee turnover intentions.

The rapid growth of the banking sector has increased manifold the demand for efficient and experienced human resources (Mizan et al., 2013). Therefore, sound administrative policies, consistent HR practices, employee job satisfaction and organizational commitment are essential to attract new talented employees and retain existing talented employees (Ahmad & Schroeder 2003; Khera 2010; Mohammad 2004; Mizan, et al., 2013).

Lamba and Choudhay (2013) examined the impact of human resource management practices on employees' commitment to achieving firm goals in a globally competitive market. Research has shown that HR practices such as training, development, and

reward systems have a significant impact on organizational commitment, are associated with superior organizational performance, and also help retain knowledgeable and skilled employees. Human resource management techniques and their effect on worker job satisfaction in Bangladesh's private banking industry were discussed by Majumder & Hossain (2012). According to studies, the majority of workers are not happy with their pay packages, which is followed by motivation and rewards, professional development, training and advancement, management style, job design, and duties.

Goyal and Shrivastava (2012) argued that appropriate HR practices in an organization can increase employees' level of job satisfaction and strengthen their commitment to the organization. Martin (2011) assessed the impact of human resource management practices on job satisfaction, organizational commitment, and turnover intentions. Human resource management practices include recruiting and hiring, compensation and benefits, training and development, and supervision and evaluation. Research results show that there is a significant relationship between perceptions of HR practices and turnover intention, mediated by organizational commitment and job satisfaction. Human resource planning (HRP) and training and development (TND) have been found by Absar, et al. (2010) to have a favourable effect on job satisfaction (JS).

Similarly, Gurbuz (2009) showed that participation, empowerment, job rotation, self-managed work groups, and contingent rewards were positively related to employee job satisfaction. Aswathappa (2008) argued that organizations must have sophisticated human resource management plans to motivate their employees. Good workforce planning can improve employee job satisfaction by providing employees with opportunities to participate in career planning. There are a variety of retention strategies, including compensation, training, promotions, and more. Organizations have realized that they can achieve competitive advantage through a skilled workforce. Some organizations focus on specialized training instead of general training to make their employees unsuitable for competitors, while others believe that employee skills and training are investments that can yield returns in the form of employee retention and commitment (Sani, 2012). Employee retention and

commitment are based on appropriate training plans based on employees' needs and requirements (Anvari et al., 2010). Kyndt. et al. (2009) stated that training is a very important factor that helps change the thinking process about employee turnover. Training and development is recognized as a fundamental organizational strategy that influences human capital growth and employee retention (Chen, 2014). Human capital includes the invisible resources, time, effort, and abilities that employees invest in the success of an organization. Human capital, according to Gratton and Ghoshal (2003). Consists of intellectual, social, and emotional capital.

Training and development activities are an organization's systematic efforts to maintain and improve the quality of its workforce. Training and development is an ongoing process that occurs within an organization, both inside and outside the workplace, with the goal of improving productivity and customer service. Training is one of the fundamental elements of improving and maintaining current job performance, and the goal of development is to enhance employees' skills for future or higher performance (Duah & Danso, 2017). In the context of Nepal, Bania (2004) found that providing training and development opportunities to employees leads to positive results in job performance, increased productivity, increased organizational loyalty, and reduced employee turnover. The study also concluded that negative consequences of career advancement opportunities include demanding higher wages, additional incentives, and a tendency to quit the job. The above discussion shows that research focusing on the impact of human resource management practices on employee performance is more important. Therefore, this study focuses on the impact of human resource management practices on the performance of employees of commercial banks in Nepal.

1.2 Problem description

Today, banks face fierce competition in domestic and international markets, major changes in the external and internal environment, and increasing demands from stakeholders to achieve the goals, aspirations and interests required by banks to provide the best services and innovations to their customers. Rowland, et al., (2017). Katow and Budhwar (2007) showed that human resource management practices have a significant impact on organizational performance. Similarly, Khan (2010) found that

there is a significant relationship between human resource management practices and organizational performance. Similarly, Shahzad et al. (2008) concluded that there was a positive relationship between reward and promotion practices and perceived employee performance, while performance appraisal practices had no significant correlation with perceived employee performance. Baloch et al. (2010) found that reward, promotion, and performance appraisal had a positive effect on employee performance. Mufid and Gulzar (2015) showed a positive relationship between HR practices and employee performance. Ahmad et al. (2013) found that there is a positive relationship between performance appraisal and employee performance and motivation as a mediator has a positive effect on the relationship between performance appraisal and employee performance. Shahzadi et al (2014) showed that there is a significant and positive relationship between employee motivation and employee performance. Dabale et al (2014) concluded that there is a positive relationship between organizational culture, communication, and teamwork, which provides benefits to employees' knowledge, skills, abilities, competencies, and behavior. Additionally, Kerego and Mthupha (1997) stated that job satisfaction is an evaluation of the organizational situation, whereas organizational climate provides a description of the job context. One way to define job satisfaction is an employee's attitude toward their work. Organizational behavior is greatly influenced by both strong and weak cultures, but in a strong culture, everyone is aware of and committed to achieving the company's objectives.

Ayanda, et al., (2014) conducted a study to examine how human resource management methods affect banks' financial performance. Research shows that selection, training, compensation, and employee engagement have a positive impact on financial performance. Ademola (2017) stated that high-quality performance evaluations lead to higher performance levels of employees or the organization as a whole. On the other hand, failure to provide timely feedback is a problem with performance evaluation systems. Many organizations are experiencing low productivity due to ineffective evaluation systems. However, Abdullah et al (2009) found that training and development, teamwork, workforce planning and performance appraisal were positively correlated with business performance. Shepherd and Green (2003) showed that training and development improve overall organizational

performance. Recruitment and selection criteria have a big influence on how well an organization performs, as Huselid (1995) shown. Singh and Kasa (2016) pointed out that human resource management practices such as recruitment and selection, training and development, performance evaluation and reward systems are interrelated and contribute positively to the perceived effectiveness of an organization.

Raaschde (2012) showed the positive and significant impact of recruitment and selection, compensation and incentives on organizational performance. Osemeke (2012) showed that effective recruitment and selection and effective performance appraisal practices are positively associated with organizational effectiveness. Shahzadi (2014) showed a significant and positive relationship between employee motivation and performance. Hamed, et al. (2014) found that compensation practices have a positive impact on employee performance, which in turn improves organizational performance. Hassan et al. (2013) showed that there is a significant relationship between HRM practices and career satisfaction.

Kweka and Sedoyeka (2014) stated that compensations and benefits, career opportunities have a direct and strong impact on employee turnover. The study also showed that there is a positive but not a strong correlation between employee performances and career opportunities. Som (2008) examined the relationship between innovative human resource management and employee performance. The study found that there is positive relationship between employee job performance and compensation practices. Newman (1947) found that there is not a significant relationship between compensation and employee performance.

Sahu and Gupta (1999) examined the employee turnover in a software organization. The study revealed that pay satisfaction, nature of work and career opportunities have a significant negative relationship with employees' intention to leave. The study also showed that outside career opportunity, expectation reality match and length of service were responsible for causing intention stay and quit among employee. Employee satisfaction has been found to be positively related to the intent to remain with the company (Light, 2004). Asiedu-Appiah *et al.* (2013) examined the determinants of employee retention in 23 public organizations in Ghana. The study

revealed that most of the respondents believed that training and development is an important factor in employee retention. The study also revealed that there is not a significant relationship between money reward and employee retention.

According to Kumar and Santhosh (2014), training and development is found to be the highest influence on employee retention. Rewards and compensations such as pension benefits and access to fitness facilities were strong incentives to retain employees. Cummings et al. (2010) investigated how rewards and compensations influenced the employees' intention to remain employed in company. The study concluded that there was a strong positive relationship between rewards, compensation and employee's intention to leave or remain. Clark (2001) revealed that employee satisfaction is positively related to employee performance.

Chalise (2019) examined the factors on retention of employees in Nepalese commercial bank. The result showed a significant and positive relationship between career opportunities. Similarly, Neupane (2016) determined the relationship between job satisfaction and organizational performance among the employees from banking sector in Nepal. The study indicated that there is a strong positive correlation between organizational performance and job satisfaction amongst employees from banking sector. Pandey (2020) suggested that decentralization and self-managed team, information sharing and job security are the significant predictors of employee satisfaction and selective hiring and compensation policy are the positive but insignificant predictors of employee satisfaction. Pantha (2020) showed that the majority of the employees are satisfied with the banking career as a profession with different variations in the factors affecting their satisfaction level. Singh (2018) examined the job satisfaction and its impact on turnover intention in insurance industry in Nepal. The result of analysis showed that level of job satisfaction was heavily influenced by demographic as well as organizational factors. Pathak (2018) concluded that there is a significant relationship between the retention factors and employees' commitment in Nepalese commercial banks.

The above discussion reveals that there is no consistency in the findings of various studies concerning impact of human resource management practices on employees'

performance. Therefore, in order to support one view or the other, this study has been conducted. Hence, this study deals with impact of human resource management practices on employees' performance in Nepalese commercial banks.

- Is there any impact of compensation, performance appraisal, training and development, recruitment and selection and career planning on employee performance?
- To what extent compensation, performance appraisal, training and development, recruitment and selection and career planning affect employee's performance in Nepalese commercial banks?
- What is the relationship of compensation, performance appraisal, training and development, recruitment and selection and career planning with employee performance?

1.3 Objective of the study

The major objective of this study is to examine the impact of human resource management practices on employee's performance in Nepalese commercial banks.

The specific objectives of the study are as follows:

- To assess the relationship of compensation, performance appraisal, training and development, recruitment and selection and career planning with employee performance.
- To examine the perception of employees on compensation, performance appraisal, training and development, recruitment and selection and career planning in Nepalese commercial banks.
- To analyze the impact of compensation, performance appraisal, training and development, recruitment and selection and career planning on employee's performance.

1.4 Rational of the study

Human resource management practices play the significant role on employee's performance in an organization. Regarding the impact of human resource management practices on employee's performance in commercial banks, various

studies have provided the different data on positive and negative impact of human resource practices on employee's performance. This study has also attempted to explicate the issues to draw causal conclusion within this study and to provide empirical data to explore some of these issues. Employee's performance in an organization differs by different perspectives. When there are changes in the organizational surrounding environment, the adaptation to the changes becomes crucial problem. According to the need of bank the HRM practices followed in an organization impacts the employee's performance.

The study is expected to add value to researchers and scholars as it will contribute to the literature on the relationship between human resource practices and employee's performance of commercial banks in Nepal. It is hoped that the findings will be of benefit to the various parties such as academicians, banks and financial institutions, who may find useful research gaps that will stimulate interest in further research in future. Recommendations are made on possible areas of future studies.

Human resource management is one of the most important yet underemphasized areas in Nepalese commercial banks. Therefore, this study tries to clear on the importance of human resource management on employee's performance so as to achieve organizational goal and the competitive advantages. The study findings are expected to benefit management and staff of banks who will gain insight into the importance of Human resource practices and its effect on employee's performance of banks.

The study analyzes the relation of different factors such as compensation, performance appraisal, training and development, recruitment and selection and career planning with performance of employee's in Nepalese commercial banks.

1.5 Limitations of the study

Data problem is the main problem in conducting this kind of study in the context of Nepal. Despite of the efforts made for arriving at meaningful conclusions from the study, some limitations are considered in order to obtain reliable interpretation of the results. The major limitations of the study are as follows:

1. The study is completely based on the primary sources of data regarding HRM practices on employee's performance in Nepalese commercial banks.

Therefore, the reliability of conclusions of the study depends upon the accuracy of information provided by the respondents.

2. The information collect through the respondents are assumed to be correct. The data are collected through mail so it may not be reliable as the study depends upon the information provided by the respondents.
3. The study focused only on commercial banks of Nepal. As HRM practices like compensation, performance appraisal, recruitment and selection, training and development and career planning differ between the diverse industries; the conclusions drawn from this study might not be suitable for other organizations.
4. The study is based on the assumptions of linear regression between dependent and explanatory variable. The study excluded the non-linear regression assumptions. Hence, the scope of this study is limited; all assumptions may not be satisfied.
5. Total number of sample of observations of primary data only 165. Less sample size might lead to the less significant result as expected.

This section deals with the operational definition of the variables that have been used in this study. The study attempts to measure or investigate the impact of human resource management practices on employee performance in Nepalese commercial banks. The brief discussion on how these variables have been used or interpreted in this study is as below:

CHAPTER-II

LITERATURE REVIEW

2.1 Theoretical literature Review

The management of human resources is one of the fundamental skills needed for the business to survive and grow. In the banking sector, competition was fierce at the moment. Only fierce rivals can survive these sudden adjustments. Every person has the capacity to accomplish amazing things, and in order for them to support themselves in realizing, cultivating, and using their potential, the bank should give them access to opportunities, evolving climates, and knowledge. This was only achievable by implementing effective and efficient HR practices that would maximize value and save costs for the company. The lack of qualified labor is the true obstacle to operating a bank profitably and successfully. If the bank is to survive, significant changes must be made to its HRM procedures. One of the main issues facing bank administration is personnel management. It is anticipated that commercial banks operating in Nepal will undertake the requisite measures to instill in their staff the belief that recruiting, selection, training, development, and remuneration are critical to improving their output and job satisfaction.

Organizational lifecycle theory

This is the first human resource management theory. Historians and academicians have observed that organizations, just like that of living organism, have life cycle. They born, they grow and develop, they reach maturity, they begin to decline and age, and finally, in many cases, they die. Study of organizational life cycle has resulted in various predictive models, which have been a subject of considerable academic discussion, are linked to the study of organizational growth and development. Organizations at any stage of the life cycle are impacted by external environment circumstances as well as internal factors.

Strategy contingency theory:

This theory is based on two concepts 'contingency' and 'strategy'. A contingency is a need for different task of a subunit in an organization on which tasks of other subunits create an effect. This contingency becomes strategic once other subunit starts

controlling more contingencies and become powerful in an organization. As per strategic, a leader become a central part of an organization due to their unique skills to solve the biggest HR challenges which others are unable to solve.

General systems theory

A system is cohesive conglomeration of interrelated and interdependent parts which can be natural or human made. Modeling a system's dynamics, limitations, and conditions as well as clarifying concepts like aim, measure, techniques, and tools that can be identified and used to other systems at every level of nesting and in a variety of sectors to achieve optimal equality are the objectives of systems theory. It is quite visible how it can be applied to HR and hence one of the widely spoken HR theories.

2.2 Empirical Review

This section includes review of related literature. This empirical literature is surveyed into six categories that are review of literature according to variables. The literatures found in terms of popular write-ups, reports, studies, articles were reviewed. Studies in fact demonstrative the relationship between selected variables and employee performance has been selected for review. In this section, a brief review of exciting studies, pertinent to present study has been presented. The review of major literature has been undertaken as under:

- 2.1.1 Review of literature on compensation
- 2.1.2 Review of literature on performance appraisal
- 2.1.3 Review of literature on recruitment and selection
- 2.1.4 Review of literature on training and development
- 2.1.5 Review of literature on career planning
- 2.1.6 Review of Nepalese literature

2.1.1 Impact of HRM practices on employee performance

Dhingra (2015) studied human resource management practices and their impact on organizational performance in India. The study was based on primary data. The study involved 50 respondents representing senior and mid-level workers from a variety of industries and service sectors through a series of group discussions. The study focused on group discussions with 25 senior and 25 mid-level employees from a variety of

organizations in the manufacturing and service sectors. The study showed that there is a significant positive and significant relationship between HR practices and organizational performance, organizational culture, employee commitment and performance, as well as work environment and company performance. HR had a significant relationship with organizational performance. The study also found that there is a positive statistical relationship between HRM practices and organizational performance. However, it is important to keep in mind that organizational performance can be influenced by many other factors other than HRM practices.

Hassan (2016) investigated the impact of human resource management practices on employee performance in the Pakistani textile industry. The study was based on primary data. The method of random sampling was employed to gather data for this investigation. A 34-item questionnaire was given to 68 textile workers in order to collect data. To test the relationship between HR practices and employee performance, Pearson correlation statistics and regression analysis were applied to the data. Studies have shown that HRM practices, compensation, career planning, performance appraisal, training and employee engagement have a positive impact on employee performance. The study also concluded that there is a significant relationship between human resource management (HRM) practices (compensation, career planning, performance appraisal, training, and employee engagement) and employee performance.

Ashraf et al. (2018) evaluated the impact of HRM practices on employee performance in the sports industry in Sialkot, Pakistan. The study was based on primary data. The questionnaire was structured on a 5-point Likert scale ranging from "strongly agree" to "strongly disagree". The questionnaire was structured according to the study variables. For our research analysis, we collected data using a random sample and completed this questionnaire from 130 targeted suspects. Training has identified a significant link between human resource management (HRM) practices (compensation, training, employee engagement, and performance appraisal) and poor employee performance.

Raza and Ahmad (2019) studied human resource management practices in commercial banks in Pakistan and their impact on employee satisfaction. The study was based on primary data. Primary data was collected through personal meetings and a comprehensive and systematic survey was compiled and soon sent to 150 commercial bank employees and 37 and 38 representatives of each association. Of the 150 specialists, 125 (83%) respondents received appropriate treatment. The study includes queries on seven parts of human resource management practices, namely, human resource management, working conditions, planning and progression, compensation methodology, recruitment and decision making, performance review and mechanical relationships. The study design was based on a 5-point Likert scale. In this study, valid tools such as z-test, mean test, and degree test were used to distinguish the satisfaction level of agents. Studies have shown that employees of commercial banks in Pakistan are dissatisfied with their work environment.

2.1.2 Review of literature on compensation

Baledi (2017) evaluated the impact of compensation on improving employee performance through job satisfaction in magazine newspapers. The study is based on primary data obtained from 48 sample questions. This study used a sample size of 245 people. Data collected from responses to the research questionnaire were analyzed and used path analysis using Statistical Package for the Social Sciences (SPSS) and Amos version 5 for analysis and inference. Research results have shown that compensation has a direct impact on employee performance and job satisfaction, and that job satisfaction has a direct impact on employee productivity, while the impact of compensation through job satisfaction on employees is negative. Therefore, this study concludes that job satisfaction does not play a mediating role between employee compensation and performance in Jordanian newspapers.

Darma (2017) analyzed the impact of compensation on employee satisfaction and productivity in Telekomunikasi Indonesia. This study was conducted based on primary data with 70 participants. In this study, a saturation sampling method was used in which all members of the population were sampled. Data were analyzed using Smart PLS version 2.0 M3 software. PLS analyzes two things: In order to know the reliability and validity of the research variables, the external model or measurement

model had to be evaluated first. There are three criteria for evaluating external models: convergent validity, discriminant validity, and overall reliability. Second, the internal model or structural model must be estimated. In order to determine the relationship between the composition, significance value, and R-square of the mediation hypothesis of the verified research model, the internal model or structural model was verified using the procedure developed by Sobel. Studies have shown that rewards in the form of wages, bonuses, benefits, travel and vacation programs have a direct positive impact on employee productivity.

Ehsan (2018) studied the impact of performance appraisal, job planning and compensation on employee performance in the telecommunication sector of Pakistan. The study was based on primary data. 100 employees in the telecommunications sector, including management and non-management, participated in this survey. The survey questionnaire contains 22 items covering selected human resource management practices and employee performance. Studies have shown that human resource management practices, performance appraisal, compensation and job planning have a significant positive relationship with employee performance. If organizations in the telecommunications sector want to achieve higher levels of employee productivity, they must focus on improving human resource management practices, performance appraisal, compensation and work planning. Mohammad, et al (2018) investigated the role of employee engagement in reward systems and employee performance relationships among telecommunication service providers in Bangladesh. The study was based on primary data. We surveyed 200 employees at a telecommunications service provider in Bangladesh, collected their opinions, and analyzed the relationship. IBM-SPSS-AMOS 25.0 was used to analyze data and test hypotheses. This study found that employee engagement partially mediates the relationship between reward systems and employee performance. The study also found that reward systems have a significant positive impact on employee productivity.

2.1.3 Review of literature on performance appraisal

Iqbal, et al. (2013) examined the impact of performance appraisal on employee's performance involving the moderating role of motivation. The study was based on

primary data. According to study, 150 numbers of employees were sample for simple random sampling among the banks. Primary data were collected through standard questionnaire. The questionnaire is the main source of collecting data. The study had used Likert scale of fifth continuum from 1 to 5. For analyzing data, the study applied correlation coefficient through IBM, SPSS and Amos Software. Results showed that there is a positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance.

Singh, et al. (2013) analyzed the impact of performance appraisal on organizational commitment of bank employees. The study was based on primary data. The study investigated the impact of performance appraisal on the organizational commitment of 172 bank employees randomly selected from 10 public sector banks of Uttarakhand state in India. Questionnaire consisted of 34 items measuring 5 dimensions of performance appraisal namely, awareness of existing performance appraisal, significance of existing performance appraisal, fairness in appraisal, views towards rater & performance-based payment practices. Questionnaire on organizational commitment was adopted consisted of 16 items measuring 2 dimensions of organizational commitment namely affective commitment & continuance commitment. This study used Likert scale. The internal reliability of the scale was measured by Cronbach's Alpha method. For the whole scale Cronbach's alpha $\alpha = 0.915$. The results of the study concluded that performance appraisal has a significant and positive impact on the organizational commitment of employees.

Sajuyigbe, et al. (2017) examined the impact of performance appraisal on employee performance in Nigerian telecommunication industry. Study was based on primary data. Simple random sampling technique was employed to select two hundred and sixty (260) respondents from the total population of one thousand three hundred (1,300) employees of Nigeria. This scale was used to measure performance appraisal. The scale was developed and validate. It is a Likert type scale anchored on 5-point rating scale. Its response format ranges from "strongly agree" (5) to "strongly disagree" (1). The performance appraisal scale consists of twelve (12) items with reliability alpha coefficient of 0.912. The obtained results showed that the level of

performance appraisal awareness is high among the staff and performance appraisal system has significant impact on employee's performance.

2.1.4 Review of literature on recruitment and selection

Sutanto et al. (2016) investigated the impact of recruitment, employee retention and labor relations to employee performance on batik industry in solo city, Indonesia. The study was based on primary data. The study was a quantitative research with explanative method. The study used the explanative method to identify and examine relationships between variables that can generalize that clarify the description near the object of inquiry. This study used as a research object, namely recruitment, employee retention, labor relations, and employee performance. Research subjects in this study were employee in the production of batik industry in Solo, Central Java. The population in this study is the production employee in the batik industry in Solo as many as 715 people. The sample was determined using the formula slovin with error 5% amounting to 375 from each company, 172 and 203 people from a total population of 715 employees from the production division of the two textile companies in batik Solo. The study showed that recruitment processes at each of the batik industry in Solo emphasized conformity engineering recruitment, significant impact towards the employee retention of the company due to its high recruitment then automatically also increases employee retention rate by these companies who want to maintain the tremendous potential employee. The study showed that recruitment impact significant against the labor relations between employees on the batik industry in Solo.

Oaya, et al. (2017) analyzed the impact of recruitment and selection strategy on employees' performance in Nigeria. The study was based on primary data. The study was descriptive survey research design. The population of the study is the employees of three selected multinational firms in Abuja and Lagos branches in Nigeria. Sample technique was used to select a sample of 25 employees in each branch to make a total of 50 employees selected from each multinational firm above for the study. In totality, 150 employees formed the sample of the study. Questionnaires were designed in a five-point likert scale. The inferential statistics used is the one sample T-test. The relationship between "recruitment and selection strategy" (which was measured by employee referral method, the use of employment agency method and the use of host

community member recruitment method) and dependent variable “employee performance” (which was measured by employee commitment, employee productivities and employee’s job efficiency). The study found that there is a significant relationship between the use of employee referral recruitment method and employee commitment. There was a significant relationship between the use of employment agency method and employee productivities.

Selase (2018) examined the impact of recruitment and selection criteria on organizational performance in Ghana. The study was based on primary data. This study adopted survey research design and structured questionnaire was used to collect data. The population covered six (6) main business branches of Ghana. The respondents covered top, middle and lower positions workers in marketing and operation sections of the bank. There are 3,756 full time employees at Ghana. It was instructive to note that out of the 3,756 full time employees at Ghana, 1,315 (35%) of employees are engaged in Greater Accra Region while the remainder are engaged in rest of the country. Random sampling technique was used to select every element of the population in the business branches. A total of sixteen (16) full staff and six (6) contract staff were selected using correspondent serial number selected from the table of random numbers. A total of one hundred and thirty-two (132) copies of questionnaires were administered out of which one hundred and thirty (130) copies were validly filled and returned. Data were analyzed using descriptive and inferential statistics. Chi-square was used to test the relatedness of the hypothesis. The study showed that there was a positive relationship between the breadth of enrolling, determination test approval and the utilization of formal choice methodology, organizations execution and firm benefits.

Bhosle (2020) assessed the impact of recruitment and selection strategy on employees’ performance. The study was based on primary data. Primary data were collected through survey method by distributing questionnaires to employees. The questionnaires were carefully designed by considering the parameters from the study with 25 employees. The study found that most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a

great impact on the working of the company as a fresh blood, new idea enters in the company recruitment and selection strategy on employees' performance.

2.1.5 Review of literature on training and development

Kum, et al. (2014) investigated the impact of training and development on employee performance in ESCON consulting. The study was based on primary data. A random sampling method was used to select participants for this study, which adopted a quantitative approach. Accordingly, data was collected using a questionnaire. The sample size aimed to have an appropriate number of respondents to participate in the study. In this study, the population size comprises of 60 out of the 87 employees at Eskom. This makes an outreach level of about 60% and we expect a more than 80% response rate. The study was limited to employees of ESCON. Participants also agreed that training helps employees to adapt to new developments. The study said that, training helped to give positive impact on consulting.

Tahir, et al. (2014) examined the impact of training and development on employee's performance and productivity of United Bank Limited Peshawar City, KPK, and Pakistan. The study was based on primary data. This study used quantitative approach. Questionnaires were used as the survey instrument. The quantitative research was that which tried to find answer to a question through analysis of quantitative data. The study was consisting of 8 United Banks Limited in region Peshawar over the whole region of Peshawar; therefore, eight banks were selected for the research study. To achieve the objectives of the research 80 questionnaires were distributed among the employees of these eight branches of UBL where 76 questionnaires were given. The response rate was 95%. The questionnaire was designed on Likert 5. To test the impact of the variables the data were analyzed through SPSS. Data collected from 76 respondents through questionnaires. After applying the linear regression on the collected data to check the cause and effect relationship between the training and development (independent variable) and employee's performance and productivity (dependent variable) the above-mentioned result has been drawn. Organizations efficiency would be increased. This study found that there is a positive relationship of training and development with employees' performance and productivity.

Asfaw, et al. (2015) analyzed the impact of training and development on employee performance and effectiveness in Ethiopia. The study was based on primary data. The sample size was 100, which was allocated to each profession and specialties using probability proportional to size. District five administration offices were selected with purposive sampling method. Study participants were selected using simple random sampling techniques after employing the payroll as sampling frame, with sampling interval (k) of 2. A questionnaire was administered to the various groups of employees of the organizations. A total of 100 questionnaires were administered in the form of one to one interviewer by trained data collector. The analysis was done using Statistical Package for Social Sciences (SPSS IBM Version 20). The study showed the frequency distribution and percentages, which was used to determine the proportion of respondents choosing the various responses. Tables, charts and graphs were used to ensure easy understanding of the analyses. Pearson correlation and linear regression statistical model were used to identify the causal relationship with dependent and independent variables. Bivariate analyses were employed to identify all the possible correlations for the dependent variable. And multivariable analysis was used to control the confounding factors in the process of identifying the real predictor variables. To claim statistical significance tests, the cut-off value set is $P < 0.05$. The study showed that better training has a positive impact on employee performance.

Younas, et al. (2018) examined the impact of training and development on employee performance. The study was based on primary data. 500 questionnaires were used as respondents. SPSS-16 was used for the analysis purpose. Results showed that there is a significant positive relationship between training, development and employee performance. Development lead to better employee performance and training and development both affect employee performance in a positive sense.

2.1.6 Review of literature on Career Planning

Pasaribu (2014) explored the effect of organizational culture on career planning and its impact to work motivation and employee's performance. The study was based on primary data. This study used a descriptive-explanatory survey method with the sample size of 367 employees selected using stratified random sampling technique

from the target population of 4409 employees. Through the effect model of path analysis which consists of causal relationship between variables, it was found that organization culture is low, career planning is planned well, while work motivation and employee performance are low. The study also revealed that the organization culture influenced positively by career planning, career planning influenced positively by work motivation and employee performance, and finally organization culture influenced positively by work motivation and employee performance, both directly and indirectly through career planning.

Dialoke et al. (2017) conducted a study examining the impact of career growth on the performance of non-academic staff at Michael Okpara University of Agriculture in Nigeria. The research relied on primary data collection methods, utilizing three sections within the questionnaire. Section A focused on gathering the socio-economic characteristics of the respondents, while sections B and C were dedicated to addressing the specific objectives of the study. In instances where the questionnaire did not cover the required information, interviews were conducted using predetermined questions. Additionally, secondary data were sourced from various materials, such as textbooks, journals, magazines, and relevant internet sources. This comprehensive approach facilitated a thorough investigation into the relationship between career growth and employee performance among non-academic staff at the university. The population of the study consists of all the non-academic staff of the university which numbered two thousand six hundred and thirty (2630) employees. The study adopted simple random sampling techniques. Pearson product moment correlation analysis was used to analyze the two objectives raised by the study with the aid of Statistical Packages for Social Sciences (SPSS) version 20. Out of the 346 questionnaires distributed, 300 were adequately completed and returned, serving as the dataset for analysis. Within this dataset, the study uncovered a positive correlation between career advancement and motivation. This suggests that as individuals perceive opportunities for career progression or advancement within their organization, their motivation levels tend to increase. This finding underscores the significance of providing employees with clear pathways for professional growth and development in fostering higher levels of motivation within the workforce.

Salleh et al. (2020) conducted a study to investigate the influence of career planning and career satisfaction on employees' turnover intention. The research was based on primary data collected through a multi-method approach. Initially, the managers of the human resource departments from 25 banks were approached to participate in focus group interviews. Subsequently, a survey questionnaire was distributed to all employees across Commercial, Foreign, and Islamic banks in the Jordanian capital, Amman. The findings of the study revealed a significant negative impact of both career planning and career satisfaction on employees' turnover intention. Furthermore, the results indicated that career satisfaction acted as a partial mediator in the relationship between career planning and employees' turnover intention. This suggests that employees who experience effective career planning and high levels of career satisfaction are less likely to have intentions of leaving their current positions.

2.1.7 Review of Nepalese literature

Panta (2014) investigated the human resources management and organizational performance in Nepalese public commercial banks. Recruitment and selection practices and organizational commitments are effective in Nepalese organizations. But training and development practice, compensation practice and performance appraisal practice is not so effective. The study also concluded that recruitment and selection, training and development, compensation practices and performance appraisal have major role for employee satisfaction and organizational commitment.

Paudel (2016) examined the impact of employee motivation on organizational performance of Nepalese commercial bank. The study surveyed based on 193 respondents from 14 Nepalese commercial banks. Data were collected through primary and secondary sources to access the opinion of the respondents with respect to employee motivation and organizational performance of Nepalese commercial banks. The Kendall's tau correlation and regression model was used to estimate the relationship among the study variables. The study showed that there was positive impact of employee motivation factors (employee participation, performance appraisal system, training and working environment) on organizational performance.

Rai (2018) examined the factor analysis of human resource practices in Nepalese insurance companies. This study was based on primary data gathered with the help of a questionnaire comprising three sections. The first section contained demographic questions, and the second section contained 31 statements about the human resource management practices. Level of employees (below managerial or managerial level) and the type of insurance (life or non-life) are also considered in this study. This study incorporated 25 listed insurance companies operating in Nepal. Out of this only, one insurance company (Rastriya Bima Sansthan) was not included in the study because of its comprehensive nature (included life and non-life insurance, which has been considered as a moderating variable in the study). Thus, the study included respondents (employees) from 24 insurance companies, targeted as a sample size. Altogether 500 respondents were selected as a sample, out of which 419 responses were received, however only 322 employees' responses were in a useable form. Thus, the study finally considered 322 respondents as a sample for the study. Sample statistics of respondents includes the respondent statistics on the basis of organization type and level of employees. Respondents from non-life insurance companies and life insurance companies were 206 (64%) and 116 (36%) respectively. Likewise, employees below managerial level and managerial or above the level were 217 (67.4%) and 105 (32.6%) respectively included in the study. Collected data were tabulated and essential statistical values like percentage, mean and standard deviation were calculated to draw conclusions. The study showed that human resource practices have a positive impact on performance of insurance companies.

Chataut (2018) investigated the impact of training and development on employee performance in Nepalese commercial banks. The study was based on 100 respondents from 13 commercial banks of Nepal. Data were collected through the primary sources. A regression model was estimated to test the significance and impact of training and development on employee's performance of Nepalese commercial banks. The study found that training is positively related with the performance of Nepalese commercial banks.

Rijal (2018) assessed the impact of compensation on employee performance of Nepalese commercial banks. The research employed a basic random sample

methodology for its survey. The survey is based on 104 respondents from 16 different commercial banks of Nepal. A strategy of using structured questionnaires was used to obtain data. A regression model was used to evaluate the significance and significance of compensation for employee performance in a commercial bank in Nepal. Studies have shown that salaries and benefits are positively associated with employee productivity in commercial banks in Nepal.

Shetty (2018) investigated the impact of employee's job satisfaction on organizational performance in Nepalese commercial banks. The study surveyed through random sampling. A total of 109 respondents from 15 commercial banks in Nepal. Data were collected through the structured questionnaire method. The regression model was estimated to test the significance and importance employees' job satisfaction on organizational performance in Nepalese commercial banks. The study found that training and development and motivation have a positive relationship with organizational performance of Nepalese commercial banks.

Pradhan (2019) conducted a study to explore how human resource management (HRM) practices influence organizational performance, using primary data collected through distributed questionnaires among selected respondents in Nepal. The research employed descriptive, correlational, and causal analyses to examine various HR practices' existence and their impact on employee and organizational performance. Descriptive research was utilized to establish facts and quickly gather relevant information regarding HRM practices. Correlational methods were employed to investigate relationships between these practices and performance outcomes, while causal-comparative design was used to discern the impact of HR practices on organizational performance. The study encompassed HRM areas such as training, performance appraisal, career planning, employee engagement, compensation, and job assignment. Statistical analyses included means, standard deviations, analysis of variance, correlation analysis, and Cronbach's α to assess data reliability. Additionally, the F-test was employed to determine significant differences in study variables' means. Overall, the study aimed to elucidate the intricate relationship between HRM practices and both employee and organizational performance, utilizing a blend of quantitative tools and statistical analyses.

Gurung (2019) conducted an assessment of human resource management practices in Nepal utilizing the Delphi method, specifically employing a three-round ranking-type Delphi process. The study initiated with the distribution of consent forms to 20 HR managers who agreed to participate. During the first round, a brainstorming stage, participants responded to three open-ended questions related to the research inquiries, encouraging diverse perspectives. Through this method, the study aimed to ascertain expert consensus on the current and future status of HRM in Nepal. Findings revealed that both domestic and foreign organizations in Nepal adopt a wide array of HR practices commonly found in Western and developed nations. The study emphasized the need to develop HRM systems that align with global standards while integrating Nepalese cultural nuances to effectively compete in local markets. Furthermore, the research posited a significant positive relationship between HR practitioners in Nepal and employee performance.

Shrestha (2019) explored human resource management practices within Tribhuvan University (TU) employing a qualitative research design, particularly utilizing narrative inquiry supplemented by literature review. Purposive sampling was employed to select two senior administrative officers from TUSC, two Campus Chiefs from constituent colleges, and one Head of Department (HOD) from TU as respondents. Qualitative data were collected through interviews conducted based on an interview schedule designed to extract information about various dimensions of HRM practices at TU. The study identified a positive and significant correlation between human resource organization, organizational change, increased work productivity, and work performance within TU.

Table 1*Summary of Empirical Review*

S.N	Date	Article	Writers	Objectives	Methodology	Findings
1	2024	African Journal of Development studies 14(1),151-182,2024	Ntandoye nkosi Thembeke and John Mhandu	The study investigates effectiveness of performance appraisal and its impact on employees performance.	Sampling	There is significant positive outcome from performance appraisal used by organization.
2	2024	Journal Of Faculty of Tourism and hotels 8(1/2),2024	Abd EI-Rahim Nasar and Rahim Mohamed	Aimed to investigate compensation on employees performance.	Questionnaire	There is significant relationship between Compensation an performance appraisal
3	2023	Management and Labour Studies48(3),381398,2023	Mohammad Salman and Imran Saleem	To articulates HRM practices on performance appraisal	survey	Guide to the management of banks for enhancing the desired employee.
4	2022	International Journal of Artificial Intelligence Research6(1),1-11,2022	Endang Sugiarti	To know the importance of HR training and development	survey	The development and improvement of HR is priority of company.
5	2023	International Journal of Social Science 1(1),633-647,2023	James Gitari murithi and Muo Charles	To describe employment career growth of community participation.	Questionnaire	there is significant impact on employees performance.

6	2020	Revista Argentina de Clinica Psicologica 29(4),714,	Abdulrahman Abdullah Alshammari	To Investigate the role of organizational learning on the relationship between organizational performance and knowledge management capability.	Survey	There is significant impact of HRM practices on knowledge management capabilities, organizational culture, organizational performance, and organizational learning.
7	2021	International journal of engineering ,Business and management (IJEEM)5	Govand Anwar,Nabaz Abdullah	To Study the impact of HRM on the performance of government institutions.	Quantitative research method	Government institutions progress their performance by minimizing expenses, improving quality.
8	2022	Nepalese journal of management research 2(1)44-53,	Laxman raj Kandel	To analyze the relationship between HRM practices and employee commitment in Nepalese commercial bank.	Questionnaire	Study observed that all the human resource management practices influence employee's commitment in Nepalese commercial banks.
9	2020	Ilkogretim online 19(3),	Manoj kumar chaudhar, Rajesh kumar chaudhary	To describe the association between HRM practices and employee's commitment in commercial bank.	Descriptive research design	This illustrates that among the various factor compensation management has strong connection with employee's commitment in commercial banks.

2.3 Concluding remarks

Several studies have explored the influence of various factors on employee performance within Nepalese commercial banks. This study seeks to analyze the effect of HRM practices on employee performance in these banks, drawing insights from existing literature. It aims to investigate the impact of five independent variables (compensation, performance appraisal, recruitment and selection, training and development, and career planning) on one dependent variable (employee performance) in Nepalese commercial banks. While numerous international studies have established links between HRM practices and employee performance, there is a scarcity of research in the Nepalese context.

Raza and Ahmad (2019) investigated HRM practices and their impact on employee satisfaction in Pakistani commercial banks, revealing dissatisfaction among bank employees. Muhammad et al. (2018) examined HRM practices' effects on employee performance in the sports industry in Sialkot, Pakistan, noting a positive relationship with training and career development but negative associations with performance appraisal, leadership, and compensation. Hassan (2016) explored HRM practices' impact on employee performance in the Pakistani textile industry, finding positive effects from compensation, career planning, performance appraisal, training, and employee involvement.

Balcioglu (2015) focused on HRM practices' impact on organizational performance in North Cyprus' private banks, highlighting the positive relationship between training and employee satisfaction, commitment, retention, and overall organizational performance. Dhingra (2015) investigated HRM practices and organizational performance in India, identifying significant positive relationships with organizational culture, employee commitment and performance, as well as the firm's output. Akhter et al. (2013) discovered significant positive impacts of training and career development on employee performance in the Bangladeshi cement industry, while performance appraisal, compensation and benefits, and leadership had positive but insignificant effects.

Pradhan (2019) associated proper HRM practices with reduced employee turnover, while Gurung (2019) highlighted the positive relationship between HR practitioners and employee performance. Shrestha (2019) emphasized positive correlations between HR organization, organizational change, work productivity, and performance in Tribhuvan University. Rai (2018) and Mainali (2010) also found positive or negative significant relationships with HR aspects and employee performance, respectively. Some studies examining factors affecting employee performance in Nepal, there is limited research on the impact of HRM practices specifically within Nepalese commercial banks. Addressing this research gap, this study proposes a framework to evaluate the influence of HRM practices on employee performance in Nepalese commercial banks.

2.4 Research gap

After review the above articles and thesis about the impact of Human Resource Management practices on employee's performance in Nepalese commercial bank. This research study mainly differs than previous study due to following reason

- a) This research is focused on the reason of rapid increasing Human Resource practices in the banking industry and its impact on employee's performance.
- b) This research is conducted for academic requirement.
- c) It may provide a new conception in the field of Human Resource Management literature as it is based on primary data only.
- d) This study may help to the top-level management to make the prudent strategy and policy as well as the overall HR department of banking industries in Nepal. This is why this research has been more worthwhile and significant in Nepalese context and may be helpful for the further research.

CHAPTER-III

RESEARCH METHODOLOGY

Research methodology refers to the systematic procedures employed to gather and analyze information about a particular topic. It serves as a structured approach to addressing research problems, outlining the methods and processes used throughout the study. Research methodology encompasses various techniques such as surveys, interviews, data analysis, and literature reviews, aiming to provide a comprehensive framework for conducting research. Understanding the appropriate research methods for a given hypothesis or question is crucial, as different methods may be suitable for different situations.

This chapter is divided into seven sections to provide a detailed overview of the research process. The first section outlines the research plan and design adopted for this study. The second section discusses population and sample selection, including the criteria for selecting enterprises to be studied. The third section elaborates on the nature and sources of data, as well as the data collection procedures employed. In the fourth section, the method of data analysis is explained. Chapter five delves into model specification and variable measurement, providing clarity on how variables were defined and measured in the study. The sixth section outlines the analysis plan, detailing the steps taken to analyze the collected data. Finally, the seventh section highlights the limitations of the study, acknowledging any constraints or challenges encountered during the research process. This comprehensive approach ensures transparency and reliability in the research methodology, laying a strong foundation for the study's findings and conclusions.

3.1 Research design

This research study utilizes both descriptive and causal-comparative research designs to address the impact of HRM practices on employee performance within Nepalese commercial banks. The descriptive research design serves to gather factual information and comprehensively describe the characteristics of the sample. It aids in understanding the impact of HRM practices on employee performance by providing accurate results and presenting a clear picture of the situation. Through systematic

data collection and presentation, this design helps to uncover key insights into the relationship between HRM practices and employee performance in Nepalese commercial banks. The study employs a causal-comparative research design to analyze possible cause-and-effect relationships between various independent variables (such as compensation, performance appraisal, recruitment and selection, training and development, and career planning) and the dependent variable of employee performance. By examining these relationships, the study seeks to determine the influence of HRM practices on employee performance within the context of Nepalese commercial banks. This design allows for a deeper exploration of the factors that contribute to variations in employee performance, thereby providing valuable insights for both academia and industry. The combination of descriptive and causal-comparative research designs enhances the robustness of the study's findings and contributes to a comprehensive understanding of the impact of HRM practices on employee performance in Nepalese commercial banks.

3.2 Population and sample

The study is based on primary sources of data and designed to measure the factors influencing employeeTMs performance in Nepalese commercial banks. A sample is a representative portion of the population that possesses all the characteristics that exist in the population. The entire population of this study is comprised of all 20 commercial banks in Nepal. Among the population, five banks have been selected as a sample, and the respondents of the research were those people who work in commercial banks in Nepal. This study obtained data from 400 employees of commercial banks in Nepal on various related areas in the Kathmandu valley. Although questionnaires were distributed to total of 420 sample respondents, only 400 of them responded. The response rate is 94.12%. These five banks are Rastriya Banijya Bank, Nepal Bank Limited, Agriculture Development bank, Nepal SBI bank and NIMB bank.

3.3 Nature and sources of data

This section elaborates on how data were collected to carry out this study. The study is based on primary data using a structured questionnaire. The variables used in this study are dependent variables (employee's performance) and independent variables

(compensation, performance appraisal, recruitment and selection, training and development and career planning). There are altogether 400 respondents. The questionnaire was divided into different sections where the first section includes the respondent's personal details and rest of other section includes multiple choice questions and statement questions regarding the subject matters. This study has been designed to understanding the opinions of respondents regarding the stresses faced by the employees during their working period and its impact on their job performance. Employees were humbly requested to provide the degree of agreement and disagreement in the five-point Likert scale questions ranging from (1-Strongly disagree to 5-Strongly agree). A single follow-up was done approximately three-weeks after initial delivery.

3.4 Instrument of data collection

The questionnaire was divided into part two. Part 1 consisted of the questions related to the general or demographic information of the respondents such as gender, age, education. Part 2 consisted of the questions related to details of HRM practices and employee's performance. The questionnaire of Human resource management and employee's performance is 30 items. The items are measured in Likert scale methodology which follows the way of 1- strongly disagree, 2-disagree, 3- neutral, 4-agree and 5-strongly agree.

3.5 Method of data analysis

This study is quantitative in nature and analysis all the way through will be based on the effective questionnaire. Therefore, tools of the study are selected accordingly as demanded by the purpose of the study and data nature. Data has been processes and analyzed in descriptive way by using mathematical tools and statistical tools wherever necessary. The coding and analysis are done by using statistical package for social scientists (SPSS). Graphs and charts have also been presented to interpret the finding of the study. Following tools has used for the purpose of this study: -

Mean or Average

An average line which represents group of values. In other words, the quantities which are the representative of the huge mass of quantities are known as average. The

most popular mean is arithmetic mean or average, which is calculating the sum of all variables divided by the number of variables. The mean is the arithmetic average of a variable.

Standard Deviation

Standard deviation (S.D.) is the most popular and the most useful measure of dispersion. It indicates the ranges and size of deviance from the middle or mean. It measures the absolute dispersion. Higher the values of standard deviation higher the variability and vice versa. It is the positive square root of average sum of squares of deviations of observations from the arithmetic mean of the distribution.

Correlation analysis

Correlation is one of the most useful statistics. In other words, correlation is the statistical tool measures the degree of relationship of one variable with another variable. Two or more variables are said to be correlated if change in the one variable appears to be related or linked with the change in the other variables value. Correlation says just degree of relationship between two or more variables. It does not tell us anything about cause and effect relationship. Correlation may be positive or negative. Correlation lies between -1 & +1. When Pearson 's correlation(r) is close to 1 then there is strong relationship between two variables. This means that change in one variable are strongly correlated with change in second variable. When correlation(r) is close to zero then there is weak relationship between two variables

Regression analysis

A technique for determining the statistical relationship between two or more variables where a change in a dependent variable is associated with, and depends on, a change in one or more independent variables. Multiple regressions is a statistical tool used to derive the value of a criterion from several other independent, or predictor, variables. It is the simultaneous combination of multiple factors to assess how and to what extent they affect a certain outcome. It can be used to forecast effects or impacts of changes. The multiple linear regression analysis can be used to get point estimates.

Regression model

$$EP = \beta_0 + \beta_1 CO + \beta_2 PA + \beta_3 RS + \beta_4 TD + \beta_5 CP + \varepsilon$$

Where,

Dependent variable

EP = Employee's performance

Independent variables

CO = Compensation

PA = Performance appraisal

RS = Recruitment and selection

TD = Training and development

CP = Career planning

ε_{it} is the error term.

β_0 is constant and β_1 , β_2 , β_3 , β_4 and β_5 are the beta coefficients of the explanatory variables to be estimated.

3.6 Research framework

Research framework is a basic conceptual structure organized around a theory. It defines the kinds of variables that are going to be used in the analysis. This study focuses on the impact of human resource practices on employee's performance in Nepalese commercial banks. Conceptual framework of the study explains the systematic explanation of the relationship among the dependent and independent variables for the purpose of explaining the impact of human resource practices on employee's performance. It helps to determine and define the focus and goal of the research problems. Based on the objectives of the study and based on the literature review, following conceptual framework is framed to summarize the main focus and scope in terms of variables included. Figure 3.6.1 shows the conceptual framework of impact of human resource practices on employee's performance in Nepalese commercial banks.

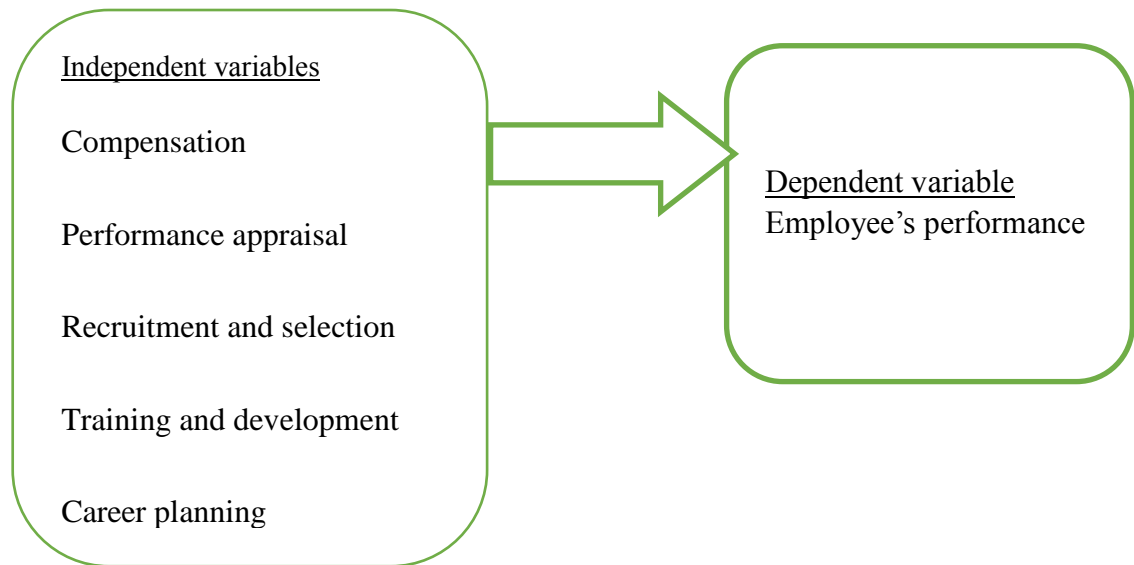


Figure 3.6.1: Research framework of the impact of human resource practices on employee's performance in Nepalese commercial banks

Source : Gabriel et al.(2015)

Figure 3.6.1 shows the research framework of the research study where employee's performance is the dependent variable and HRM practices are the independent variable. The dependent variable like employee's performance is depending upon independent variables such as compensation, performance appraisal, recruitment and selection, training and development, and career planning. The study helps to examine the relationship between dependent variable and independent variables.

3.7 Variable definition and specification

Dependent variable

Employee performance

Employee performance involves a quality and quantity of outcomes from individual or group effort attainment (Rizwan, et al., 2014). Employee performance is the extent to which employees make efforts to achieve organizational goals (Greguras et al., 1996). Menze (2006) stated that productivity as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Mathis and Jackson (2000) defined productivity as a measure of the quantity and quality of work done considering the cost of the

resource it took to do the work. Ghazanfar et al. (2012) examined the human resource management practices and organizational commitment. The study showed that there is a strong association between commitment and training. When the organizations make spending on the organization it will attract the employees emotionally, this increases their level of commitment (Jeet & Sayeed 2014). Darden and Babin (1994) stated that employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching.

Independent variables

Compensation

Compensation is a process of providing monetary value to employees for the work they performed. Compensation can be used to hire skilled employees, reward the performance, encourage company loyalty by reduce turnover. Compensation may include basic pay, overtime, bonuses, travel/accommodation allowance, stock options, medical allowance, commissions, and profit sharing. Frye (2004) showed a positive relationship between compensation and organization performance. The study also stated that compensation strategies play an important role in recruiting and retaining skilled employees. Most of the firms used performance-based compensation to reward employees (Collins & Clark, 2003). Performance-based compensation positively influences employee's performance (Brown et al., 2003). Huselid (1995) showed a significant relationship between compensations and employee performance. An effective HRM strategy is to integrate performance and compensation system that enhance employee's will to work effectively and efficiently (Wright, 2003).

According to Sattar and Ahmed (2014), the low salary with limited benefit packages is one of the common reasons of high employee's performance rates in an organization. The jobseekers will choose to work with the organizations that offer better compensation and benefit packages as it is a determination of the employees to stay or leave the organizations. Teseema and Soeters (2006) indicated that there is a significant relationship between compensation and employee's performance. It is

important that employer view compensation practices in a favorable light as compensation practices heavily influence employee recruitment, turnover and productivity. Ehsan (2018) found that human resources practices such as performance appraisal, compensation and work design have a positive relationship with employee performance. The compensation and benefit packages are important for the employees in terms of satisfying their economic needs and it is also the indicator for employees to leave the organization (Hassan, 2014). Moreover, the unattractive compensation and benefit package will de-motivates employees, leading to poor performance and create negative attitudes towards the job (Choi et al., 2012).

Performance appraisal

Performance appraisal is a systematic evaluation of an employee's performance in his assigned tasks. The overriding purpose of performance appraisal is to increase motivation and employees self-esteem. Sels et al. (2003) stated that performance evaluation increase the employee's productivity that in turn increases organizational performance. Performance appraisal enhances professional growth by pointing out the area of performance enhancement. Transparent performance evaluation motivates employees to work more in order to achieve the organizational objectives (Singh, 2004). Wan et al. (2002) reported that merit based performance appraisal increase employee's motivation and commitment that has a significant effect on organizational performance. The key to organization's success relates to the willingness of employees to play extra role (Ahmad and Schroeder, 2003). Satisfied employees lead towards reduced turnover and absenteeism. Sajuyigbe et al. (2017) found that performance appraisal system has a positive and significant impact on employee's performance.

Singh (2013) showed that performance appraisal has a significant and positive impact on organizational commitment of employees. Daoanis (2012) stated that performance appraisal system has a positive impact to overall welfare of the organization commitment of employees. Gichuhi (2008) found out that employee reward does not significantly explain variation in employee productivity. Armstrong (2009) stated that performance appraisal is a process, which is systematic and dedicated to improving both the organization and the individuals in the organization. The study also showed

that there is a significant relationship between performance appraisal and employees performance. According to Guest (2011), performance appraisal is a bundle of HR practices that influence employee's performance and so justifies HRM claims to have a strategic impact. Bratton and Gold (2012) stated that individual and team contributions in the job in order to determine employees performance. It is therefore, important for organizations to understand how the totality of HRM practices including performance appraisal can affect employees.

Recruitment and selection

Recruitment is the process to fully fill the offered work positions in sufficient number and qualities of the applicants, as well as to meet the expectations and requirements of the organization. Bhosle (2020) examined the impact of recruitment and selection strategy on employees 'performance. The study showed that there is a positive impact of recruitment and selection strategy on employees' performance. Similarly, Selase (2018) found that there is a positive relationship between the breadth of enrolling, determination test approval and the utilization of formal choice methodology, organizations execution and firm benefits. Likewise, Oaya et al. (2017) revealed that there is a significant positive relationship between the use of employee referral recruitment method and employee commitment and the use of employment agency method and employee productivities. Sutanto et al. (2016) showed a negative relationship with recruitment labor relations between employees on the batik industry in Solo. Gamage (2014) revealed that there is a positive and statistically significant relation with recruitment and selection intensity and HR outcomes.

Based on the literature review and previous research findings, the following hypothesis is proposed: Hypothesis: There is a positive relationship between recruitment and selection practices and employee performance in Nepalese commercial banks. This hypothesis is grounded in the arguments put forth by Bratton and Gold (2001), Heneman and Milanowski (2007), Al-Ahmadi (2009), Guest and Conway (2011), Hamzah et al. (2014), and Timpothy (2005), which collectively suggest that effective recruitment and selection processes contribute to enhanced employee performance.

Training and development

Training is a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with the resultant improvement in the behavior (Armstrong, 2006). Training and development contribute positively towards organizational growth. Training refers to the methods used to develop skills in the employees required to perform the job (Dessler, 2008). Most organizations considered training and development as an important factor of the human resource activity. Training can be used as a tool to increase employee's performance by developing knowledge and skills. Training can be described as an endeavor to develop additional competencies needed today or in future in order to increase the level of employee's performance (Jackson and Schuler, 2000). Training can be used as a tool to increase efficiency and effectiveness of employees in order to increase organizational performance (Cook and Hunsaker, 2001). Similarly, Hassan & Mahmood (2016) assessed the relationship between HRM practices and employee's performance. The study found that there is a significant positive impact of training and development on employee's performance. Further, Coffie *et al.* (2018) revealed a positive impact of training and development on employee's performance.

Extensive training programs are conducted by employees to improve the employee's performance in order to achieve strategic position over competitors (Brown, 2005). Training programs play a significant role in achieving organizational goals (Dobson and Tosh, 1998). A desired change can be attained in employee's performance by providing them proper training (Huselid, 1995). Javed (2014) investigated the impact of training and development on employee performance. The study showed that there exists a positive relationship between training and development and employee performance. Further, the study also found that organizations that had established a robust training and development program for employees posted better overall organizational performance than those organizations that had sporadic training, or no training and development programs at all. Neuman and Cunningham (2009) argued that training equips employees with necessary skills that are vital to implementation of their work functions. If employees are inadequately prepared to handle the dynamic changing work environment, then, their productivity level suffers.

Career planning

Career planning is process of setting career goals and identifies the ways to attain them. Career planning is a process of planning individual's life work. Wright and Snell (1998) stated that career planning is a tool used to motivate employees to work for the development of the organization. Salleh et al. (2020) showed that career planning and career satisfaction have a significant negative impact on employees' turnover intention. Dialoke et al. (2017) revealed that there is a positive correlation between career planning and motivation. Similarly, Pasaribu (2014) showed that the organization culture, employee performance, work motivation and employee performance influenced positively by career planning. Further, Saleem et al. (2013) found that career planning has a moderate but positive impact on employee performance.

Ombui Kepha et al. (2012) revealed that there is a positive relationship between career planning and employee's performance. Similarly, Adekola (2011) found that there is a significant positive association between career planning and career management. Rahman & Iqbal (2013) stated that lack of career planning is one of the main causes for employees in private commercial banks to switch jobs. The study showed that there is a positive significant relationship between career and employees' performance. Likewise, Cohen et al. (2016) found that career planning is the main factor to affect the employees job satisfaction and consequently to turnover intentions. A high employee turnover rate is due the absence of prospective opportunities for promotions in the organizations (Sattar & Ahmed, 2014).

CHAPTER-IV

RESULTS AND DISCUSSION

This chapter delivers the systematic and orderly results of the study in the form of presentation, interpretations and analysis of the primary data with various issues associated with the impact of human resource management practices on employees' performance in Nepalese commercial banks. The result is mainly based on the responses of questionnaire administered to employees in various banks. Different statistical and regression model described in chapter three have been used for the study purpose. The first section deals with the presentation and analysis of the primary data and presents the results of questionnaire survey. The second section covers the analysis of regression model including correlation analysis. Finally, the third section of this chapter deals with the concluding remarks associated on the basis of findings from primary data analysis.

4.1 Results

This study is primarily based on primary data analysis, which mainly deals with qualitative aspects in terms of factors influencing employee's performance. This section also reports the result of questionnaire survey conducted among the different respondents. Questionnaire survey was designed to understand the views of the respondents regarding stresses like compensation, performance appraisal, recruitment and selection, training and development and career planning in Nepalese commercial banks. A set of questionnaires including multiple choices, and Likert scale questions are provided. The respondents profile along with their personal characteristics and result of the survey are presented in below.

4.1.1 Demographic Profile of Respondents

This section deals with the demographic analysis and interpretation of primary data collected through questionnaires. In this section, the respondents' profile was analyzed in terms of gender, age, education, income and frequency of years of using e-banking services. Out of 420 questionnaires sent to potential respondents, only 400 responses were collected. All the respondents were from the Kathmandu Valley.

Table 2
Demographic Specification

Respondents character	Number of response	Percentage
Gender		
Female	235	58.75
Male	165	41.5
Total	400	100
Age group (in years)		
18-24	80	20
25-34	150	37.5
34-44	120	30
44 and above	50	12.5
Total	400	100
Academic Qualification		
Intermediate	21	5.25
Bachelor Degree	150	37.5
Master's Degree	178	44.5
M. Phil\ Ph. D degree	51	12.75
Total	400	100
Designation (Organizational position)		
Assistant level	82	20.5
Officer level	215	53.75
Manager level	41	10.25
Senior level	62	15.15
Total	400	100
Total year of services		
Less than 2 year	191	47.75
Less than 5 years	82	20.5
Less than 10 years	77	19.5
10 years and above	50	12.5
Total	400	100
Marital Status		
Single	291	72.75
Married	104	26
Others	5	1.25
Total	400	100

Source: opinion Survey, 2023

It shows the distribution of the respondents on the basis of gender. In this study, data from 400 respondents were collected and analyzed. Out of total respondents' 58.75 percent of responses are achieved from male and it indicates that banks' majority of the respondents are female. Their out of 400 respondents most of response are received from female in comparisons to male. However, 41.5 percent male provided their response about occupational stress and its impact on turnover intention among employee in Nepalese commercial banks. Female's participants are likely to advise more on occupational stress of the commercial banks. In this context, Nepalese commercial banks can identify both male and females' respondents as the main participants for the survey.

Secondly, it reveals that age description of respondents and found that the 37.5 percent respondent's age most of the respondents belong to age between 25-34 age groups. The lowest percentage age group is 44 and above age group who are employees in commercial banks. However, respondents are majority are young. In additions to this 30.00 percent responded provided their response that belongs to 35-44 age groups and 12.5 percent representing the ages of 44 and above. This implies that 82.00 percent of the total employees of the Nepalese commercial banks were within the active age, energetic and their needs were very high that could cause them to go for search of other sources of income unless regulations were observed properly and this group of age obviously could be useful and productive for quite a long period of time if was to be managed properly.

Thirdly it shows that the profile of respondents based on their education. The study reveals that out of 400 employees interviewed, 178(44.5 percent) of these respondents attained master's degree education while 150(37.5 percent) attained bachelor education certificate education. The findings imply that the majority of the respondents interviewed were able to read and understood the questionnaires used in this study. Respondents were thus able to provide correct answers and that they understood the employee turnover in Nepalese commercial banks.

Furthermore, shows that the majority of the respondents' 53.75 percent are officer level. Similarly, assistant level respondents are 82 in frequency comprising 20.5 percent of total respondents. Similarly, manager level constitutes 41 respondents representing 10.25 percent of total respondents. And 62 respondents are senior level constituting 15.15 percent of total respondents respectively.

Moreover, it reveals that work tenure description of respondents and found that the respondent's experience most of the respondents belong to 0-2 yrs. It is also found that, 191 respondents representing 47.75 percent have been working in the banks for less than two year and 82 respondents representing 20.5 percent have been working in the banks for more than 3-5yrs. The findings from the study imply that, most of the employees were experienced enough to work productively and efficiently. The findings reveal that the respondents belonged to a medium experience (therefore assumed to belong to a medium age), usually those at the medium age have a number of requirements because it is assumed that, it is the age where people start life in terms of caring for children in all issues like paying fees, looking for sites to build in and need for banks. Those requirements, in most cases need to be fulfilled using salaries and other compensation otherwise; they tend to look for alternatives jobs to meet their expectation. Finally, it shows that majority of the respondent's 72.75.2 percent are single. Similarly, figure indicates that 26 percent of the respondents are married and 1.25 percent is others.

4.2 Descriptive Statistics Analysis of Performance Factors

Mean and standard deviation analysis are used to analyze data in this study. Higher mean value means more respondents are agreed that the variable could have a great impact on employee performance.

Table 3*Descriptive Statistics Variables*

<i>Variables</i>	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	400	1	5	3.26	1.092
Performance Appraisal	400	1	5	3.36	1.079
Recruitment and Selection	400	1	5	3.28	1.156
Training and Development	400	1	5	3.31	1.152
Career planning	400	1	5	3.35	1.034
Employees performance	400	1	5	3.41	1.097

Source: IBM SPSS 26

Table 3 presents the descriptive statistics of the variables used in this study regarding the impact of human resource management practices on employee performance in Nepalese commercial banks. The highest mean score of 3.41 is observed for the statement regarding employee performance, indicating that respondents generally perceive favorable levels of performance among employees. On the other hand, the lowest mean score of 3.28 is associated with the variable of recruitment and selection, suggesting a relatively lower level of agreement among respondents regarding this aspect of HRM practices. The mean values for the remaining variables are as follows: compensation (3.26), performance appraisal (3.36), training and development (3.31), and career planning (3.35). These scores reflect moderate to high levels of agreement among respondents regarding these aspects of HRM practices. The standard deviation values range from 1.034 (for career planning, indicating relatively low variability in responses) to 1.156 (for recruitment and selection, indicating slightly higher variability). Overall, the consistency in mean scores and the relatively low standard deviation values suggest a degree of uniformity in respondents' perceptions across the specified Likert scale measures.

4.1.3 Correlation

Under the inferential analysis, the hypotheses test was done using the mean of all the items of each corresponding individual variable. The study is based on a sample size of 400. Pearson's correlation analysis has been carried out to analyze the degree of

relationship between two or more variables and to know to what extent variables under study are correlated to each other. A positive correlation reveals that the direction of the relationship is positive with one increasing with the other's increase. Meanwhile, a negative correlation reveals that an inverse of the above which means, increase in one variable when there is a decrease in other. A correlation analysis is to summarize the relationship between two variables with a single number that falls within -1 and +1. This section includes the analysis of the correlation between dependent and independent variables. Bivariate Pearson Correlation analysis was used to test the relationship between the dependent and independent variables at an appropriate level of significance. Likert scale questions have been used for each element to find out the impact of human resource management practices on employee's performance variables like compensation, performance appraisal, recruitment and selection, training and development, career planning and employee's performance as control are used for the analysis. The following table presents the Correlation analysis between the study variables taken under the study. Specifically, the table shows the correlation between dependent and independent variables as well as among independent variables.

Table 4

Correlation Matrix of Dependent and Independent Variables

	CO	PA	RS	TD	CP	EP
Compensation (CO)	1					
Performance	.962**	1				
Appraisal (PA)						
Recruitment and Selection (RS)	.960**	.955**	1			
Training and Development (TD)	.948**	.931**	.961**	1		
Career	.967**	.974**	.951**	.935**	1	
Planning (CP)						
Employee's	.943**	.972**	.951**	.917**	.947**	1
Performance (EP)						

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

*. Correlation is significant at the 0.05 level (2-tailed)

Source IBM SPSS 26

The correlation coefficient between compensation and employee's performance is 0.943. It shows a positive relationship between these two variables. There is a significant relationship between compensation and employee's performance at a 1 percent level of significance, which means there is a positive correlation between the variables.

The correlation coefficient between performance appraisal and employee's performance is 0.972. It shows a positive relationship between these two variables. There is a significant relationship between performance appraisal and employee's performance at a 1 percent level of significance, which means there is a positive correlation between the variables.

The correlation coefficient between recruitment and selection, and employee's performance is 0.951. It shows a positive relationship between these two variables. There is a significant relationship between recruitment and selection and employee's performance at a 1 percent level of significance, which means there is a positive correlation between the variables.

The correlation coefficient between training and development and employee's performance is 0.917. It shows a positive relationship between these two variables. There is a significant relationship between training and development and employee's performance at a 1 percent level of significance, which means there is a positive correlation between the variables.

The correlation coefficient between career planning and employee's performance is 0.947. It shows a positive relationship between these two variables. There is a significant relationship between career planning and employee's performance at a 1 percent level of significance, which means there is a positive correlation between the variables.

4.1.4 Regression Model Summary

The following table presents the model summary of dependent variables among independent variables taken under the study. It compares the sign with the prior expectation which also helps in regression analysis.

Table 5

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976a	.952	.952	.241

a. Predictors: (Constant), Compensation, Performance Appraisal, Recruitment and Selection, Training and Development, Career Planning

b. Dependent Variable: Employee's Performance

Source: IBM SPSS 26

The table 10 represented R Square for this model, which is 0.976. This means that 97.6% of the variation in the dependent variable employee's performance can be explained by independent variables (Compensation, Performance Appraisal, Recruitment and Selection, Training and Development, Career Planning). R is .976, adjusted R square is 0.952 and the standard error of the estimate is 0.241

Table 6

Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	457.495	5	91.499	1574.580	.000 ^b
	Residual	22.895	394	.058		
	Total	480.390	399			

a. Dependent Variable: Employee's Performance

b. Predictors: (Constant), (Compensation, Performance Appraisal, Recruitment and Selection, Training and Development, Career Planning

Source: IBM SPSS 26

According to table 10 the fitness of the model is stated by an F-value of 1574.580 at a 0.000 percent level of significance. This implies that the research model is a good-fit

in explaining the impact of human resources management practices on employee's performance in Nepalese commercial banks.

Table 7

Regression Coefficients of Independent Variables with Assets Ownership

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
Constant	0.152	0.42			3.615	0.000
Compensation	0.006	0.053	0.006		0.118	0.906
Performance appraisal	0.830	0.055	0.817		15.114	0.000
Recruitment and Selection	0.324	0.048	0.342		6.686	0.000
Training and Development	-	0.040	0.076		-1.806	0.072
Career Planning	0.073	0.59	-0.108		-1.931	0.054
	0.115					

Source: IBM SPSS 26

The regression coefficient of compensation in the regression coefficient analysis is 0.006 which indicates that when compensation increased by one unit, the average influence on employee's performance will increase by 0.06 unit. The corresponding p-value is 0.906 which is more than 0.05, hence there is no significant relationship between compensation and employee's performance. Regression coefficient of performance appraisal in the regression coefficient analysis is 0.830 which indicates that if performance appraisal increased by one unit, the average influence on employee's performance will increase by 0.830 unit. The corresponding p-value is 0.000 which is less than 0.05, hence there is significant relationship between performance appraisal and employee's performance.

Regression coefficient of recruitment and selection in the regression coefficient analysis is 0.324 which indicates that if recruitment and selection increased by one unit, the average influence on employee's performance will increase by 0.324 unit.

The corresponding p-value is 0.000 which is less than 0.05, hence there is significant relationship between recruitment and selection and employee's performance. Regression coefficient of training and development in the regression coefficient analysis is- 0.073 which indicates that if performance influence by one unit, the average influence on employee's performance will be influence by 0.073 unit. The corresponding p-value is 0.072 which is more than 0.05, hence there is negative and insignificant relationship between training and development, and employee's performance.

Regression coefficient of career planning in the regression coefficient analysis is - 0.115 which indicates that if performance appraisal increased by one unit, the average influence on career planning will influence by -0.115 unit. The corresponding p-value is 0.054 which is more than 0.05, hence there is negative and insignificant relationship between career planning and employee's performance.

4.2 Discussion

This section presents the results, analysis, and findings derived from the conducted study, supported by relevant research in the field. The examination of the impact of human resource management (HRM) practices on employee performance in Nepalese commercial banks is undertaken by referencing the results obtained from the analysis conducted in the previous section. The findings are structured to provide insights into the relationship between HRM practices and employee performance, drawing on both the data collected in this study and previous research in the area. Through comparative analysis and interpretation, the study aims to shed light on the effectiveness of various HRM practices in influencing employee performance within the context of Nepalese commercial banks.

By synthesizing the research findings with existing literature, this section offers a comprehensive understanding of the implications and significance of HRM practices on employee performance. The discussion underscores the importance of adopting strategic HRM approaches to enhance employee productivity, engagement, and overall organizational effectiveness in Nepalese commercial banking settings. This study is mainly focused on analyzing the impact of HRM practices on employee's

performance in Nepalese commercial banks. This study used independent variables like: compensation, performance appraisal, recruitment and selection, training and development and career planning. The result acknowledged is based on the respondent's response on 400 questionnaires from 5 commercial banks in Nepal.

The main objective of this study is to analyze the present scenario and impact of human resource management practices on employee's performance in Nepalese commercial bank. However, after analyze the data; it can be evaluating that the condition of HRM practices in commercial bank in Nepal. HRM practices in bank have rapidly increased in Nepal. Out of 400 respondents most of the respondent agreed to the bank had already practice of HRM. In this study researcher tries to explain the dependent variables with the help of sub item, which are shown in questionnaire in systematical manner.

There have been various studies conducted on human resource, but on employee's performance there is lack of studies. This research set out to determine whether HRM plays a significant role in employees' performance and how this may affect success of organization. From the respondent profile analysis, it is found that there is more female respondent in the research. Major respondents are in age group of 25- 34. From the point of view for education qualification it is found that respondents have majority in the group of master's degrees. It is found that officer level is majority on designation tenure of respondents. Most of the respondents have 0- 2 years of work tenure. From the view of marital status of respondents, it is found that majority are single.

The factor influencing the level of employee's performance for this study taken as independent variable (i.e., compensation, performance appraisal, recruitment and selection, training and development and career planning) in the commercial bank have seen to have impact on performance because factors performance appraisal and recruitment and selection have significance impact on employee's performance.

The relationship between compensation, performance appraisal, training and development, recruitment and selection and career planning with employee performance shows that there is positive relationship. Some easily discernible results

leading to human resources management in employee's performance set up are increased productivity.

The results from correlation coefficients suggest that there is a positive relationship between compensation provided to employees and employee's performance. Coefficient correlations between all the variables are positive so the results show that there exists a positive correlation between variables. Multiple regression analysis indicates that performance appraisal and recruitment and selection are important factors for employee's performance of commercial banks. The result reveals strong positive and significant relation between the combination of the variables (i. e., compensation, performance appraisal, recruitment and selection, training and development and career planning). However, compensation, training and development and career planning don't have a significant impact on employee's performance as regression analysis shows that significant value is more than 5% significance level.

The findings of this study go contrarily with that of by Selase (2018). This study found that employee's performance were most affected with compensation, training and development and career planning. The findings of this study also runs contrarily to that of Bhosle (2020) who indicated that compensation, performance appraisal, recruitment and selection, training and development and career planning all have a significant impact on employees performance, with being the dimension with the strongest impact. Additionally, the findings of this study go contrarily to that of Pasaribu (2014) who explores that compensation, training and development and career planning have more contribution to employees performance and work motivation.

CHAPTER-V

SUMMARY AND CONCLUSION

In this chapter, the summary has been presented along with conclusions and recommendation as per the above analysis of data. In this chapter brief introduction to all the above chapters of the study as well as the overall summary from the analysis of the data of sample banks. Since a study would not be meaningful without any suggestive findings because the study has also tried to point out area to be worked for making e-banking effective and efficiency and giving recommendation for further improvement in the banking activities.

5.1 Summary

The research study made a clear description of the impact of human resource management practices on employee's performance in Nepalese commercial bank. There are various factors and elements that affect the performance of employees in corporation. Some of these factors taken into consideration to identify the performance of bank employee's were compensation, performance appraisal, recruitment and selection, training and development and career planning. Based on these five dimensions, employee's performance was evaluated. The study findings are based on a quantitative survey of Nepalese commercial banks. This study has investigated some of the variables that influence employee's performance.

The dependent variable of this research is employee's performance. The independent variable are compensation, performance appraisal, recruitment and selection, training and development and career planning. The research question are, Is there any impact of compensation, performance appraisal, training and development, recruitment and selection and career planning on employee performance? To what extent compensation, performance appraisal, training and development, recruitment and selection and career planning affect employee's performance in Nepalese commercial banks? What is the relationship of compensation, performance appraisal, training and development, recruitment and selection and career planning with employee performance? This is the conceptual frame work of the research. On the basis of research question the objectives of the research are To Analyze the impact of

compensation, performance appraisal, training and development, recruitment and selection and career planning on employee's performance. To examine the perception of employees on compensation, performance appraisal, training and development, recruitment and selection and career planning in Nepalese commercial banks. To assess the relationship of compensation, performance appraisal, training and development, recruitment and selection and career planning with employee performance. The literature review of the research is mainly based on articles and thesis of previous scholars of concern sectors. Both international and Nepalese context of article and thesis are review. Human resources management practices of banks were measured by using the descriptive-analytical method. A descriptive survey provides an in-depth explanation of various conditions and reduces biasness that occurs during data collection.

For this study, unipolar self-administered five Likert scale questionnaires are distributed to respondents and response from respondents is collected. Employees were selected through a non-probability sampling method that is convenience sampling. The sample size for research is taken of 400 employees of commercial banks who are currently working in different commercial banks in Nepal. Reliability was assessed using Cronbach's alpha values were computed using SPSS 26 to assess the reliability of the data. Data processing was conducted using computer software, specifically SPSS and Microsoft Excel, to analyse and organize the data for further examination.

Based on previous literature, hypotheses were created and tested. The findings results from the correlation matrix show that employee's performance has positive relationship with compensation, performance appraisal, training and development, recruitment and selection and career planning. The positive coefficient estimates of the correlation implied that there was direct relationship with employee's performance. However, the results show performance appraisal and training and recruitment and selection had a significant relationship with employee's performance, while compensation, training and development and career planning had no significant relationship with employees performance in the study, The impact human resources

management practices of commercial bank found to be influencing the employees performance found through the analysis.

5.2 Conclusion

Based on the objective analysis of data and discussion of results, the following are the conclusion of the study: The aim of this study is to examine the impact of human resource management practices on employees performance in Nepalese commercial banks. For the purpose of this study has taken compensation, performance appraisal, training and development, recruitment and selection and career planning as independent variables. employee's performance is taken as dependent variable as. The findings of this study can be concluded:

From the analysis it is found that there are more female respondent in the research. Major respondents are in age group of 25- 34. From the point of view for education qualification it is found that respondents have majority in the group of master's degree. It is found that officer level is majority on designation tenure of respondents. Most of the respondents have 0- 2 years of work tenure. From the view of marital status of respondents it is found that majority are single.

The relationship between compensation, performance appraisal, training and development, recruitment and selection and career planning with employee performance shows that there is positive relationship. Some easily discernible results leading to human resources management in employee's performance set up are increased productivity.

The results form correlation coefficients suggest that there is a positive relationship between compensation provided to employees and employee's performance. Coefficient correlations between all the variables are positive so the results show that there exists a positive correlation between variables. Multiple regression analysis indicates that performance appraisal and recruitment and selection are important factors for employee's performance of commercial banks.

The factor influencing the level of employee's performance for this study taken as independent variable (i.e., compensation, performance appraisal, recruitment and selection, training and development and career planning) in the commercial bank have seen to have impact on performance because factors performance appraisal and recruitment and selection have significance impact on employees performance.

5.3 Implications

According to the above analysis of data following implications is put for the proper growth and improvement and effective control of sample banks. They may imply as follows:

- This study reveals only the impact of human resource management practices on employees performance in Nepalese commercial banks. Further research can be carried out using large sampling of development banks and commercial development banks too.
- This study is limited to the analysis of primary data only. Further research can be done using primary as well as secondary data with more sample size and questionnaires which may yield different result.
- As this study cover commercial banks in Nepal, it doesn't consider financial institutions and other sector to provide a more broad based analysis. It is also recommended to research relationship between other concern factor.
- Different government policies and NRB policies may affect the employees performance of banking sector so to compare and find a better understanding in the concern field of study this study will be useful.

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