



**Faculty of Cognitive Sciences and Human Development**

**THE RELATIONSHIP BETWEEN HR PRACTICES AND JOB  
PERFORMANCE**

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**Bachelor of Science (Honours)  
(Human Resource  
Development) 2020**

UNIVERSITI MALAYSIA SARAWAK

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Final Year Project Report

Masters

PhD

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Date:

20 August 2020

**Gred**

**A-**

# **THE RELATIONSHIP BETWEEN HR PRACTICES AND JOB PERFORMANCE**

**SURVIVELYNY MUNDUTEMARIA**

This project is submitted in partial fulfillment of the requirement for  
Bachelor of Science with Honours  
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## **ABSTRACT**

# **THE RELATIONSHIP BETWEEN HR PRACTICES AND JOB PERFORMANCE**

**SURVIVELYNY MUNDUTEMARIA**

The main purpose of this study is to identify the relationship between HR practices and job performance. The independent variables in this research are selection, training, employee empowerment and promotion. A private organisation was chosen for this present study. The research was conducted using quantitative research methodology through convenience sampling. Furthermore, questionnaires had been used to collect the data in this study. The data obtained from the respondents were analysed by using “Statistical Package for Social Science” (SPSS). Descriptive statistic was used to analyse the respondents demographic background such as gender, age, department and length of service of respondents. Meanwhile, Spearman’s correlation analysis had been chosen to analyse and identify the relationship between the independent and dependent variable. The findings of this study showed that there was a significant relationship between selection, training, employee empowerment and promotion towards job performance. Besides, the findings of this research also showed that promotion as the most dominant factor influencing job performance. Recommendation had been made for HR practitioners, organisation and future researchers. HR practitioners should enhance the promotional activities in the manufacturing sector to increase the job performance. Organisation suggested to come up with the appropriate policy in order to promote employees such as implement merit system among the employees itself.

Last but not least, future researchers are encouraged to enhance the number of respondents and specify the gender and department to identify their job performance.

*Keywords:* HR practices, Selection, Training, Employee empowerment, Promotion, Job Performance

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of study

This study is to investigate the relationship between human resource practices and job performance. As indicated by Motowidlo and Kell (2012), job performance is an incentive to the association of the discrete conduct scenes that are moved by a person over a period time. Performance made by this definition is a variable that recognizes the arrangement of practices completed by the arrangement of individual practices just as the arrangement of practices did by a similar individual at various occasions. According to Ling and Bhatti (2014), performance is the achievement of employees and output accepted by the organization. Job performance can be assessed by ability, commitment and style of work. According to Giga, Hoel and Copper (2003), the study claimed that job performance is one of the reasons for workers to do their best in the assigned job. Job performance will be fascinating if the organization offers rewards to its employees who perform well in the given undertaking. This is on the grounds that it will have the option to make work fulfillment among representatives. Based on Campbell et al (1993), job performance is important because it is a key determinant of person, team and organizational effectiveness. The effectiveness is refers to the importance of results that shown from the result of the job performance. They also stated that organisation should measure the job performance based on all of behaviours that value by the organisation itself. Besides, employers can also recognize skills differences between workers based on the result of job performance. This will give employees the opportunity to learn and develop their skills in order to increase their efficiency and effectiveness.

In Malaysia, we are well aware of the issues of stress and depression in the workplace which can contribute to disruptive of job performance. Work stress occurs when

an employee is unable to control their emotions in workplace. According to Ling and Bhatti (2014), work stress always affect employees in workplace and also affect their job performance. Previous study shows that workload impacts job performance where the result shows that female and male employees go through job stress in their workplace (Vijayan, 2017). The study also stated on how to reduce job stress which are through counselling, meditation programmes and other alternatives that can be provided by the organisation in order to improve the performance of the employees. Based on Gharib, Jamil, Ahmad and Ghose (2016) also stated that workload's level that face by academic staff give effect on job performance. Besides that, based on previous study stated that absenteeism and turnover intention also can affect job performance (Jamal, 2007). This issues can lead the employees to low morale in the workplace. The productivity of the employees also can be decreased because of their absenteeism and turnover issues. Thus, in Malaysia, selection, training, employee empowerment and promotion can affect job performance.



## 1.2 Problem statement

There are numerous components that influence work execution. In any case, in view of Kepha et al. (2014), the study shows there were highly significant relationship between's the two factors which is recruitment and selection towards job performance. Tabiu and Nura (2013) found that recruitment and selection has huge impact and effect on employees job performance. In this study we will distinguish the connection among selection and job performance. Selection is essential part because employees with the right skills will perform better for the organisation and indirectly will enhance their job performance.

Training can increase performance of employee and allow them to perform efficiently in their jobs. According to Saw et al. (2017), in-service training has significant relationship with the job performance. Based on Elnaga and Imran (2013), past study shows that training is associated with employee performance. Training will lead benefits to employee and also to the organisation. This supported by Rodriguez and Walters (2017) that stated that training not only for improve competence of employees in perform their task but also to help the employee for more satisfied with their own results of performance.

Based on Rana and Singh (2016), most of the study focused on the relationship of empowerment and job satisfaction. However, Arslan and Zaman (2014) stated that structural and psychological empowerment was significantly positive on job performance. By encourage empowered employees, they will be more productive and also will embrace to change themselves. This indirectly will effect on their job performance. Yamoah (2013), stated that employee empowerment plays a major role in employee's satisfaction and thereby improve their performance in organisation.

Promotion has an important role in every employees. This is because, for workers, promotion means confidence and appreciation of their abilities and ability to maintain a high

position. Based on Wang, Wang and Li (2019), there is limited research that related to impact of promotion justice on job performance and organisational citizenship behaviour. Based on Razak, Sarpan and Ramlan (2018), the preliminary survey results in 2013 stated the promotion of positions is not accurate this is shows by the mismatch between the skill and ability of the employee. However, in this quantitative study will concentrate on identify the relationship between promotion and job performance.

### **1.3 Research objectives**

General objective:

To identify the relationship between selected HR practices and job performance.

Specific objectives:

1. To identify the relationship between selection and job performance.
2. To identify the relationship between training and job performance.
3. To identify the relationship between employee empowerment and job performance.
4. To identify the relationship between promotion and job performance.
5. To identify the dominant factor among HR practices that influence job performance.

### **Research hypothesis**

H1: There is a significant relationship between selection and job performance.

H2: There is a significant relationship between training and job performance.

H3: There is a significant relationship between employee empowerment and job performance.

H4: There is a significant relationship between promotion and job performance.

H5: There is a dominant factors among HR practices that influence job performance.

## 1.4 Conceptual Framework

This study focused on investigate the relationship between selected HR practices and job performance. The conceptual framework (Figure 1) of this study has been constructed based on the literature review.

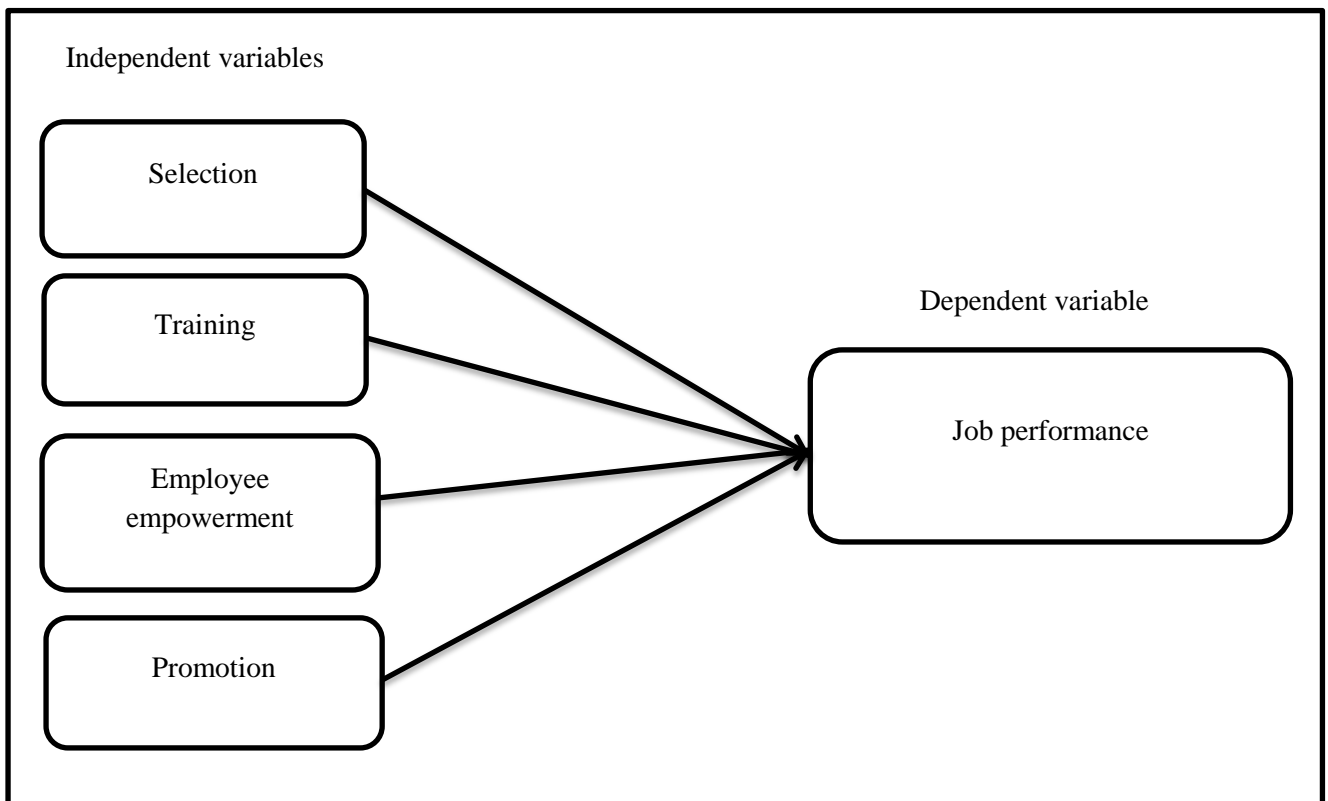


Figure 1: *Conceptual Framework*

Source: adopted from Manzoor et al. 2019 and Aarabi et al. 2013

### **1.5 Significance of study**

For human resource aspect, this research is intended to provide support and information to human resource practices in Kuching, Sarawak to implement planned and strategy in order to achieve in financial, social and ecological goals such as energy saving and waste of the product and at the same time creating human resource base over a long-term. This will encourage human resource practices to concentrate on a long-term organizational dimension such as culture, trust and organizational learning that requires time to develop.

In addition, for the organizational aspect, this research can help to develop organizational structures and improve productivity through selection, training, empowerment and promotion. By doing this research, it also can create positive energy in the organisational environment in order to improve job performance.

Apart from that, in terms of knowledge, this research will be able to add on literature review on HR practices and job performance in Malaysia. It can contribute some input for other researchers out there by helping them to collect some data regarding four HR practices that chosen in this study.

### **1.6 Limitation of study**

The conclusions derived from the findings will need to consider some of the limitation of the study. Firstly, the population is limited to only one manufacturing industry located in Kuching, Sarawak. Therefore, the result only limited to one organisation and not represent the whole manufacturing industry in Kuching, Sarawak.

Next, this study only focus on four selected HR practices which are selection, training, employee empowerment and promotion. There are other HR practices that may influence job performance. However, they are not included in this study.

## **1.7 Definition of terms**

According to Manzoor et al. (2019), a framework of sustainable human resource practices of 3 dimension is to identified the relationship between selection, training and employee employment and job performance. While according to Aarabi et al (2013), a framework of promotion as independent variables and performance as dependent variable to consider either the employee worth of promotion.

### **1.7.1 HR Practices**

#### **Conceptual definition:**

According to Huselid (1995), human resources management practices are used to coordinate human resources and to ensure that those resources are used efficiently in order to achieve organizational goals.

#### **Operational definition:**

HR practices is a guidelines for HR professionals in the organisation itself. In my study, there are four HR practices that included which are selection, training, employee empowerment and promotion.

### **1.7.2 Job performance**

#### **Conceptual definition:**

According to Viswesvaran and Ones (2000), job performance refers to action, behaviour and outcomes of the employee who are engage and associated to contribute along to the organisation goals.

**Operational definition:**

In my study, job performance means goals that need to be reach by the employee or a set of goals of the job, role and organisation.

**1.7.3 Selection****Conceptual definition:**

According to Vlachos (2009), selection is one of the processes to ensure that the organization hires the right people with suitable characteristics and experience to the right position so that they can easily cope with the culture of the organization.

**Operational definition:**

In my study, selection is a process to choosing the candidates who have the appropriate qualifications for the particular position in the organisation. Selection also where employer need to be fair in terms of evaluate the qualities of the candidate.

**1.7.4 Training****Conceptual definition:**

On the basis of the authors Elnaga and Imran (2013), training is programs for employees with knowledge, new skills or opportunities for professional development.

**Operational definition:**

In my study, training is one of the part where employees can learn new skills, concept, attitudes and knowledge. Training also need environment support from manager and

supervisor such as encourage the employee to attend training for enhance employee performance.

### **1.7.5 Employee empowerment**

#### **Conceptual definition:**

According to Manzoor et al. (2019), employees empowerment is providing the power to the employees to make decision in the organisation.

#### **Operational definition:**

In this study, employee empowerment is a process of giving employees power, authority, responsibility and resources to make decisions and solve work problems.

### **1.7.6 Promotion**

#### **Conceptual definition:**

Based on Razak et al (2018), the promotion is a condition in the labor market that has moved from a higher position in salaries, duties and organizational levels.

#### **Operational definition:**

In my study, promotion is upward movement of an employee from their one position to the higher one that will increase in salary, status and responsibilities. The characteristics promotion policy should be fair and impartial where employer should give the opportunity to all employee that deserved the promotion award.

### **Chapter Summary**

In this chapter 1, it discuss more about background of study and problem statement that related to job performance issues. It also briefly clarify about the objectives, hypothesis