EXAMINING THE EFFECT OF HR PRACTICES ON JOB PERFORMANCE IN NIGERIAN POLYTECHNICS

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Abstract

Evidences from the literature have established that HR practices are significant predictors of job performance. Likewise, AMO model postulates that performance of the firm can be expedited through AMO model-based HR practices. Therefore, this research tested AMO model by examining the effects of recruitment & selection, training & development, performance appraisal, compensation, and employee involvement on job performance in the context of Nigerian Polytechnics. Data were collected from 702 academics of the North-west Nigerian polytechnics and then analyzed via the partial least squares method (PLS) algorithm and bootstrapping techniques. The overall results indicate that the extant literature and AMO model have established that HR practices are significantly related to job performance, but the relationship is contingent on organizational factors or environmental factors, and functionality of HR practices is context-dependent, because the failure or success of HR systems can hinge on boundary conditions. Thus, future research should endeavor to investigate the boundary condition in the HR practices-performance connection.

Also, managements of the organizations could adopt different kinds of HR practices to enhance job performance in the organization, but the findings of this research indicate that caution should be taken in selecting the type of HR practices to be adopted, because functionality of HR practices is context-dependent.

Keywords: HR practices, HRM, job performance, AMO model, Nigeria

INTRODUCTION

Drawn upon the extant literature (e.g., Jibrin-Bida, Abdul-Majid, & Ismail, 2017; Ismail, Abdul Majid, & Joarder, 2017; Fu, 2013; Koshy & Suguna, 2014), it is undoubtedly an established fact that success of the contemporary organizations depends on productive employees, because employees are instrumental to the accomplishment of organizational objective, and organizational feat is contingent upon employees. Organizational strategies and plans are turned into reality via the efforts, productivity, and performance of skillful employees. Therefore, it is imperative for the organizations to improve the performance by adopting performance-enhancing strategies and practices that will enhance competitive advantage of the organizations.

There have been a mushrooming number of studies on the determinants of job performance. The extant literature on job performance cuts across many fields of research, but the studies such as Fu (2013); Ismail, Abdul Majid, and Joarder (2017); Deleryand Doty (1996); Sivapragasam and Raya (2018) have established and accentuated the fact that human resource (HR) practices are significant and indispensable determinants or predictors of job performance. This gives support to Ability-Motivation-Opportunity (AMO) model, which postulates that performance of the firm can be expedited through three factors which are ability, motivation and opportunity. AMO model highlights that empowered and motivated employee with boosted KSAs would remain in the organization and record higher performance which consequently enhance higher performance (Appelbaum & Kamal, 2000; Boxall & Macky, 2009; Browning, 2006; Gyensare & Asare, 2012).

The first factor of AMO model, which is ability, can be achieved through recruiting and selecting quality personnel. Jiang Lepak, Hu, and Baer (2012) assert that ability of the firm's human capital can be enhanced through all-inclusive recruitment, rigorous selection, and broad training. The second factor can be accomplished through motivation-enhancing HR practices such as performance appraisal and competitive compensation. The HR practices such as

employee involvement constitutes what can be used to empower employees and give them opportunity which is the third factor.

Taking this into cognizance, this research endeavors to test AMO model by examining the effects of recruitment and selection, training and development, performance appraisal, compensation, and employee involvement on job performance in the context of Nigerian Polytechnic as this will provide more insights and solidify the existing body of knowledge in the performance research fields.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Job performance which is an offshoot of connections between employee ability, discretionary effort, and performance opportunities and team performance, is a crucial factor that influences organizational performance. Behaviors of an individual (employee) who contributes to the organizational goal accomplishment constitute what is called job performance. This indicated that job performance is the expected value of what people do in organizations which are relevant towards enhancing organizational effectiveness. Job performance also refers to the ability of employees to carry out responsibility, at a given time by using the appropriate procedure and available resources (see Borman & Motowidlo, 1993).

Moreover, enhanced performance of the firm hinges on three factors of AMO model. The three factors are ability, motivation and opportunity. AMO model postulates that empowered and motivated employee with boosted KSAs would remain in the organization and record higher performance which consequently enhance higher performance (Appelbaum & Kamal, 2000; Boxall & Macky, 2009; Browning, 2006; Gyensare & Asare, 2012). HR with knowledge and competencies are the key assets in assisting firms to survive and sustain their competitive advantage (see Fu, 2013; Ismail et al., 2015a). Performance is enhanced through HR practices that can build-up employee capability, commitment and productivity (Posthuma et al., 2013). It has been recognized that compensation, training and development, and performance are considered HR 'best practices' which have consistently influence performance positively (see Ismail, Abdul-Majid & Joarder, 2017; Posthuma et al., 2013).

Consistent with AMO model, Jiang Lepak, Hu, and Baer (2012) mentioned that ability of the firm's human capital can be enhanced through all-inclusive recruitment, rigorous selection, and broad training. Thus, the first factor of AMO model, which is ability, can be achieved through recruiting and selecting quality personnel, and training. The second factor can be accomplished through motivation-enhancing HR practices such as performance appraisal and competitive compensation. The HR practices such as employee involvement constitutes what can be used to empower employees and give them opportunity which is the third factor.

Thus, this study adopts AMO model-based HR practices which involve recruitment & selection, training and development, compensation, performance appraisal, and employee involvement. In addition, some of these practices are considered 'best practices' and 'cross cultural HR practices' (Posthuma et al., 2013) and 'tested and trusted', which can be applied across all industries and countries. In addition, scholars have suggested further studies concerning the selected HR practices (see Jibrin-Bida & Abdul-Majid, 2017; Cobblah & Walt, 2017; Bonsu & Kusi, 2014; Tabiu, Pangil & Othman, 2016; Fasasi & Oyeniran, 2016).

Furthermore, while recruitment is the act of producing competent employees to apply for employment in an organization (French & Rumbles, 2010), selection is the process in which the numbers of the job applicants are reduced, and applicants with the best qualifications are chosen (Bohlander & Snell, 2007). A few numbers of empirical studies have link recruitment and selection with job performance. For instance, Tabiu and Nura (2013) found that recruitment and selection variable is positively related to job performance. Also, Kepha Mukulu, and Waititu (2014) conducted a study in five government-owned research institutes in Kenya on the link between recruitment and selection and job performance. They distributed a total number of 256 questionnaires, and only 184 were returned representing 71.9% rate of return. The study employed descriptive and correlation research design. The findings of the study indicated that correlation between recruitment and selection and job performance was highly significant.

In addition, Saleem and Khurshid (2014) conducted a study on the effect of recruitment and selection, training and development, organization commitment and compensation and job performance in the banking sector of Pakistan. The result of correlation analysis indicates strong positive connexion among recruitment and selection and job performance. Also, Babagana (2014) studies the impact of recruitment and selection on polytechnics in Nigeria. The findings of the studies show a positive relationship between recruitment, and selection and job performance.

Training and development have been acknowledged to be one of the essential segments of HR practices in the field of human resource management (Joarder, Sharif, & Ahmmed, 2011). Training as special activities is intended to help to learn of skills, attitude and knowledge between the employees in the organization to improve their specific work performances as well as achieving organizational goals (Edralin, 2004). Conversely, development activities are aimed at the long-term by preparing future work responsibilities and the current work as well. Training and development focus on technical training, skills, counseling and other developmental programs (Truss, Mankin, & Kelliher, 2012).

Numerous research findings (see Amin, Saeed, & Lodhi, 2013; Hassan, 2016; Asfaw, Argaw, & Bayissa, 2015; Hafeez & Akbar, 2015; Falola, Osibanjo, & Ojo, 2014; Tabiu, Pangil,

&Othman, 2016 etc.) have indicated a significant positive relationship between training and development and job performance. For instance, Tabiu, Pangil, and Othman (2016) examined the contribution of training and development in improving the job performance in some northern Nigerian public sector organizations. The findings of the study showed that training and development is positively related to job performance. Additionally, in the context of employment relationship, when the management of an organization provides employees with sufficient training and development opportunities, this will send a message to employees that the organization cares for them (Aguinis & Kurt Kraiger, 2009), and such employees will tend to reciprocate to perform the job in the most effective and efficient ways towards the achievement of organizational goals and objectives.

Compensation is also regarded to be among the essential HR practices. Odunlami and Matthew (2014) define compensation as all kind of fiscal returns and physical benefits that an employee received as part of his/her contract. However, this definition is deficient as it does not consider other elements of compensation like non-financial aspects. Therefore, Anitha (2014) defined compensation as an essential feature of employee engagement which involves non-financial and financial that motivate employees to achieve and focus more on work and personal development. Similarly, compensation can be seen as HRM practice that involve with all type of rewards obtain by workers in organizations for exchange of what they performed towards achieving organizational goals (John & Qian, 2003). Also, social exchange theory (SET) postulates that, in a social relation, the reciprocity and good gesture between two parties govern the entire relationship (Blau, 1964). Therefore, in a situation whereby, a good gesture from one party (employer through HR practices) is returned with a similar good gesture (employee through performance). In this regard, if the employee perceived that the organization provided him with appropriate compensation, then such employee will tend to reciprocate with good performance.

The extant studies (e.g., Tabiu, 2016; Rizal et al. 2014; Hassan, 2016; Quartey & Attiogbe, 2013; Subekti & Setyadi, 2016; Odunlami & Matthew, 2014; Oluigbo & Anyiam, 2014) found that compensation has a significant positive on job performance. These studies supported that adequate compensation package encourages employees towards the higher task, contextual and adaptive performance. Furthermore, Calvin (2017) studied the impact of two dimensions of compensation (salaries & wages and bonuses & incentives) on job performance in two selected institutions in Zamfara State, Nigeria. The findings of the study indicate a significant positive relationship between compensation and employee job performance.

Besides, performance appraisal can be defined as an assessment of employees on how well they do their jobs based on the performance scale (Akinbowale, Jinabhai, & Lourens,

2013). Also, performance appraisal is believed to be a key that provide an encouragement to the talented employees to be satisfied with the organization (Joarder & Ashraf, 2012). Performance appraisal is seen as a continuous process, not just a year of exercise. In general, performance appraisal is a process in which organizations evaluate the employees to find out their performance level as well as using it as an instrument for organizational decision making, firing and upgrading of the employees in the organizations. Additionally, through performance appraisal, which is a vital means for evaluating employees in the organizations, individual employee's strengths and opportunities are measured for the future improvements, and the level of organizational goals attainment is assessed to guide the organizations' future planning and development (Daoanis, 2012). Several empirical studies have established that performance appraisal is positively related to job performance in organizations (Ojokuku, 2013; Mir & Ahmed, 2014; Hassan, 2016; Owoyemi & George, 2013; Arabia, et. al., 2014; Kuvaa's, 2010; Singh, et. al., 2010; Daoanis, 2012). Similarly, studies conducted by Akhtar et al. (2013) and Nadarasa (2013) revealed the significant positive influence of performance appraisal on job performance.

As for employee involvement, it refers to the process through which information is exchanged in an organization (Posthuma et al., 2013). The practice had been found to affect creativity climate Heffernan, Harney, Cafferkey and Dundon (2016), and organizational performance (Gittell, Seidner, & Wimbush, 2010). Also, Demo et al. (2012) defined employee involvement as an organizationally expressed proposal, with practical and theoretical constructions, to have an effective connection and contribution with the employee's well-being at work, regarding relationship, acknowledgment, participation, and communication. Expecting the employee to perform a task, the instruction must be given to the concerned employee. In the same manner, if the performance of the organization is to be accomplished, there is a need for communication of organizational goals and strategy to the employees. Workers should be equipped with financial and strategic information of the firm to improve and enrich workers' job-related knowledge.

Evidence from the literature indicated a positive relationship between employee involvement and job performance (Hassan, 2016; Ali & Rizwan, 2013; Cho & Yoon, 2009; Nadarasa, 2013). Also, Hassan (2016) investigated the impact of employee involvement on job performance in the Textile industry of Pakistan. Using a sample of 68 employees, the data were analyzed through Pearson correlation statistical and regression technique, and the result revealed that employee involvement has a positive impact on job performance. Also, the findings of Tabiu and Nura (2013) and Nadarasa (2013), signified the positive influence of employee involvement on job performance.

Based on the discussion above, the current study formulates the following hypotheses:

i. *Recruitment and Selection would have a significant positive effect on employee job performance.*

ii. *Training and development would have a significant positive effect on employee job performance.*

iii. *Compensation would have a significant positive effect on employee job performance.*

iv. *Performance appraisal would have a significant positive effect on employee job performance.*

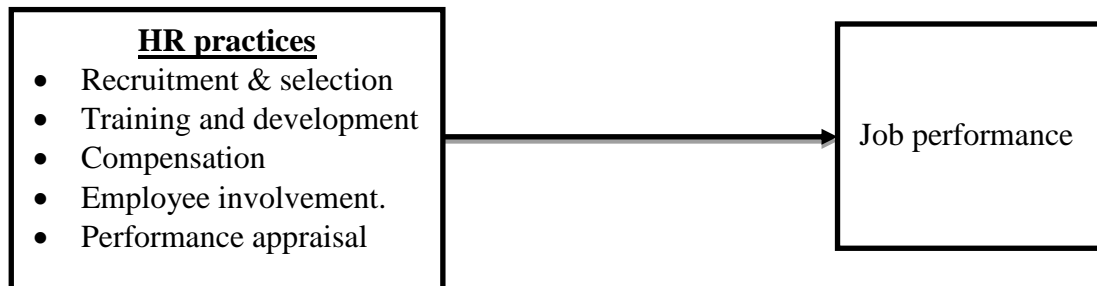v. *Employee involvement would have a significant positive effect on employee job performance.*

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│        HR practices         │                    │                 │
│  • Recruitment & selection  │                    │                 │
│  • Training and development │ ─────────────────► │ Job performance │
│  • Compensation             │                    │                 │
│  • Employee involvement.    │                    │                 │
│  • Performance appraisal    │                    │                 │
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Figure 1: Research framework

METHODOLOGY

Drawn on cross-sectional survey approach, data were obtained from the academics of the North-West Nigerian polytechnics and analyzed using SPSS version 21 and Smart PLS 3 software packages, and the two-step approach, as suggested by Chin (1998), was adopted to obtain valid and reliable results. Based on Hair, Ringle, and Sarstedt's (2011)'s proposition, the two-stage approach which includes the measurement model and structural model was undertaken. Sample size was determined using Krejcie and Morgan's (1970) benchmarks and the supposition of Hair, Hult, Ringle, and Sarstedt (2014), given the fact that the level of confidence and precision is been taken care of, and minimized sampling error is guaranteed by the approaches. Thus, from a population of 4441, a sample size of 702 was chosen to stand in for the entire population of the study. In sampling the respondents from the entire population, the study used the disproportionate sampling technique, given that it is considered appropriate for a population that is large in number (Sekaran & Bougie, 2010).

The items of job performance were adapted from Tsui et al., (1997); Motowildo and Van Scotter (1994), while the instruments of HR practices were adapted from Demo, Neiva, Nunes, and Rozzett (2012). The items constituting working condition were adapted from Uline and

Tschannen-Moran (2008). All items were scaled with 5-Likert scale. In this study, a total of 702 questionnaires were distributed to the respondents (the academic staff of 7 North Western polytechnic of Nigeria), but only 546 questionnaires were returned. Out of 546 returned questionnaires, only 539 questionnaires were usable, but 7 questionnaires were rejected because they were incomplete. This shows that 546 out of 722 questionnaires represent overall response rate of 75.6 per cent, but 539 questionnaires, representing a valid response rate of 74.7 per cent were used in the analysis.

RESULTS AND DISCUSSION

Demographic information of the respondents of the current study indicates that majority of the respondents participated in the survey are males as 467 respondents, representing 85.5% are males, but the remaining 79 respondents, indicating 14.5%, are females. As for the marital status of the respondents, 489 respondents representing 89.6% are single while 57 respondents representing 10.4% are married. Moreover, 10 respondents representing 1.8% of the participants were between 20-25 years of age while 27 respondents accounting for 4.9% fell within the age bracket 26-30 years. 114 respondents which represents 20.9% of the sample were between 31-35 years of age, but 198 respondents representing 36.3% fall within the age range 36-40 years. The remaining 195 respondents, representing 36.1% are 40 years of age or above.

Furthermore, the respondents with PGD/Master's degree certificates constitute the highest number of response rate as they represent 57.7% response rate while HND/degree holders represent 24.4% response rate. Only 98 of the respondents, representing 17.9%, hold PhD degree certificates. With regards to the designations of the respondents, majority of the respondents, representing 23.6%, are in the category of lecturer 2. The second highest category are senior lecturers with 22.2% response rate. 18.7% of the respondents are in the lecturer 1 category, but 94 respondents (17.2%) are in the lecturer 3 category. While 53 respondents representing 9.7% are chief lecturers, 47 respondents (8.6%) are principal lecturers. Finally, 188 respondents representing 34.4% have between 6-10 years of service while 109 respondents representing 20.0% have between 11-15 years of service. 107 respondents representing 19.6% have between 2-5 years of service, 60 respondents representing 11% have between 16-20 years of service, 50 respondents representing 9.2% have between 21-25 years of service, and 32 respondents representing 5.9% have 26 or above years of service.

In summary, the above discussion indicates that respondents varied substantially in terms of their backgrounds, which indicates that the data used were from the respondents of different demographic backgrounds, and thus enriching generalizability of the result of the study.

Measurement Model (Outer Model) Evaluation

Measurement model evaluation is for validation of the indicator reliability, internal consistency reliability, convergent validity, and discriminant validity of the constructs (Hair, Hult, Ringle, &Sarstedt, 2014).
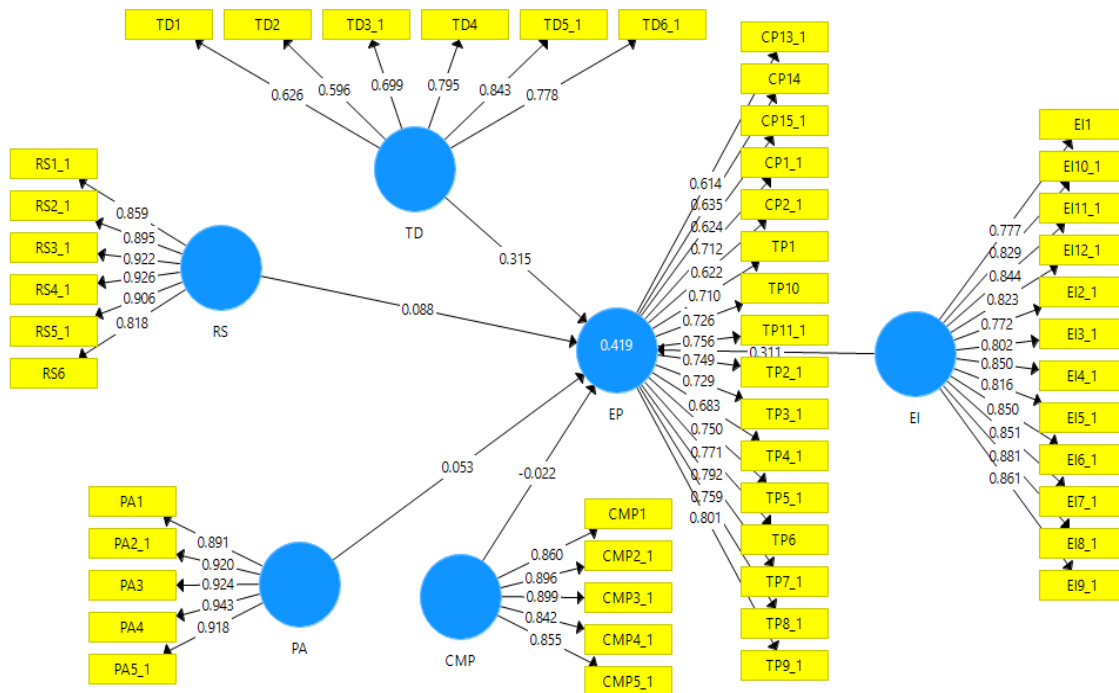

Figure 2: Measurement Model Evaluation Result

Table 1: Indicator Reliability, Internal Consistency, and Convergent Validity

Constructs	Items	Loadings	CA	CR	AVE
Compensation	CMP1	0.860	0.920	0.940	0.758
	CMP2_1	0.896			
	CMP3_1	0.899			
	CMP4_1	0.842			
	CMP5_1	0.855			
Employee Involvement	EI1	0.777	0.959	0.964	0.689
	EI10_1	0.829			
	EI11_1	0.844			
	EI12_1	0.823			
	EI2_1	0.772			
	EI3_1	0.802			
	EI4_1	0.850			

	EI5_1	0.816			
	EI6_1	0.850			
	EI7_1	0.851			
	EI8_1	0.881			
	EI9_1	0.861			
Performance Appraisal	PA1	0.891	0.954	0.965	0.846
	PA2_1	0.920			
	PA3	0.924			
	PA4	0.943			
	PA5_1	0.918			
Recruitment & Selection	RS1_1	0.859	0.946	0.957	0.789
	RS2_1	0.895			
	RS3_1	0.922			
	RS4_1	0.926			
	RS5_1	0.906			
	RS6	0.818			
Training & Development	TD1	0.626	0.828	0.870	0.531
	TD2	0.596			
	TD3_1	0.699			
	TD4	0.795			
	TD5_1	0.843			
	TD6_1	0.778			
Job performance	TP1	0.710	0.936	0.944	0.514
	TP10	0.726			
	TP11_1	0.756			
	TP2_1	0.749			
	TP3_1	0.729			
	TP4_1	0.683			
	TP5_1	0.750			
	TP6	0.771			
	TP7_1	0.792			
	TP8_1	0.759			
	TP9_1	0.801			
	CP13_1	0.614			
	CP14	0.635			
	CP15_1	0.624			
	CP1_1	0.712			
	CP2_1	0.622			

Note: AVE: Average Variance Extracted; CR: Composite Reliability; CA: Cronbach Alpha.

Table 2: Discriminant Validity

Constructs	CMP	EI	EP_	PA	RS	TD
CMP						
EI	0.711					
EP_	0.519	0.592				
PA	0.858	0.761	0.543			
RS	0.877	0.696	0.535	0.821		
TD	0.622	0.566	0.608	0.619	0.632	

Note: CMP=Compensation; JP=Job performance; PA=Performance Appraisal; TD=Training and Development; RS= Recruitment & Selection; EI=Employee Involvement.

Regarding the indicator reliability, it indicates the suitability and capability of items (i.e. indicators) spawned for a particular construct in measuring the main concept in a given research (Hair, Black, Babin, & Anderson, 2010). According to Hair, Hult, Ringle, and Sarstedt (2017), the items with loadings above 0.5 have fulfilled the threshold for indicator reliability (Hair et al., 2014). With the result depicted in Table 1 and Figure 2, the outer loadings of individual items, which range between 0.596 to 0.943, show higher value on their respective constructs, and thus signifying sufficient levels of indicator reliability. However, 11 items from employee job performance fell below the threshold value of 0.5 (Hair et al., 2011), did not fulfil the required levels of indicator reliability, and were all removed from the subsequent analysis, because an indicator whose outer loading falls below the threshold value of 0.5 should be removed to avoid distortion of result at structural model estimation stage.

In Table 1, the estimation of internal consistency reliability is presented. Internal consistency reliability is a form of reliability used to judge the consistency of results across items on the same test. It determines whether the items measuring a construct are similar in their scores (i.e., if the correlations between the items are large) (Hair et al., 2017). To check for internal consistency reliability, composite reliability value and Cronbach's alpha value should be vetted, composite reliability should be higher than 0.70, but composite reliability values below 0.60 indicate a lack of internal consistency reliability (Hair et al., 2017). Also, the minimum threshold for the value of Cronbach's Alpha is put at 0.6 by Sekaran (2003). The result in the in Table 1 indicates that all the constructs of the study have high levels of internal consistency reliability, as the composite reliability and Cronbach's alpha values of all the constructs are well above the threshold values of 0.7 and 0.6 respectively.

With regards to convergent validity assessment, it refers to the extent to which a measure correlates positively with alternative measures of the same construct (Hair et al., 2017). Convergent validity assessment is based on Average Variance Extracted (AVE) values.

AVE, which should be 0.5 or above, refers to the grand mean value of the squared loadings of the indicators associated with the construct (i.e., the sum of the squared loadings divided by the number of indicators) (Hair et al., 2017). Thus, the AVE is equivalent to the communality of a construct. AVE values of the constructs of the current study ranged between 0.506 and 0.846, and thus well above the minimum requirements of 0.5 (Hair et al., 2011). This informs that all the constructs of the study have the highest levels of convergent validity.

The last aspect of the measurement model involves discriminant validity which denotes the extent to which a construct is truly distinct from other constructs by empirical standards. Heterotrait-monotrait ratio (HTMT) of the correlations was adopted in this study for discriminant validity evaluation (Hair et al., 2017). HTMT is the ratio of the between-trait correlations to the within-trait correlations (Hair et al., 2017). The result in Table 2 confirms the discriminant validity of this study's constructs, as the HTMT values for all pairs of constructs in a matrix fell below the threshold value of 0.90. In sum, having confirmed the content validity, convergent validity, and discriminant validity of the constructs of this research, it can then be claimed that the construct validity and reliability have been established in this study.

Structural Model

The purpose of running the model with all variables was to establish the results of direct effect of HR practices on job performance (Figure 3, Table 3 and Table 4).
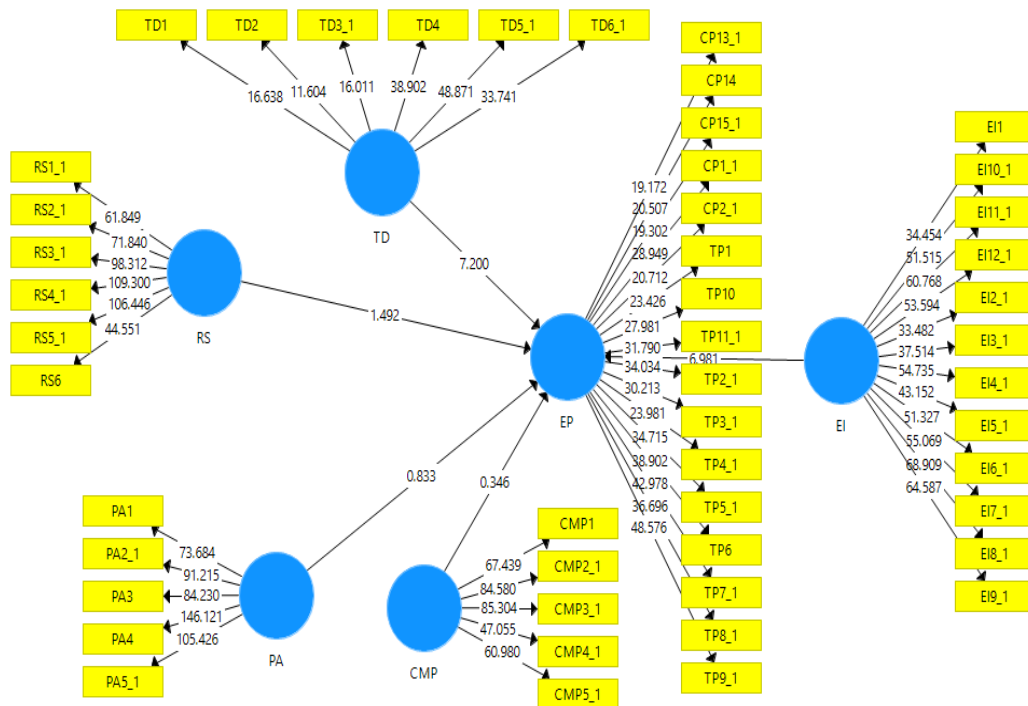

Figure 3: Structural Model Evaluation Result

Table 3: Hypotheses Testing and Effect Size

	BETA	STD	T Stat	Confidence Interval		P Val	Decision
				5.0%	95.0%		
CMP -> EP_	-0.022	0.063	0.346	-0.122	0.089	0.365	Not Supported
EI -> EP	0.311	0.045	6.981	0.244	0.390	0.000	Supported
PA -> EP	0.053	0.064	0.833	-0.057	0.151	0.202	Not Supported
RS -> EP	0.088	0.059	1.492	-0.008	0.182	0.068	Not Supported
TD -> EP	0.315	0.044	7.200	0.248	0.386	0.000	Supported
Effect Size of the HR Practices on Job performance							
Constructs			F^2			**Effect Size**	
CMP			0.000			No effect	
EI			0.068			Small effect	
PA			0.001			Small effect	
RS			0.004			Small effect	
TD			0.097			Small effect	

Considering Table 3, Figure 2, and Figure 3, R square value of 0.419 (See Figure 2) signifies that, in the model, recruitment & selection, training & development, compensation, performance appraisal and employee involvement explain 42% of the variance in employee job performance. Moreover, the result (β = 0.311, t=6.981, p< 0.01; β = 0.315, t=7.200, p< 0.01) indicates positive effect of employee involvement and training & development on job performance. However, the direct path regarding the relationship between recruitment & selection, compensation, performance appraisal and job performance, respectively representing β = 0.088, t = 1.492, p> 0.05; β = -0.022, t = 0.346, p> 0.10; β = 0.053, t = 0.833, p> 0.10, are non-significant. This result indicates that recruitment & selection, compensation, and performance appraisal have non-significant effect on job performance.

As for the effect size in the structural model evaluation, job performance is explained by employee involvement, performance appraisal, recruitment & selection, and training & development with effect size (f^2) of 0.068, 0.001, 0.004, and 0.097 respectively, indicating that employee involvement, performance appraisal, recruitment & selection, and training & development have small effect size on job performance respectively, but compensation, with effect size (f^2) of 0.000, has no effect on job performance. Moreover, predictive relevance (Q2) of this research model was estimated using the blindfolding technique (Chin, 1998). The cross-validation redundancy (CVR) value, which is 0.197, established adequate predictive relevance of the model based on Fornell and Cha's (1994) criteria, which dictated that CVR

values must be larger than zero before predictive relevance of a research model can be established.

Summing up the result, training & development and employee involvement are significant drivers of enhanced job performance. This result is consistent with the existing literature such as Ismail, Abdul Majid, Jibrin-Bida and Joarder (2019); Hassan (2016); etc. This finding indicates that training and development can be designed to improve worker's skills, and competencies required for the performance of present and future tasks, which will in turn improve job performance of the employees. Because an enhanced performance is possible, if training and development are given due priority in the organization so that employees would have the opportunity to acquire new skills (Ulrich, 1997). Extensive training can foster the development of creativity-relevant skills (e.g., ability to generate alternative solutions), as well as the development of domain-relevant skills (e.g., product knowledge and customer service skills), which are necessary to demonstrate creativity in the work process. In addition, training and development, which are aligned with digital technology, can be designed to improve domain- and creativity-relevant skills. Training workers can enhance creativity by boosting employees' feeling of competence and consequently giving rise to enhanced intrinsic motivation (Ryan & Deci, 2000).

Also, the result signifies that employee involvement, whichcan enrich worker's job-related knowledge and inspire employees to use their domain-relevant and creativity-relevant skills to propose developments and create new ideas, can motivate employee and in turn translate to employee task performance. This also indicates that if the performance of the organization is to be accomplished, there is a need for employee involvement in the organizational strategic planning and the strategies designed to accomplish the organizational goals and objectives. Workers should be equipped with financial and strategic information of the firm to improve and enrich workers' job-related knowledge.

Nevertheless, performance appraisal, compensation, and recruitment & selection do not significantly predict job performance, despite that the existing literature have established that recruitment and selection can induce increased levels of employee commitment and consequently would result in higher performance; that performance appraisal that are tied to organizational strategies could improve individual job performance; and that fair compensation can improve performance. Probable reason for this result could be linked to the fact that environment, as postulated by contingency theory, within which organizations operates matters most. Guest (2011) posited that the way in which human resources are managed forms a potential source of sustainable competitive advantage for organizations.

CONCLUSION

Evidences from the literature have established that HR practices are significant predictors of job performance. Likewise, AMO model postulates that performance of the firm can be expedited through AMO model-based HR practices. Yet, the HR practices-performance relationship is contingent on organizational factors or environmental factors, because the environment within which a firm operates has influence on firm's strategies and policies, and it can consequently impact the application of HR practices and its attendant effect on performance (Teo, Le Clerc, & Galang, 2011).Thus, future research should endeavor to investigate the boundary condition in HR practices-performance connection, as this will yield thoughtful implications to research and offer a deeper perspective on what can represent generalizable findings and commonly-held views in HRM research field, and thus enrich the theories (Goldsby, Knemeyer, Miller, & Wallenburg, 2013).

Practically, managements of the organizations could adopt different kinds of HR practices to enhance job performance in the organization, but the findings of this research indicate that caution should be taken in selecting the type of HR practices to be adopted, because functionality of HR practices is context-dependent, because the failure or success of HR systems can hinge on boundary conditions (Chadwick, Way, Kerr, & Thacker, 2013).

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