

Moderating Effect of Management Support on the Relationship Between HR Practices and Employee Performance in Nigeria

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Abstract

Given that management support and decisions do influence all the aspects of organization, this study investigates moderating effect of management support on the relationship between recruitment and selection, training and development, compensation, performance appraisal and succession planning and employee performance. The cross-sectional survey approach was used in which data were collected from 450 academics in the state-owned polytechnics in Nigeria. The partial least squares method (PLS) algorithm and bootstrapping techniques were used to test the study's hypotheses. The results provided full support for four out of five hypothesized direct relationships. Likewise, the seventh and ninth hypotheses were supported. The overall findings signify that recruitment and selection, training and development, performance appraisal and succession planning are strong and positive predictors of employee performance, and management support is a moderator in training and development–employee performance relationship, and in compensation–employee performance connection. The result signifies that management support fortifies the effectiveness in the human resource practices–performance relationship. Limitation and suggestion for the future research are also discussed.

Keywords

Employee performance, HR practices, recruitment and selection, training and development, compensation, performance appraisal, succession planning

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Introduction

Crucial to the future of any organization is its employees. Employees are instrumental to the accomplishment of organizational objective. Equally, organizational success is contingent upon employees, given their possession of the required skills, knowledge and competencies needed for the execution of organizational strategy and planning (Fu, 2013; Ismail, Abdul-Halim, & Joarder, 2015a). Considerable research has emphasized the significance of improving employee performance (e.g., Ismail, Abdul-Halim, & Joarder, 2015b), because it results in competitive advantage. Thus, it becomes imperative for organizations to create strategies that would enhance the performance of their workers.

Moreover, human resource, according to Fu (2013) and Seidu (2011), constitutes a part of many resources that enhance sustainable competitive advantage for the organizations and the consequent firm performance. While substantial numbers of research, such as Delery and Doty (1996), Seidu (2011) and Sivapragasam and Raya (2018), have established the link between human resource (HR) practices and enhanced employee performance and employee outcomes, some studies claimed the otherwise (e.g., Guest, Michie, Conway, & Sheehan, 2003; Wall & Wood, 2005; Wright & Gardner, 2003). The position of Guest et al. (2003) in their research indicates that stricter tests adopted to examine HR practices–performance nexus signifies little or no association between human resource management (HRM) and performance. Thus, conducting this kind of research is imperative to solidify the existing body of knowledge in the research field.

In addition, contingency theory supposes that the context within which organizations operate matters most; this supposition could imply to the application of HR practices because HR practices can be destructive or helpful because failure or success of HR practices depends on internal and external boundary conditions, and the environment in which organization operates determines to a large extent the HR policies and practices (Chadwick, Way, Kerr, & Thacker, 2013; Teo, Le Clerc, & Galang, 2011). Management support, which denotes provision of the instruments and resources by the management of an organization for the workers to accomplish novel work, is considered a befitting moderating variable that explains the inconsistencies in the findings from extant research on HR–performance link, given that the decisions of the management do influence all the aspects in an organization, and that management support is a predictor of discretionary and active work-related behaviours (Cabrera, Collins, & Salgado, 2006).

It is against this backdrop and the attempt to accomplish a profound insight and advance the field of knowledge that the current study aims to examine the moderating effect of management support on the relationship between recruitment and selection, training and development, compensation, performance appraisal and succession planning and employee performance.

Literature Review

In this section of the study, literature review on HR practices, employee performance and management support, and the relationships among the variables was done to authenticate the research questions the current research aims to answer.

Conceptual Background of the Variables of the Study

Issues revolving around the concept of performance have substantially caught the attention of both researchers and the practitioners, but what is interesting in it is that performance should be defined and

measured in relation to the context within which it exists (Lebas & Euske, 2002 posit that). Moreover, employee performance has attracted numerous definitions. Among these definitions is that of Viswesvaran and Ones's (2000) definition which described employee performance as the way in which employee efficiently takes actions and contributes with behaviours that are consistent with firm's goals.

Employee performance upon which the overall organizational performance hinges involves employee's monetary or non-monetary outcome (Anitha, 2014). Performance is often rewarded by financial and other benefits. Organization wants employees with high performance as they would expedite the accomplishment of their goals, delivery of the products and services, and finally the achievement of competitive advantage (Sonnentag, 2003).

Furthermore, there are some organizational resources involving human resources, financial resources and technological resources, but human resource (HR) is crucial to the future of any organization, and they are instrumental to the accomplishment of organizational objective. HRs with knowledge and competencies are the key assets in assisting firms to survive and sustain their competitive advantage. Organizational performance is enhanced through employee-oriented HR practices that can build up employee capability, commitment and productivity (Posthuma, Campion, Masimova, & Campion, 2013). Firm that enhances its employee productivity and performance will continue to thrive and flourish (Gardner, Wright, & Moynihan, 2011). Equally, HR and its management through HR practices form an indispensable part of the whole of competitive advantage and performance (Amarakoon, Weerawardena, & Verreynne, 2016; Chahal, Jyoti, & Rani, 2016; Delery & Roumpi, 2017).

With regards to HRM, it represents a strategic approach through which employment relations are managed. This approach holds that people's capabilities are crucial to accomplishing competitive advantage (Bratton & Gold, 2007). From this definition, it can be said that HRM should consider employees as assets and instrumental to accomplishing competitive advantage. HR practices have received increased attention for its impact on employees' performance. The majority of the research works in this area have focused on the degree to which the HR practices can enhance individual and organizational performance (Joarder, Sharif, & Ahmed, 2011).

HRM practices can be employed to accomplish enhanced employee performance, but which HR practices are effective in achieving employee performance is not yet resolved. The review of extant literature (e.g., Boselie, Dietz, & Boon, 2005; Wood & Wall, 2007) indicates that identification of HRM practices significantly differs across studies. This led to different conceptualization of a set of HRM practices. Nevertheless, to enhance parsimony in the concept development and measurement and underpinned by Saleem and Khurshid's (2014) supposition, this study adopted five HRM practices, namely, recruitment & selection, training & development, compensation, performance appraisal and succession planning.

The selection of these practices is underpinned by the fact that the practices are considered best practices which have been 'tested and trusted' and can be applied across all industries and countries, because these practices have consistently lead to higher individual and organizational performance (Werner, 2011) indicating a linear causal relationship between the practices and performance. In addition, the introduction of succession planning as a new variable in this study is connected with the fact that appointment of new academic leaders like rector marked the beginning of crises in Nigerian polytechnics. Posthuma et al. (2013) asserted that succession planning has been found to be under-studied, despite a mushrooming body of literature that has surfaced over years on HRM-performance relationship, thus, indicating dearth of studies on its impacts on performance.

Moreover, recruitment and selection also refer to any practice or activity engaged in by organization with the primary aim of recognizing and enticing prospective employees (Noe, Hollenbeck, Gerhart, & Wright, 2008). It is an essential function of an organization because it binds together manager and

worker. Recruitment incorporates all the activities that managers engage in developing qualified candidates for suitable positions (George & Jones, 2006). In addition, training represents the prearranged and organized alteration of behaviour via learning events, programmes and instruction which facilitate individual worker to attain certain levels of knowledge, skill and compliance required for the effective job performance (Armstrong, 2006). Equally, development involves the augmentation of worker's KSAs (i.e., knowledge, skills and abilities) (Truss, Mankin, & Kellither, 2012).

Compensation involves type of rewards that employees receive in an exchange for what they have performed towards achieving organizational objectives. Compensation packages vary for different workers depending upon their levels and types of formal education, experience and training (Pedro & Vicente, 2007). With regards to performance, appraisal is a vital tool to measure the frameworks set by any organization for its employees. Performance appraisal has been and still is the most problematic HR area and the most avoided/detested HR area for line managers and HR departments alike (Dessler, 2011). Performance appraisal can both make a business more efficient and help keep employees motivated.

Regarding succession planning, it refers to the process of identifying people who could presently move into key positions or could do so after specifically targeted development occurs. Succession planning can be designed to target knowledge transfer between and among workers and the organization, most especially when it comes to accomplishment of tasks critical to organizational mission (Aiman-Smith, Bergey, Cantwell, & Doran, 2006).

Furthermore, management support is selected as a moderator variable in the present study. Management support can be referred to as the provision of the instruments and resources by the organization for the workers to accomplish novel work. For the coordination of efforts, and flowing of knowledge to develop good work behaviours, there is need for management support (Cabrera et al., 2006). Management support gives employees a sense of involvement and contribution, for this is necessary for inspiring creative ideas, discovering new opportunities and converting them to action without losing efficiency at work (Calantone, Cavusgi, & Zhao, 2002).

Linking the Selected HR Practices to Employee Performance

Starting from Arthur (1994), the first systematic empirical study on HRM–performance nexus, the bulk of HRM studies are of two different perspectives (Edgar & Geare, 2009; Paauwe, 2009): a stream of HRM research solidly affirms positive effect of HR practices on performance, while the other stream of studies casts doubts on the relationship or even denies the relationship between HR practices and performance. Researchers such as Wall and Wood (2005), Guest et al. (2003) and Wright and Gardner (2003) cast doubt or deny the HRM–performance nexus. For example, Guest et al. (2003) opined that stricter tests adopted to examine the HRM–performance nexus indicate little or no association between HRM and performance. Wall and Wood (2005) added that it is impulsive to assume that HRM will certainly lead to good performance.

The findings that deny or cast doubt on the HRM–performance nexus may not hold water, given the fact that there have been an overwhelming bulk of empirical studies that establish the link between HRM and performance (e.g., Fu, 2013; Seidu, 2011). Comb, Crook, & Shook (2005) carried out a meta-analytic research on HR practices–performance relationship by examining 92 studies from 1990 and 2005. The finding of the research signifies that HR practices do influence performance. More importantly, Posthuma et al. (2013) carried out another meta-analytic study which analysed 193 peer-reviewed articles that covered numerous countries and cultures across the globe. The reviewed articles were those published from 1992 through 2013. The findings of these studies affirm the relationship between HR

practices and performance, as the former impacts the latter. All these have established that HRM–performance nexus and thus debunk the claim that little or no relationship exists between HRM and performance.

Furthermore, there are several empirical studies conducted on the relationship between recruitment and selection and employee performance (e.g., Babagana, 2014; Saleem & Khurshid, 2014, so on). The overall findings of these studies signify significant positive relationship between recruitment and selection and employee performance. With regards to training and development, the result of the empirical studies conducted by Hafeez and Akbar (2015), Falola, Osibanjo, and Ojo (2014), and the host of others demonstrated that training and development has positive effect on employee performance. On compensation–performance nexus, it has become an empirical fact that relationship between compensation and employee performance exists and is significant. This assertion is confirmed by the studies which include Hameed, Ramzan, and Zubair, (2014), Oluigbo and Anyiam (2014), etc. In addition, many empirical studies have established a positive relationship between performance appraisal and employee performance in organization; the studies include Mir and Ahmed (2014), Owoyemi and Georga (2013) and so on.

On the last selected HR practice, which is succession planning, there are some empirical studies that show the significance of succession planning in an organization, which includes Daspit, Holt, Chrisman, & Long (2015) and Posthuma et al. (2013). Based on the observation made by Posthuma et al. (2013), there is a dearth of research on the role of succession planning. This implies that despite that succession planning is a vital HR practice that has its crucial role in the achievement of organizational success, little is known about its influence on employee performance.

Given the exposition put up above, this research hypothesizes the following:

1. Recruitment and selection positively influence employee performance.
2. Training and development positively influence employee performance.
3. Compensation positively influences employee performance.
4. Performance appraisal positively influences employee performance.
5. Succession planning positively influences employee performance.

Management Support as a Potential Moderator

The context within which organization operates and the situation in which firm finds itself has effect on the sort of plans, policies, etc., that will be adopted by such firm. Likewise, the role of the HR department is predicted by the situations of the organization regardless of the size of the organization. HR policies and practices of the firms are greatly influenced by the internal and external environments of such organization (Schuler & MacMillan, 1984). The strategic orientations of firms also have bearing on the implementation of HR practices and the consequent influence on the organizational performance (Teo et al., 2011). HRM systems can be destructive or helpful because internal and external boundary conditions determine the effectiveness of HR systems (Chadwick et al., 2013).

Management support denotes the organizational provision of the means and the instruments for the purpose of discharging the work creatively. Also, management support is a means through which a common sense of innovation and advancement is developed (Tsai & Ghoshal, 1998).

Management support can make employee get involved and encouraged to employ their know-how and skills to propose ways for improvements in some aspects of job which need the improvements. This kind of proposal can be linked to the job, the product, the work atmosphere or the firm. Management

support for compensation is responsible for an organization's pay structure. Management support for performance appraisal can be referred to as the schematized process of assessing job-based performances and skills of workers (Koshy & Suguna, 2014).

More so, several empirical studies (e.g., Karatep & Kilic, 2015; Prieto-Pastor & Martin-Perez, 2015) were conducted using management support as moderating variable. However, the survey of literature has signified that this is first time that management support will serve as a moderator in the link between human resources management practices and employee performance.

Given the exposition put up above, this research hypothesizes the followings:

1. Management support moderates the relationship between recruitment and selection and employee performance.
2. Management support moderates the relationship between training and development and employee performance.
3. Management support moderates the relationship between compensation and employee performance.
4. Management support moderates the relationship between performance appraisal and employee performance.
5. Management support moderates the relationship between succession planning and employee performance.

Research Objectives

Given that majority of the studies have established positive relationships between the recruitment and selection and employee performance, training & development and employee performance, compensation and employee performance, performance appraisal and employee performance, and succession planning and employee performance, the current study aims to examine the positive effects of HRM practices on employee's performance in the state-owned Polytechnics in Nigeria with management support as a moderator.

Thus, the overall objective of this study is to investigate the moderating role of management support in the positive relationships between recruitment and selection, training and development, performance appraisal, compensation, succession planning and employee performance.

Theoretical Framework

The research framework, as shown in Figure 1, is well supported by the ability-motivation-opportunity (AMO) model. AMO model posits that performance of the firm can be sped up through three factors which are ability, motivation and opportunity. The first factor 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 architectures such as developmental performance management, competitive compensation, incentives and rewards.

The HR practices such as succession planning constitutes what can be used to empower employees and give them opportunity which is the third factor. The AMO model proposed that empowered and motivated employee with boosted KSAs would remain in the organization and record higher

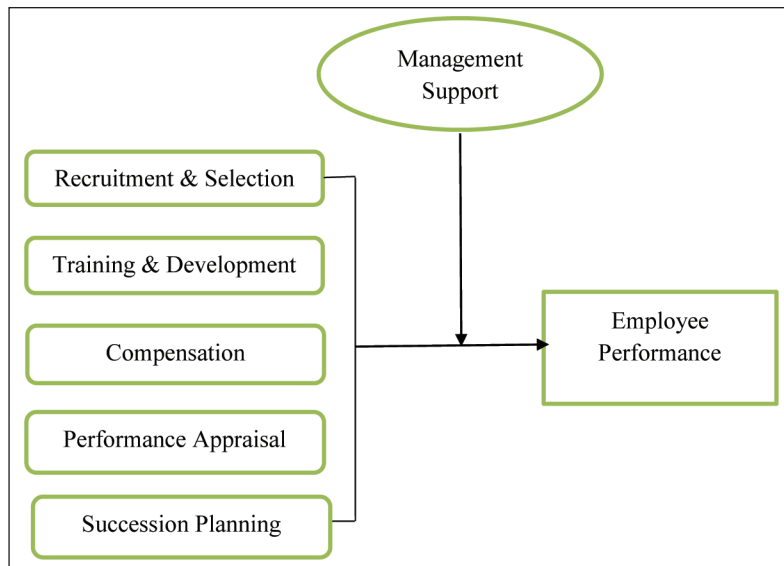


Figure 1. Research Framework

Source: The authors.

performance which consequently enhances higher organizational performance (Boxall & Macky, 2009; Gyensare & Asare, 2012).

Furthermore, the context within which firm operates and the situation in which firm finds itself determine firm's strategies and policies which predict the application of HR practices and its effect on firm's performance (Teo et al., 2011). Also, the internal and external environments in which a firm operates determine to a large extent the HR policies and practices (Huselid & Rau, 1997). Researchers have come to recognize that the context within which a plan is executed influences the execution itself and the outcome (Harrison et al., 2014). HPWS systems can be destructive or helpful because the failure or success of HR systems depends on internal and external boundary conditions (Chadwick et al., 2013). For that reason, the functions of the HRM are contingent upon the situations of the firm regardless of the size of the firm.

Thus, AMO model and contingency exchange theory ground the theoretical framework and the relationships among the variables of this article.

Methodology

In the current study, a cross-sectional survey approach was used in which data were collected from the academics of six state-owned polytechnics in the North Central zone of Nigeria. There were 1440 academic staff members in the selected six states owned Polytechnic in Nigeria. Sample size was determined using Krejcie and Morgan's (1970) benchmarks and Salkind's (1997) proposition, given the fact that the level of confidence and precision is been taken care of, and minimized sampling error is guaranteed by the approaches. From a population of 1440, a sample size of 450 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, 2013). Furthermore, items of employee performance were adapted from Koopmans et al (2011), while the instruments of HR practices, except succession planning, were adapted from Demo, Neiva, Nunes, and Rozzett (2012), but succession planning instruments were adapted from Darvish and Temelei (2014). The items constituting management support were adapted from Prieto-Pastor and Martin-Pereza's (2015) and Ko, Hur, & Smith-Walter (2013). All items were scaled with 5-Likert scale. 450 questionnaires were administered, but 290 questionnaires, representing 65.5 per cent, were returned and subsequently used in the analysis. SPSS 22v and Smart PLS 2.0 m3 software package were used for data analysis.

Results

This involves demographic, descriptive and inferential analyses. Demographic analysis presents the demographic information of the respondents, involving gender, age, marital status, education level, experience and job title. Descriptive analysis describes the latent variables used in the study, and inferential involves the measurement model and structural model evaluation. The inferential analysis was carried out using PLS-SEM 2, because PLS path modelling is comparable to the conventional regression technique, and it has the ability to concurrently examine both the connections among variables and the connections among the indicators and their corresponding variables (i.e., measurement model) (Chin, Marcolin, & Newsted, 2003; Duarte & Raposo, 2010). In addition, PLS path modelling is considered suitable for the studies that are exploratory in nature, prediction-oriented and extension of the standing theories (Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009).

Demographic and Descriptive Analyses

Majority of the respondents in the sample (75 per cent) were males, while the remaining 25 per cent were females. Twenty two per cent of the respondents, indicating majority, fell within the age-range 25–30 years, with 36 per cent, indicating majority, having between 6 and 10 years of working experience in their respective polytechnic. 67 per cent of the respondents were married, while 30 per cent and 3 per cent were singles and widows, respectively. Furthermore, the demographic analysis indicates that high proportion of the respondents, representing 41 per cent, were master's degree holders, but first-degree holders constituted 25 per cent. A total of 21 per cent of the participants were HND holders and the remaining 13 per cent were doctorate degree holders. With regards to job title, 37 per cent of the participants were instructors/lecturer, 34 per cent were senior lecturers, 16 per cent were principal lecturers and 13 per cent were chief lecturers.

Considering descriptive analysis of the latent constructs, all variables and their dimensions possessed a mean ranging from 3.22 to 3.63, and the standard deviation of all dimensions ranged from 0.38 to 0.94. These values of overall mean and standard deviation for all the variables and their dimensions are quite acceptable. Hence, it can be proven that the responses of the respondents clearly indicate an acceptable and satisfactory level of understanding with regard to all the variables of the study. The scale used in measuring the questionnaire items was 1 to 5 Likert scale: strongly disagree, disagree, neutral, agree and strongly agree.

Measurement Model Evaluation

Measurement model evaluation involves indicator reliability, internal consistency reliability, convergent validity, and discriminant validity of the constructs (Hair, Hult, Ringle, & Sarstedt, 2014). According to Hair et al. (2014), any item indicator with loading less than 0.4 should be deleted. Thus, this research model is filtered by deleting all the items that were below 0.4. As shown in Table 1 and Figure 2, 20 items were deleted from employee performance items, 6 items were deleted from succession planning, 3 items were deleted from compensation and 4 items were deleted from training and development. As for recruitment and selection, only one item was deleted from it while none was deleted from performance appraisal and management support. The loadings of the retained items met the threshold of 0.4.

Furthermore, composite reliability scores of the constructs ranged between 0.813 and 0.905 and 0.940 (Hair, Black, Babin, & Anderson, 2010), and average variance extracted (AVE) values of the constructs ranged between 0.545 and 0.735, thereby exceeding minimum requirements of 0.5 (Hair et al., 2011).

Table 1. Internal Consistency and Convergent Validity

Items	Items Loadings	AVE	Composite Reliability	Cronbach Alpha
CP1	0.925	0.735	0.846	0.657
CP3	0.783			
EP18	0.725	0.603	0.900	0.867
EP21	0.812			
EP24	0.637			
EP3	0.862			
EP5	0.778			
EP8	0.822			
MS1	0.745	0.598	0.899	0.866
MS2	0.839			
MS3	0.808			
MS4	0.721			
MS5	0.774			
MS6	0.745			
PA1	0.819	0.661	0.905	0.864
PA2	0.797			
PA3	0.911			
PA4	0.584			
PA5	0.911			
RS1	0.788	0.545	0.856	0.790
RS2	0.824			
RS3	0.717			
RS4	0.677			
RS5	0.673			
SP1	0.658	0.567	0.866	0.811
SP2	0.815			
SP3	0.832			
SP4	0.655			
SP5	0.787			
TD3	0.708	0.689	0.813	0.586
TD4	0.936			

Source: The authors.

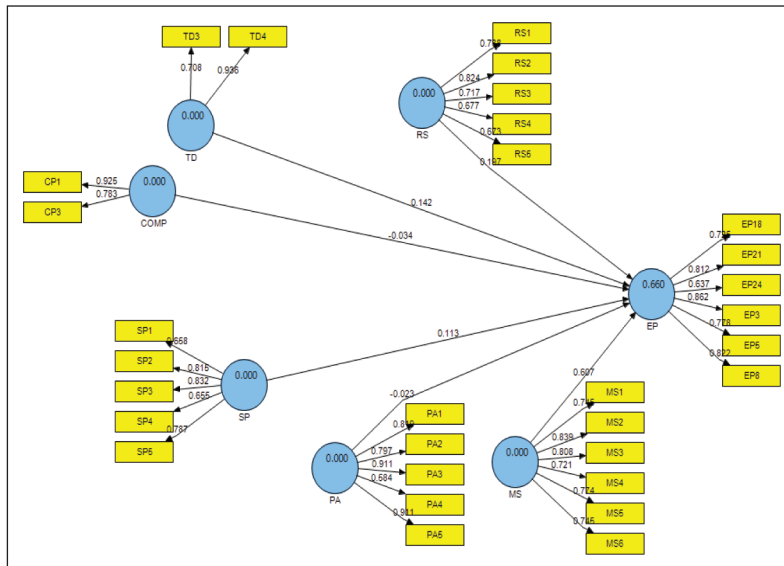


Figure 2. Measurement Model

Source: The authors.

As depicted in Table 3, discriminant validity is deemed satisfactory, as each latent construct's AVE emerged greater than its highest squared correlation with any other latent construct in the model. Figure 1, Table 1 and Table 2 show the result of measurement model evaluation.

Structural Model Evaluation

Structural model estimation is depicted in Figure 3 and Tables 3 and 4. *R*-square value is 0.660 (see Figure 1) signifying that all the selected HR practices (recruitment and selection, training and development, compensation, performance appraisal and succession planning) explain 66 per cent of variance in employee performance. With beta value of 0.367, 0.211, 0.190 and 0.126 at significant level which is less than 0.001/0.010, as indicated in Table 3, it can be claimed that the finding of this study validates the existing empirical finding that signifies that recruitment and selection, training and development, succession planning and performance appraisal, respectively, have positive effect on employee performance. Nevertheless, the result ($\beta = -0.012$, $t = 0.302$, $p > .1$) indicate that compensation has no significant effect on employee performance. Thus, 4 hypotheses, out of the proposed 10 hypotheses, are supported.

Considering the suggestion of Cohen (1988) and Hair, Hult, Ringle, & Sarstedt (2013), the results in Table 4 show that employee performance is explained by recruitment and selection, training and development, compensation, performance appraisal and succession planning with effect size (f^2) of 0.124, 0.057, 0.000, 0.014 and 0.033 respectively, indicating that all, except compensation and performance appraisal, have small effect size on employee performance. Besides, with the cross-validation redundancy (CVR) value of 0.246, this research model has adequate predictive relevance (Fornell & Cha, 1994).

Table 2. Discriminant Validity

Constructs	COMP	EP	MS	PA	RS	SP	TD
COMP	0.857						
EP	-0.108	0.776					
MS	-0.061	0.770	0.773				
PA	-0.107	0.501	0.515	0.813			
RS	-0.225	0.570	0.511	0.561	0.738		
SP	-0.103	0.517	0.487	0.657	0.618	0.753	
TD	0.111	0.202	0.120	0.159	-0.016	-0.014	0.830

Source: The authors.

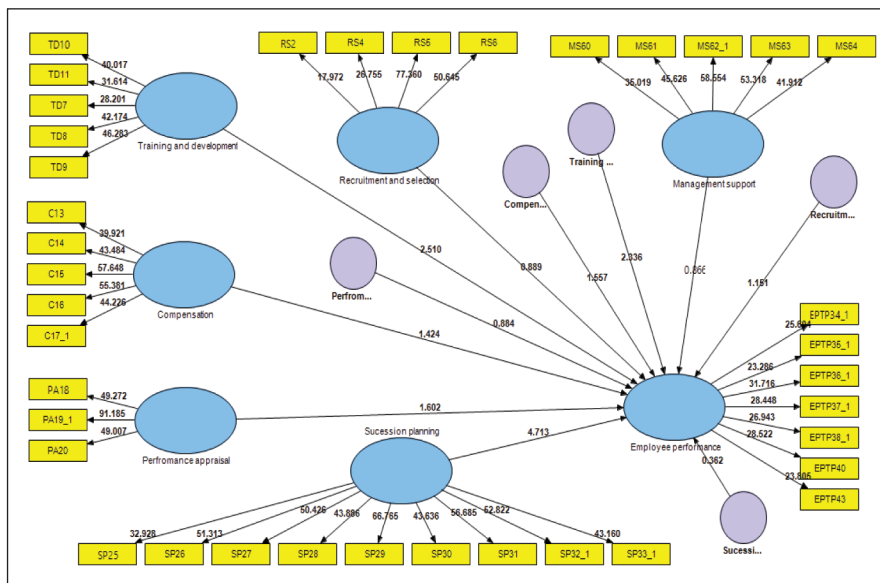


Figure 3. Structural Model

Source: The authors.

Table 3. Hypotheses Testing

Constructs	Beta	Standard Error	T-Statistics	P-value	Decision
COMP→EP	-0.012	0.040	0.302	0.763	Not Supported
PA→EP	0.126	0.091	1.390	0.083	Supported
RS→EP	0.367	0.056	6.525	0.000	Supported
SP→EP	0.211	0.058	3.643	0.000	Supported
TD→EP	0.190	0.039	4.879	0.000	Supported
RS*MS→EP	-0.080	0.070	1.150	0.130	Not supported
TD*MS→EP	-0.200	0.080	2.340	0.010	Supported
PA*MS→EP	-0.060	0.060	0.880	0.190	Not supported
C*MS→EP	0.130	0.080	1.560	0.060	Supported
SP*MS→EP	0.030	0.090	0.360	0.360	Not supported

Source: The authors.

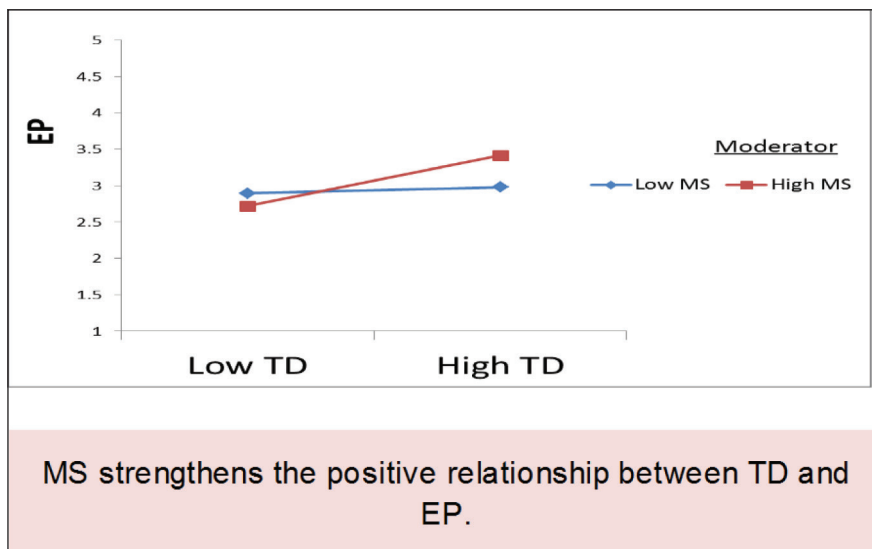
Table 4. Effect Size on the Endogenous Variable (Employee Performance)

R-squared	Included	Excluded	f-squared	Effect Size
Recruitment and selection	0.421	0.349	0.124	Small
Training and development	0.421	0.388	0.057	Small
Compensation	0.421	0.421	0.000	None
Succession planning	0.421	0.402	0.033	Small
Performance appraisal	0.421	0.413	0.014	Small

Source: The authors.

Moreover, based on the product indicator approach, the results depicted in Table 3 ($\beta = -0.200$, $t = 2.340$, $p < .010$; $\beta = 0.130$, $t = 1.560$, $p < .010$) indicate that the relationships between training and development and compensation and employee performance, respectively, hinge on management support. In other words, management support moderates the relationship between training and development and employee performance, and the relationship between compensation and employee performance. In addition, it is shown in Figures 4 and 5 that the interaction plot (Dawson, 2014) in which line tagged high MS, which indicates the presence of management support, has a steeper gradient as against low MS (absence of management support). This signifies that positive nexus between training and development, compensation and employee performance get stronger for the polytechnics with management support. Thus, hypothesis 7 and hypothesis 9 were supported.

However, the result depicted in Table 3 signifies that management support does not moderate the relationship between recruitment and selection and employee performance, performance appraisal and employee performance, and succession planning and employee performance.

**Figure 4.** Interaction Effect of Training and Development Management Support and Employee Performance

Source: The authors.

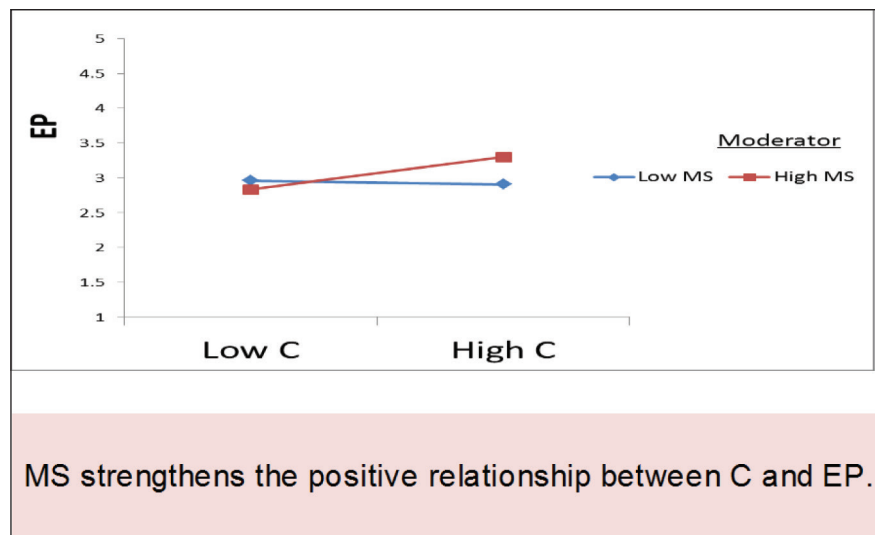


Figure 5. Interaction Effect of Compensation, Management Support and Employee Performance

Source: The authors.

Discussion

The overall findings of the study indicate that certain HR practices are effective drivers of enhanced employee performance. However, in some contexts, some HR practices could be detrimental to enhanced performance. Based on this, some researchers (e.g., Chadwick et al., 2013) are of the opinion that HR practices can be destructive or helpful because failure or success of HR practices depends on some internal and external boundary conditions.

Also, the result of the current study signifies that all the selected HR practices (recruitment and selection, training and development, performance appraisal, and succession planning), excluding compensation, are strong and positive predictors of employee performance. This result solidifies the findings of the extant literature which include among others Saleem and Khurshid (2014), Falola et al. (2014), Mir and Ahmed (2014). Compensation is found in the current study to have non-significant effect on employee performance. This finding signifies that the findings of the extant literature on compensation–performance nexus are inconclusive. Some studies (e.g., Ariely, Gneezy, Loewenstein, & Mazar, 2009) indicate negative nexus between the two variables. The introduction of the pay programme in the organization should be characterized with high level of trust, sufficient pay package and effective performance appraisals (Ismail, Abdul-Halim, & Joader, 2015b).

Moreover, management support is shown to be a moderator in training and development–employee performance connection, and in compensation–employee performance connection. The result signifies that support of management fortifies the effectiveness in the HR practices–performance relationship. This result implies that in an organization with management support, training and development and compensation become more important in explaining employee performance. This result could be linked to contingency theory, in which managerial support should go in line with the organizational practices for the accomplishment of higher performance (Selto, Renner, & Young, 1995).

Nevertheless, the possible reason for the absence of support for management support as a moderator in the relationship between recruitment and selection and employee performance, performance appraisal and employee performance, and succession planning and employee performance might be that HR practices–performance relationship is contingent not on all but specific organizational factors or environmental factors (Takeuchi, Lepak, Wang, & Takeuchi, 2007). Management support could or could not be a contingent variable for HR practices–performance relationship as shown in the findings of this research, but more research is needed in this regard to expand the scope of knowledge in the research field.

The reason might also be context-specific, for example, Nigerian lecturers perceived recruitment and selection as process of hiring employee, but due process in recruitment and selection exercise is not usually followed. Applications were collected for interview and by the end of the day government came out with the list of applicants given appointment without interview, whereby management of the polytechnics have no option than to accept the employed applicants. Thus, HR practices–performance relationship could be contingent on environmental factors (Takeuchi et al., 2007).

Conclusion

Overall, the findings of the current study confirm that the positive effect of HR practices on organizational performance cannot be strengthened if the management of the organization does not give support to the HRM system. Also, the findings of the current study have established how crucial the employees are to the future of any organization, and that employees are instrumental to the accomplishment of organizational objective, as earlier claimed. Therefore, management and other stakeholders in the polytechnics sector need to provide support to stimulate positive employee behaviour and enhanced employee performance. The findings of this study have offered more insights into HRM research field.

Managerial Implications

The overall findings of this study can serve as a guide for the management in entrenching an enhanced employee performance through entrenchment of HR practices that would stimulate employee motivation. The findings of the present study also emphasize that management support to organizational effort to enhance its employee productivity and performance will make such organization thrive and flourish (Gardner et al., 2011; Guerrero & Baraud-Didier, 2004).

This study highlights that it has become imperative for the firms to develop strategy that can give support to improved human resource performance which will consequently aid the accomplishment of firm's objectives. This is of great significance, because the ability of firm to identify its business needs and its workforce needs, especially for highly productive workforce, is a reflective of accomplished competitive advantage of such firm. HRM is poised to enhance firms' survival and effectiveness through human capital (Armstrong, 2006). Human capital owns the required skills, knowledge and competencies to execute strategy and planning in the firm. Hence, organizations should be well-informed about how people are stimulated to achieve their full capabilities (Lawler, 2003). Likewise, human resource adds economic value to firms (Riordan, Vandenberg, & Richardson, 2005).

Limitations and Future Research Directions

Although the results of the present study have advanced the body of knowledge in the HPWS research field, it should be decoded and translated with caution, given the limitations associated with the study. The current study employed the cross-sectional research approach for data collection, but the approach does not guarantee causal inferences to be made from the population (Sekaran & Bougie, 2010). This is considered a limitation and thus affects generalizability of the findings of this study. Therefore, the longitudinal research approach can be an alternative research approach for the future research.

Moreover, HR practices–performance relationship has been recognized as being contingent on organizational factors or environmental factors. Nevertheless, the finding of the current study signifies that not all the organizational factors moderate the HPWPs–performance relationship in a positive manner. In other words, HR practices–performance relationship is contingent not on all but specific organizational factors or environmental factors, as observed by Takeuchi et al. (2007). Thus, future researcher can look for a moderator that could moderate the connection between HR practices and employee performance connection.

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