Impact of Human Capital Management Practices on Employees’ Job Performance

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Abstract. This paper aims to analyze the relationship between the human capital management (HCM) practices which include training and development, recruitment and selection, Performance appraisal and employee’s job performance in the telecom sector of Pakistan. To find the influence of HCM practices on employees job performance within telecom sector of Pakistan. This is a survey based research study. The sample of the study is employees’ who are working in public and private sector telecommunication companies in Pakistan. Data are collected through questionnaires. Sample size was (n=272); therefore, descriptive statistics, correlation and regression analysis have been used. The overall results support that HCM practices have prominent and indispensable role in the performance level of employees; knowledge and skill through training and development, compatibility & competence through recruitment and selection, confidence and morale through performance appraisal. HCM practices are highly correlated with each other and also correlated with employee’s job performance.

Keywords: HCM Practice, Employees’ job performance, Telecom sector

1. Introduction
Nowadays, the importance of employee performance for the success of organizations cannot be overstated. Employees are the human capital of organizations and their performance is a key indicator for organization to achieve its goals. Employee performance is one of the most important constructs in both organizational psychology and human resource management [33]. According to [11] employees are most expensive asset for any organization as they can build up or destroy status of company and they can affect profitability. [2] suggest that perceived job performance is influenced by many factors like organization overall policies, training and development, working climate, relation between employer and employees. Employee’s job performance in the organization can be improved by different ways. Employee’s performance plays a significant role in the competitive environments, where good performance leads to success while bad performance may lead to failure. [47] claimed that

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employee’s performance can be measured by various ways like, satisfaction, performance/productivity, and employee’s absenteeism. It is a function that an individual can successfully perform within framework of normal constraints and available resources [23]. In past decade many studies on employees’ job performance have been conducted across sectors. This is attributable to the increasing importance of human capital as the source of achieving competitive advantage. Competent human capital could transform other resources (such as money, machine, methods & methods & material) in to produce or service. Moreover, an organization requires result oriented trainings to compete in the market to be successful in the turbulent environment [28].

[27] argue that training is the most important factors to attain to attain high achievable results, and to achieve the desire results. It is important to train relevant people in the relevant area “to be adaptive to the environment”. Researchers are not interested in finding only research area, but they are interesting in the importance of research areas. A lot of the researcher pleads that to understand the importance of training programs. In recent times training is used to influence employee’s performance. They say that comparative achievement of organization’s asset in workers development has also influenced the importance of training. Furthermore, technological advancement and change in organizations have slowly resulted in the employer’s realization that success is related to the skill and competence of their employees. This phenomenon has led to increase investment in training and growing of employees [5].

[40] recruitment and selection a systematic procedure, where in first phase expectations are clarified and negotiated and information is mutually exchange. [4] emphasized that recruitment and selection as practices carried out by the association with the main determination of classifying and attracting productive workers. In the simple words that are significant part of HCM as it achieves the important purpose of drawing an important resource human investment into the organization. Research studies have found recruitment procedure is significantly and positively associated to workers and organizational [23].

Performance Appraisal is a system which can be used as a trigger to control and manage the progress of the employee’s towards achieving the desired organizational goals [7]. [26] argue that employee’s high moral and work targets demanded by the management will be achieved if employees are supervised and properly managed, facilitated with healthy and safety standards and compensated fairly and equally.

Expectancy theory identifies three conditions that result in high motivation to perform a task, namely, first belief or the expectancy that great effort will increases performance, second instrumentality or the belief in the systems that determine performance and offer performance-based rewards, third valence or the value assigned by individuals to specific rewards. According to above prospective that extrinsic rewards lead employee’s effort in the expected direction and elicit employee’s behavioural changes toward creativity when the given rewards are dependent on creative employee’s performance in the organization [34].

2. Literature Review

This subsequent section reviews studies that lead to the formulation of hypotheses of this study.

2.1 Training and development and employees’ job performance

Training is frequently used to fill the existing gap between present and future performance of the work force. Training is a human resource improvement function, requiring being appropriately dealt with [55]. Research authors, [45] and [16] emphasized that employees should be fully involved in training and development programs and there must be a relation between employee and employer. [16] also explained that development is process of planning and preparing employees for the future performance and upcoming competitive problems in the business field. The main aim of training and development is to train employees to work in current competitive environment; training and development programs also create creative behaviours among employees for expected job performance [11].
[11] Argues that training and other human resources management practices have been positively related with employee’s job performance and this fact is opened by previous research studies. Specifications of the need for training programs for such purpose are part and parcel included in the activities of this function. Plan for implementation of such functions and also evaluating their results are part of this function [44]. [37] training is a sort of activity that is designed, loaned and systematic in nature. Training improves the level of skills, information and competency which are usual in performing work efficiently. [29] says that training ensure job performance of employees. Different organization are motivated to adopt different training methods depending upon situations and organization needs (1) it may also include the organization strategy, objectives and physical & finance availability (2) as per requirements in the firm (3) depending on the targeted groups that are needed to be trained. In general the growth and development of an organization is affected by multiple factors. However, training plays a key role in enhancing the productivity of individuals in an organization. [50] at this phenomenon has evidently supported by available literature in this field. Studies which have over viewed the progress with respect to workers progress in particular [39] the same has prolonged to a universal view of organizational progress [52], [36]. Employee’s performance and the organizational performance are closely related to each other. [26] observed that employees competence and performance promote to further improving standards. This also not only further polishes the knowledge and skills of workers, effectively improve their present skills and enable them for more tough jobs. [36] each researcher on training programs and workers progress has shown ultimate results on this particular. This particular has resulted in improved performance, beneficial to both the individual and the organization as well [39].

[52] training bridges the gap and removes deficiencies in performance which results into improving performance. Furthermore, some other researchers has given examples of [52] and sorted out on job-training: the way of meeting the training deficiencies and improving standard as the method of enhancing workers progress. As per above statement when they observe that training enable organizations to identify that its employees are not motivated and also not delivering good and a thus their moral as well, information and attributes are needed to be prepared as per organization goals. This is a fact that the workers keep a specific quality of standards associated with a specific task. Much more, it is necessary to point that this is not enough and workers required consistently to change & advance need of task progress. In other sense, firms requires to have constant ideas of training programs and keeping the employees and thus not to delay for performance gaps and skills. It is observed that investigation directed at building a contingency model of transfer-oriented training intervention design would provide information important for developing training environments more conducive to positive transfer in terms of productivity effectiveness. Identification of training needs, design and implementation of training programs, transfer of training, and evaluation of programmed benefits are key activities [42] in addition to study general training variables such as types of training, selection of trainees, selection criteria, evaluation instruments etc. Good and purposeful training based upon the positive investigation of the task needs upgrades the skill of the employees and has general attitude towards the job he has to perform. At also serves many other purposes [38]. In return production costs are within limits. There is job security for the employees as their work earn recognition from the employer. In this way the employees work with a great sense of responsibility. Continuity leads to gradual skill development and in this way; an organization has a more capable and skilled staff [17], [10]. [3] an organization should adopt a comprehensive training system to train their employees in domains of skill development, decision making, team work and interpersonal relations. This will help on organization effectively achieve its objectives and goals. [36] each researcher on training programs and workers progress has shown ultimate results on this particular. This particular has resulted in improved performance, beneficial to both the individual and the organization as well [39], [9] argued that recruitment and selection is a significance part of research study, which manage employees in small and medium business organizations with more intellectual work done directed than other functional aspect of HCM.

**H1:** There is significant relationship between training & development & employees’ job performance.
2.2 Recruitment and selection and employees’ job performance

Recruitment is also one of the factors that can affect the employee performance [48], which further suggests that the implementation of recruitment process which are not in accordance with the effective plan that has been set, will cause a lot of problems such as high level of employees absenteeism and low employees performance, often too late, and others.[50] recruitment and selection of an appropriate labour force tools therefore can be viewed as essential to the success of an initiative and a key purpose in HCM. The premeditated position of staffing and selection is habitually stated in academic literature. [32] emphasized that recruitment and selection is systematic tool of HCM practices which recruiter and applicant, use precise devices to pick from a group of applicants and individuals who are most likely to flourish in the occupation, given organization lines and permitted boundaries. Recruitment and selection are very important functions of HCM for any type of organization. These are basic terms that refer to the process of attracting and choosing outstanding employees for organization. The quality of the HCM the organization has heavily depends on the role of these two functions [12]. According to [12] the general purpose of recruitment and selection is to provide the organization with a pool of potentially qualified job candidates. 

Recruitment and selection are very important functions of HCM for any type of organization. These are basic terms that refer to the process of attracting and choosing outstanding employees for organization. The quality of the HCM the organization has heavily depends on the role of these two functions [12]. According to [12]) the general purpose of recruitment and selection is to provide the organization with a pool of potentially qualified job candidates. [49]) suggest that recruitment and selection have positive relationship with employee’s productivity, employee’s commitment and work quality in the organization. [35] argue that when they recognized the key stages of an orderly style to staffing and selection as job analysis, job explanation, and specification of person and encourage interviewees through the several approaches of staffing. A title of book “Human Resource Management” the second edition was nearly in settlement with Foot and Hook when they labelled the staffing and selection process as containing of three phases. The three main phases affording to them are job analysis, job description and individual requirement. Good staffing and selection processes let together the organization and the candidate to appropriately evaluate the degree to which the individual hysterics the job requirement and are in keeping with all appropriate regulation. Staffing and Selection is best prospects for organization to pick applicants that they trust are most suitable for the task achievements. [31] according to him selection as a well-organized procedure of selecting applicant who have required experience and qualification to fill vacant position in an organization. This investigator explains recruitment and selection as the procedure choosing the persons form the pool of probable applicants who meets the prerequisite of the vacant position recognized in the institute.

Recruitment and selection in small and medium size organization have stated in many inspections, that to find out capable workers is one of their most imperative problems. [35] industries are frequently not the employers of choice for job searchers. Medium size business is faced with difficulties because the distinctive image those small businesses have as employers [46]. Now government’s build some formulated programmed to inspire the staffing and selection of graduates by small and medium sized businesses, like [54] make a supervision organization in Turkey, to support a medium sized business which provides salaries to young graduates for a specific period of time. Small and medium size business are faced with difficulty in staffing and selection of employees with correct qualification to help attain objectives of the business [18] further he clarified that this delinquent problem is complicated by the deficiency of well-organized method for hiring and selecting employees. Well organized staffing and selection methods include situations documentation, job analysis, job explanation, individual requirement and advertisement. According to him well organized selection procedure includes the hiring process, and collecting suitable information about committed candidates, and making evaluation in the requirement of each candidate and making assessment about occupation.
Well organized staffing and selection made ensure by the use of selection principles on the behalf of questions queried by the selection committee and in interview. HR managers could achieve help from a better fit between job and candidate by selecting the essential applicants for vacant situations in particular department of organization [56] as cited in [53].

H2: There is significant relationship between recruitment and selection and employees’ job performance.

2.3 Performance appraisal and employees’ job performance

The Success of performance evaluation system depends on the idea of any firm that performance evaluation practice is associated to firm purposes and the capabilities and selective perception of concerned individuals for adoption of this tool [25]. [1] in prior research study, performance appraisal has emerged as a tool for enhancing employee’s professional development and organizational growth. However, [30] also suggest that performance appraisal has positive and significant relationship with employee’s performance. Performance appraisal system is used to gather information about employees of the organization and also drives organizational and individual achievements towards their common goal. The absence of proper performance appraisal results low morale and turnover of the employees [43], [1]. [41] emphasized when they doing research study in a Malaysia University sometime employees have inflated assessment of their own regarding their performance. Whenever they are appraised they perceive to be biased due to involvement of internal biasness. [44] argued that it is significant to notice that, when there are no proper arrangements of policies to face with the results or antecedents of the performance appraisal system, the anticipated paybacks of this procedure of performance appraisal system for the business cannot be understood. Furthermore, although best performance measurement system could be better for an industry, another face of performance appraisal system may be bad if not systematically held. It basically depends upon employee assessment response; positive and negative. The impact of employee response may be harm for the firm if assessment procedures are not taken well by the employees. Performance appraisal system can dispirit the worker and for many times may top to mislaying important employees in firm just they could not yield the referral response and manager realize that they will be good in many other employees . Performance evaluation practice signifies a dignified practice of employees observing and is proposed like management instrument to expand the productivity and performance of workers. Productivity and commitment of employees can be more strengthened with progress evaluation method [8], [7]. A well-organized clarification and management of performance evaluation leads to greater professional commitment and job satisfaction among workers. When employees’ in organization are more committed to work, so it is best approach toward performance assessment programs [24]. [52] Performance assessment programs will be developed in organizations and employees performance when there is availability of balance human capital management factors like compensation, training and development, and then production will be spontaneously increased.

H3: There is significant relationship between performance appraisal & employees job performance.

3. Methods

Training and development, recruitment and Selection and performance appraisal system are independent variable while employee job performance is a dependent variable. The samples of this study are employees who are working in public and private sector telecommunication companies in Pakistan. Data are collected through questionnaires. The size of the sample was 272 due to time limit and economic restraints. One hundred and ninety one 191 male and eighty one 81 female employees participated in this survey. In this survey the age of the participated respondents was between 20 years and 51 years or above. The respondents age with respect to gender as shown in Figure 1. The qualification level of respondents in this survey is from matriculation to MS/PhD with respect to grade 1 to grade 4.
3.1 Data Presentation & Statistical Analysis
In beginning data transfer to SPSS 20 versions, statistical software for social sciences for investigation is used. This research study analyzed though regression, impact of three independent variables (training & development, recruitment & selection, Performance appraisal system upon the dependent variable employee’s job performance. The further relationship between dependent and independent variables was analyzed by using Pearson’s Correlation. The descriptive analysis of the data is shown in table 1.

3.2 Correlation and regression analysis
Pearson correlation was conducted to determine the association between HCM Practices and employee’s Job performance. In this research study Pearson correlation was used. Correlation analysis show there was statistically significant correlation between HCM practices and employees job performance. The calculated value of training and development is $$(.635^{**})$$ and $$(p<.005)$$ which shows significant relation between training and development and employee’s performance which is most important factors in telecom sector of Pakistan. Correlation matrix of recruitment and selection which showing correlation coefficient of $$(.659^{**})$$ and $$(p<.005)$$ is also positively associated with employees performance in telecom sector of Pakistan. Value of correlation coefficient of performance appraisal is $$(.658^{**})$$ and $$(p<.005)$$ which ensure link between performance appraisal and employees performance as shown in table 2.

Table 3 shows regression analysis of all independent and dependent variable. When regression tools was applied on training and development and employee’s performance the variance accounted, $$R^2$$ (0.189), this figure shows that (18.9%), of training & development can increased employees job performance in telecom sector of Pakistan. There is a statistically significant independence relationship between training & development and employees performance. When recruitment and selection regressed against employee’s performance the variance accounted for, $$R^2$$ (.432), this figure show that (43.2 %), of recruitment and selection can increase performance. Regression coefficient verified our hypothesis that recruitment & selection and employees job performance depend upon each other in telecom sector of Pakistan. When performance appraisal regressed against employees’ performance the variance accounted $$R^2$$ was (.430), this figure show that (43.0%), of performance appraisal increased employees job performance in telecom sector of Pakistan.

3.3 Hypothesis testing
The significance was found P<0.05 which is 0.000. This indicates that employee job performance will remain constant by 2.591 when training and development is zero. The beta coefficient for employee’s job performance is 0.372. This mean when one unit increase in training and development increase, the overall performance will increases by 0.372. Hence the hypothesis $$H_1$$ was proved to be significant as shown in Table 3. The value of significant of the model from ANOVA is 0.000. This shows that the relationship between recruitment and selection and employees job performance is statistically
significant.

Table 1. Cronbach’s σ coefficient, composite reliabilities and average variance extracted for each study variable.

| Variable                     | Mean  | SD    | Cronbach’s σ |
|------------------------------|-------|-------|--------------|
| Training & development       | 3.968 | .415  | .716         |
| Recruitment and selection    | 3.914 | .505  | .743         |
| Performance appraisal        | 3.905 | .425  | .751         |
| Employees job performance    | 4.643 | .447  | .752         |

Table 2. Correlation analysis.

| Variable                      | TR | SE | PA | EJP |
|-------------------------------|----|----|----|-----|
| Training & development        | 1  |    |    |     |
| Recruitment & selection       | .452** | 1  |    |     |
| Performance appraisal         | .533** | .583** | 1 |     |
| Employees job performance     | .635** | .659** | .658** | 1 |

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

Table 3. Regression analysis model summary.

| Variable                     | β   | t    | p    | r   | r²  |
|------------------------------|-----|------|------|-----|-----|
| Training & development       | .372| 7.998| .000 | .438| .192|
| Recruitment & selection      | .583| 14.393| .000 | .659| .434|
| Performance appraisal        | .692| 14.344| .000 | .658| .432|

a. Dépendent variable: EJP (Employees’ job performance)

This indicates that employee job performance will remain constant by 1.781 when recruitment and selection is zero. The beta coefficient of recruitment and selection and employee job performance is 0.583. This means when 1 unit of recruitment and Selection increase, the overall employees job performance will increase by 0.583 units. Hence the $H_2$ was proved to be significant as shown in Table 3. The significance was found between performance appraisal and employees job performance. This indicates that employee job performance will remain constant by 1.363 when performance appraisal is zero. The beta coefficient for employee's job performance is 0.692 this mean when one unit increase in performance appraisal increase, the overall employees job performance will increases by 0.692. Hence the $H_3$ was proved to be significant as shown in Table 3.

4 Discussions

After an exclusive and extensive research study, results show that there is proper system of human capital management practices in telecom sector of Pakistan. Analysis results suggest some possible steps or remedies for employee’s performance enhancement in Pakistan telecom sector. Some specific recommendations for future improvements are given below. The Training programs should conduct in order to increase the level of learning and new effective method must be introduced to evaluate the effectiveness of training programs. Training equipment’s such as techniques and process need to enhance according to latest environment. For expected employees performance manager should analyze procedure and methods of recruitment & selection in organization. Performance appraisal system should be conducted in such a manner which productive and development oriented. Employee’s performance will be increase positively when performance appraisal is equally conducted for booth managers and subordinates. Performance appraisal will be done in such a way which is highly result oriented.

The data which is collected through questionnaires are comprehensive, but a lot of researcher doesn’t understand that what activities are basically happening in all places of the firm. Mostly, certain places
of the replies may have been very true while other place is not true. In fact it is very conceivable to explain with every participant resumed assessment if this has happened. Preferably the investigation or survey should be divided into two discrete surveys, one focus on human capital management and another survey focus on financial position of the organization, to get feedback from top management in organization; this was not done due to time and financial constraints. Another additional aspect of survey which bound the availability of the financial performance department to issue profound financial information about the organization, which administration may not want to release secrete financial performance.

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"Kertas kerja ini ditaja sebahagiannya oleh Pusat Pengajian Siswazah"

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