



Effect of Human Resource Management Practice on Employee Performance in Bauchi Local Government Area

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ABSTRACT

Most successful organization does not own their success solely to detailed planning and implementation of policies and strategies but also to their human resource. Human resource is valuable and serves as the backbone of many organizations. However, as a result of globalization, economic growth and shortage of skilled labor, many organizations are finding it difficult to implement effective human resource management practices. Hence, the need for this study is to explore the effect of human resource management practice on employee performance in some banks in Bauchi local government area. The population of the study is 131, using the Taro Yamane (1967) the sample size in the study is 100. Convenient sampling was carried out of which questionnaires were administered, out of which 96 were returned and 3 were wrongly filled which only 93 were analyzed using descriptive and regression analysis via SPSS 2.0 to test the hypotheses. And after testing and analyzing the study hypotheses, the results showed there is a significant impact of human resource management practices (recruitment, training, compensation, health and retention) on employee's performance in the banks. From the findings of the study it is recommended that the bank management should engage in a more transparent recruitment, implement trainings, compensation shouldn't only be in monetary value, and generally the banking industry should take HRMP seriously since it's having a significant relationship on employee performance.

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INTRODUCTION

In almost all organizations, there is a report of its mission stating that people are the most valuable resource. To achieve its goal to survive and succeed, every organization should have the right personnel at the right place and at the right time (Josiah et al., 2023). The human resource of the organizations is the key to get better of the employees and it can be enhanced by implementing the HRM in the organizations (Kerdpitak & Jermstipsert, 2020). In the current economy, the employee performance is one of the significant factors of organizations for gaining competitive edge in the business world (Khan & Wisner, 2019). Previously,

organizations are not following the policies of human resource and are not aware about the entry and exit of employee's policies (Noe, Hollenbeck, Gerhart, & Wright, 2017). But now due to globalization it is necessary for the organizations to implement HR practices and scale up the performance of employees.

Statement of the Problem

The area of compensation is also a problem that could affect the performance of an employee. The main motivating factor for an employee aside job satisfaction is his ability to be able to settle his bills or financial obligations from his earnings. Therefore, there is a tendency that

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an employee that is highly motivated financially will tend to perform better than the other who is not well motivated financially. In Nigeria, and in particular commercial banks find it difficult to release their staff for training courses both within and outside the country and these has impacted negatively on the overall organizational performance. Most of the researchers argue that in developing countries like Nigeria there are low level of salaries, short term rewards for performance and lack of training opportunities for employees. As, in the present dynamic world every employee wants more than a salary from the employer. They want more benefit than what they are provided and, in that case, they become unsatisfied and that is what the employer fears.

Aim and Objectives of the Study

The main aim of this study is to assess the effect of human resource management practices on employee performance in the banking industry and the specific objectives are to:

- i. Examine the relationship between recruitment and employee performance.
- ii. Investigate the extent to which compensation affect performance of employee.
- iii. Examine the relationship between training and performance of employee.
- iv. Investigate the extent to which the health and safety of employee affect employee performance.
- v. Establish the effect of employee retention on employee performance in banks.
- vi. Hypotheses of the Study

LITERATURE REVIEW

Human Resources Management Practices and Performance of Employee

Performance has been used synonymously with productivity, efficiency, effectiveness and competitiveness. Various scholars have defined performance management in different ways, Mello and Thaayore (2021) defines performance management as a systematic process for improving organizational performance by developing the performance of

individuals and teams. The human resource management practices consider as best practices of the organization to achieve the goals of the organizations and create a competitive edge for the organizations (Hassan, 2016). Therefore, in current scenario HRM practices play a key role to improve the performance initially, the human resource management practices are tested in organizations, traditionally four practices are mostly considered under the human resource management head like recruitment and selection, training and development, performance appraisal and reward and compensation.

Due to the globalization and flexible businesses using the human resource management practices for organization to select the right people in the right place for successful environment (Cania, 2014), Similarly, the managers must implement the right policies in the organizations for achieving the maximum productivity from employees. Thus, managers must pay great consideration after they intend to indicate human resource practices to evade any error that cause a disappointment (Guest, 2017). Similarly, in various fields the human resource management practices are positive and have a significant relationship with employee performance (Shakeel & Lodhi, 2015). The effectiveness of HRM practices on employee performance has turned into a heated research point. Numerous findings uncover that HRM practices have a vital influence on employee performance (Usrof & Elmorsey, 2016; Tabouli et al., 2016; Al Damoe, Hamid, & Sharif, 2017; Zafar et al., 2018; Hee & Jing, 2018; Taib, Saludin, & Wan Hanafi, 2018; Alkantara & Gift, 2018; Etaan & Jain, 2019; Ismail, Abdul Majid, Jibrin-Bida, & Joarder, 2019; Mira, Choong, & Thim, 2019; Alsafadi & Altahat, 2021; Lim & Ahmad, 2021). Tabouli et al., (2016) exhibited significant influences of HRM practices on job performance.

The study then proposed to implement specific HRM practices that are identified by the employees in order to elevate the level of their job execution. Besides, Zafar et al., (2018), Ismail et al. (2019), and Alsafadi and Altahat

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(2021) indicated that HRM practices were largely related to employee performance. The study by Mira et al., (2019) showed significant and positive effects of HRM practices, specifically social support, recruitment and selection, job analysis, worker empowerment, training and development, worker relations, and rewards, on the performance of employees. This finding agrees with Etaan and Jain (2019), who indicated a positive outcome of HRM practices, specifically performance appraisal, sourcing work for training and development, and reward management, on employee performance. Besides, Ngwenya and Aigbavboa (2017) showed that specific HRM practices improved the efficiency and job execution of employees in a building organization. They highlighted the success of HRM practices in upgrading efficiency and job execution. Moreover, the study found that satisfied and happy employees exhibited higher job execution.

Therefore, HRM practices manage employees adequately and productively to accomplish the vital points of the organization (Zafar et al., 2018). While, Al Damoe et al. (2017) in a study on Libyan firms, have demonstrated that firms that embrace HRM practices can accomplish critical HR results. The study by Lim and Ahmad (2021) showed significant and positive effects of HRM practices, specifically training and development, work-life policies, and compensation and benefits on employee performance. Likewise, Hee and Jing (2018) discussed the influence of HRM practices,

specifically training and, work-life policies, compensation, health and safety and performance appraisal, on the performance of employees of manufacturing companies in Johor, Malaysia. Training and development, and performance appraisal were fundamentally identified with the performance of employees. The results further demonstrated compensation, rewards and work-life policies as poor indicators of the performance of employees. Considering much of the above thought into the record, it can be speculated that there is a relationship between human resource management practices and employee performance.

CONCEPTUAL FRAMEWORK

A conceptual framework is a theoretical structure of assumptions, principles, and rules that hold together the ideas comprising a broad concept (Zikmund, 2010). The independent variables of this study are the following HRM practices employee recruitment, compensation, training, retention and employee health and safety. These practices affect the commitment of employees to work and this in turn affects the dependent variable of the study which is Employee performance. The above listed independent variables have a direct relationship with the dependent variable. The box from the left indicates the independent variables, while the box by the right indicates the dependent variable. Thus, the relationship between this variable is illustrated in figure 1.

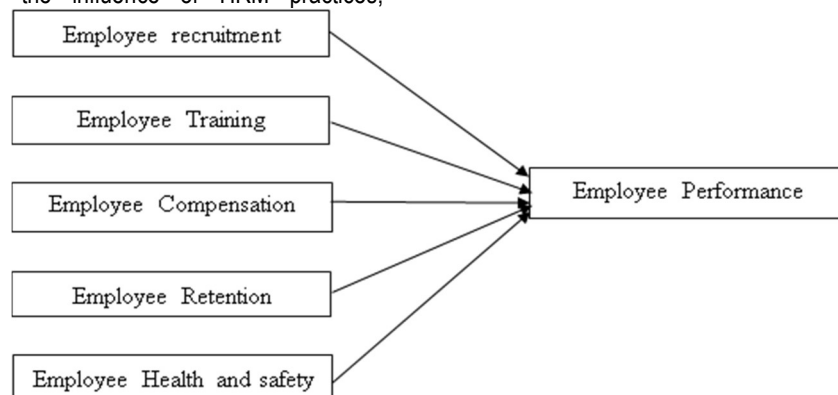


Figure 1: Conceptual Framework

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METHODOLOGY

A research design refers to the overall strategy that the researcher chooses to integrate different components of the study in a coherent and logical way, with an intended purpose of effectively addressing the research problem, and constituting the blueprint for the collection, measurement and analysis of data (Cherchyk, Shershun, Khumarova, Mykytyn & Cherchyk, 2019). The objective of the research and the availability of staff, time and money. The research design that was adopted for this study is the cross sectional design, is the type of

observational design that analyzes data of variables collected at one give point in time across a sample population to assess the effect of human resource management practices on employee performance.

Goodrick (2020) defines population as the total collection of all units of analysis that the researcher will be using in the intended study. The population comprise of the staff of Jaiz bank, Fidelity bank, and First city monument bank in Bauchi Local Government Area which is making the total of 131 employees. See table 1.

Table 1: Population table

Bank Name	Population
First City Monument Bank	25
Fidelity Bank	78
Jaiz Bank	28
Total	131

Source: First city monument bank (2023); Fidelity bank (2023); Jaiz bank (2023).

Kothari (2011) defines sample size as a method used by researchers to select items for a sample. The sample size represents only a portion of the whole population as studying all members would require too much time and resources. Therefore, a sample is chosen to represent the entire population. The Taro and Yamane (1973) formula was used to calculate the sample size at 95% confidence level and 0.5 precision level.

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = Sample size

N = Population size
e = Level of precision
1 = Constant

$$n = \frac{131}{1 + 131(0.5)^2}$$

$$n = \frac{131}{1 + 131(0.0025)}$$

$$n = \frac{131}{1.33}$$

$$n = 100.7$$

The survey instruments consist of 36 items. The conceptual model is based on previous literature on employee recruitment, training, retention, compensation, health and safety and performance. The model assesses five hypotheses and each construct was

measured using a five-point Likert scale. The study utilized the primary method of data collection with the use of questionnaires to gather information from the target respondents. Primary data refers to original or first-hand research without any biases or judgments (Stephanie, 2023). Primary sources of data involve obtaining fresh and non-existing data through questionnaire, interviews, or observation (Witzenberger and Gulson, 2021). The collection of primary data was done through a designed questionnaire distributed to the staff of the selected banks. A questionnaire is a data collection tool that uses a set of questions for research. It provides accurate data and is easy to administer. The questionnaire was adopted from similar studies and has two sections. Section A contains demographic information, while sections B use a 5-point likert scale to measure the variables.

Validity ensures that the instrument measures what it's designed for (Mohajan, 2017). The research instrument used was a self-administered questionnaire aligned with HRMP and performance measures, these

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questionnaires was subjected to face validity by esteemed scholars within the Abubakar Tafawa Balewa University. The face validity guarantees that the measure effectively evaluates the intended construct under investigation. Accordingly, the researcher took measures to enhance the relevance of the research instrument and to actualize the objectives of the study and its application. The researcher made the instrument more relevant to actualize the study's aim and application.

The participants in the study were provided with questionnaires, which were distributed within the banking hall during business hours with the assistance and approval of the bank staffs. Data collection was conducted by both the research assistance and the researcher. The primary instrument employed for collecting quantitative data was a structured questionnaire that was self-administered by the participants. The use of self-administered questionnaires was necessitated by the busy nature of the selected bank's staffs, who were unable to allocate sufficient time for face-to-face interviews. Respondents were given the questionnaires to read and record their responses independently. Furthermore, the questionnaire was brief but comprehensive, with pre-coded answers to enhance user-friendliness and convenience for the participants. These measures were implemented to reduce the number of non-responsive customers. Upon completion of the questionnaire by the respondent, the enumerators expressed gratitude. Furthermore, even for uncooperative customers, the enumerators thanked them for their time.

Reliability gauges measurement consistency and how an instrument measures under the same conditions and subjects (Matheson, 2019). It is estimated via test/retest and internal consistency of the questionnaire

(Vaske, Beaman & Sponarski, 2017), the Cronbach alpha method to compute the reliability of the instrument. The reliability of the instrument has been tested in the previous studies where the questionnaire was adopted.

The process of Data Analysis involves transforming raw data into a useful and significant form. (Ranjan & Foropon, 2021). Analysis of data involves inspecting, cleaning, transforming, and modelling data to identify useful information and support decision making. This process encompasses various techniques and approaches in different domains. The current study utilizes both descriptive and inferential statistics, with the former being used to describe key variables using measures such as frequencies, percentages, means, standard errors, and coefficients of variation. (Seeram, 2019). This study used descriptive statistics such as mean, standard deviation, percentages, and frequency distributions. Data analysis was done using SPSS 23.0. A relationship study was conducted using inferential statistical analysis with the Pearson multi-linear regression statistics. The study tested the hypothesis statements using a 95% confidence interval at a 0.05 level of significance.

PRESENTATION OF RESULT

Ninety-six (96) out of one hundred (100) questionnaires were returned, with three (3) not properly filled, leaving a usable sample size of ninety-three (93). The analysis in this chapter is based on that sample size. Respondent's gender distribution is shown in table 2, from the table 2 it can be observed that 59 percent of the respondents are male staff while 40.9 percent were female staff. Male staff participate more in this study than female staff based on the fact that there are many male staff in the in some of the selected bank.

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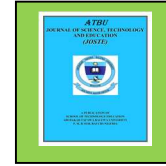


Table 2: Respondents' gender

		What is your gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	55	59.1	59.1	59.1
	Female	38	40.9	40.9	100.0
	Total	93	100.0	100.0	

Table 3: Respondent Marital Status

		what is your marital status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	43	46.2	46.2	46.2
	Single	50	53.8	53.8	100.0
	Total	93	100.0	100.0	

Table 3 shown the marital status of the respondent, more single staff (53.8%) have taken part in this study than the married staff (43%)

Table 4: Respondents' Age Distribution

		what is your age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30yrs	39	41.9	41.9	41.9
	31-40yrs	45	48.4	48.4	90.3
	41-50yrs	8	8.6	8.6	98.9
	above 50yrs	1	1.1	1.1	100.0
	Total	93	100.0	100.0	

Table 5: Respondents Education Level

		what is your level of education			
		Frequency	Percent	Vaid Percent	Cumulative Percent
Valid	Diploma	11	11.8	11.8	11.8
	HND	24	25.8	25.8	37.6
	first degree	39	41.9	41.9	79.6
	PHD	2	2.2	2.2	81.7
	Master	16	17.2	17.2	98.9
	Others	1	1.1	1.1	100.0
	Total	93	100.0	100.0	

Table 5 shows the distribution of educational levels among the respondents, the largest group of participants in this study was first degree holders, comprising 41.9%. The HND constitute 25.8% of the participant and participant

with master constitute constituted 17.2% of the respondents. PHD participants represented 2.2%, while the least represented group were others holders at 1.1%.

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Table 6: Recruitment

	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
The firm has competitive recruitment processes that attract competent people.	93	1	5	157	1.71	.688
The recruitment process in this firm is impartial.	93	1	5	154	1.66	.827
All appointments in this firm rely on merit.	93	1	5	160	1.74	.875
Favoritism is evident in the recruitment decisions.	93	1	5	172	1.85	.884
Valid and standardized assessment tests are used in the process.	93	1	5	180	1.94	.845
The organization needs to pay more attention to the way it recruits employees.	93	1	5	180	1.94	.976
Valid N (listwise)	93					

Table 6, employee recruitment, present result of the respondents' level of agreement or disagreement to the organization employee recruitment to indicate their order of strength from strongly agree to strongly disagree. The results show that 91.3% with mean of 1.71 agreed that The firm has competitive recruitment process that attract competent people, 90.3% with mean of 1.66 of respondent agreed that their banks recruitment process in this firm is impartial, 85.7% mean of 1.74 of respondents agreed that all appointments in this banks rely on merit, 80.6% with mean of 1.72 agreed that favoritism is evident in the recruitment decisions, 83.9% with mean of 1.94 agreed that valid and standardized

assessment tests are used in the process. 87.1% and mean of 1.94 of the respondent's view indicate that the organization needs to pay more attention to the way it recruits employees. The average of mean and standard deviation of the respondents of 2.09 shows that respondents agreed with the questions in most cases with no variation in the responses. The result also supports the argument of Felix et al., (2019) that it is imperative that recruitment and selection processes are carried out with great effectiveness in order to achieve the goal of optimizing employee performance within the chosen banks in Bauchi Local Government.

Table 7: Compensation

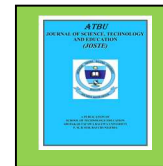
	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
I get incentives like bonuses, awards, commissions, promotions, etc.	93	1	4	186	2.00	.794
My salary is appropriate for my education, skills, and training.	93	1	4	212	2.28	.901
The firm rewards me according to the remuneration levels offered by the private sector.	93	1	4	196	2.11	.840
Employee rewards and penalties are clear.	93	1	5	191	2.05	.826

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	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Salary increase encourages employees to participate in quality improvement.	93	1	5	157	1.69	.859
My salary and benefits I receive in this organization are commensurate with my responsibilities.	93	1	5	256	2.75	1.139
Valid N (listwise)	93					

Table 7, employee compensation, results show that 79.6% with mean of 2.0 agreed that they get incentives like bonuses, awards, commissions, promotions, etc., 90.3% with mean of 2.28 of respondent agreed that their salary is appropriate for my education, skills, and training, 67.7% mean of 2.11 of respondents agreed that the firm rewards me according to the remuneration levels, 80.6% with mean of 2.5 agreed that employee rewards and penalties are clear, 84.9% with mean of 1.1.69 agreed that salary increase encourages employees to participate in quality improvement, 46.2% and

mean of 2.11 of the respondent's view indicate that the salary and benefits I receive in this organization are commensurate with my responsibilities. The average of mean and standard deviation of the respondents of indicate that respondents agreed with the questions in most cases with no variation in the responses. The finding of this study confirmed the argument of Ayanda, et al., (2014) that financial incentives that put eyes on improvement of employee performance there is a need to good reward system.

Table 8: Training

	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
The firm repays costs for training taken outside of the workplace.	93	1	5	310	3.33	1.297
The firm stimulates the application of knowledge.	93	1	5	179	1.92	1.086
Employees receive training throughout their professional career.	93	1	5	205	2.20	.815
The firm has good training programs.	93	1	5	178	1.91	.963
Employee training covers all individuals in the firm.	93	1	5	207	2.23	.849
I normally undergo training programs every year.	93	1	5	170	1.83	1.100
Valid N (listwise)	93					

Table 8, employee training , response presented in the indicate that 34.4% with mean of 3.33 agreed that the firm repays costs for training taken outside of the workplace, 80.6% with mean of 1.92 of respondents' responses agreed that the firm stimulates the application of knowledge, 83.5% mean of 1.83 of respondents, responses agreed that I normally undergo training programs

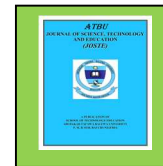
every year, 81.7% with mean of 2.20 respondents' responses agreed that Employees receive training throughout their professional career, 82.8% with mean of 1.91 agreed that, The firm has good training programs 78.5% and mean of 2.23 of the respondent's view indicate that Employee training covers all individuals in the firm The average of mean and standard

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deviation of the respondents of indicate that respondents agreed with the questions in most cases with small variation in the responses. The

result is in consistence with Felix et al (2019) that the reinforcement and promotion of staff training is a crucial aspect that warrants attention.

Table 9: Retention

	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Dev.
Right now, staying with my firm is a matter of necessity and desire.	93	1	5	208	2.24	1.077
It would be hard for me to leave my firm right now, even if I wanted to.	93	1	5	195	2.10	1.162
I am putting much of myself into this firm.	93	1	5	183	1.97	1.005
I still work in this firm because of the scarcity of available alternatives.	93	1	5	205	2.20	1.157
I feel obligated to remain with my present employer.	93	1	5	182	1.96	1.052
This firm deserves my loyalty	93	1	5	207	2.23	1.085
Valid N (listwise)	93					

Table 9 shows employee retention response that indicate 73.1% with mean of 3.33 agreed that right now, staying with my firm is a matter of necessity not desire, 75.1% with mean of 1.92 of respondents' responses agreed that It would be hard for me to leave my firm right now, even if I wanted to, 82.8% mean of 1.83 of respondents, responses agreed that they are putting much of myself into this firm, 71.0% with mean of 2.20 respondents' responses agreed

that I still work in this firm because of the scarcity of available alternatives, 76.3% with mean of 1.96 agreed that, I feel obligated to remain with my present employer. 77.4% and mean of 2.23 of the respondent's view indicate that this firm deserves my loyalty. The average of mean and standard deviation of the respondents of indicate that respondents agreed with the questions in most cases with little variation in the responses.

Table 10: Health and Safety

	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Dev.
My work environment is safe.	93	1	5	204	2.19	.970
My health has suffered working for this organization.	93	1	5	209	2.25	.963
This organization can do what it can to ensure the well-being of its employees.	93	1	4	186	2.00	.860
Safety materials provided by my organization are used all the time at the workplace.	93	1	5	187	2.01	.787
My company provides notices on all health and safety measures.	93	1	4	174	1.87	.556
Safety induction, orientation, and refresher courses are conducted by my organization at the workplace	93	1	3	157	1.69	.608
Valid N (listwise)	93					

Table 10, employee health and safety response presented, indicate that 92.5% with

mean of 1.61 agreed that I carry out my work according to the policies of the firm, 80.6% with mean of 1.71 of respondents' responses agreed

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that I feel satisfied to perform my duty for this firm, 89.2% mean of 1.77 of respondents, responses agreed that I manage to achieve the target set for me by the firm., 67.7% with mean of 2.30 respondents' responses agreed that I am motivated to work extra hours to finish my tasks., 76.3% with mean of 2.15 agreed that the firm gives recognition to employees who perform well.

84.9% and mean of 1.72 of the respondent's view indicate that I can complete a given task before the stipulated time. The average of mean and standard deviation of the respondents of indicate that respondents agreed with the questions in most cases with no variation in the responses.

Table 11: Performance

	Descriptive Statistics					
	N	Minimum	Maximum	Sum	Mean	Std. Dev.
I carry out my work according to the policies of the firm.	93	1	4	150	1.61	.676
I feel satisfied to perform my duty for this firm.	93	1	4	159	1.71	.746
I manage to achieve the target set for me by the firm.	93	1	5	165	1.77	.910
I am motivated to work extra hours to finish my tasks.	93	1	5	214	2.30	1.275
The firm gives recognition to employees who perform well.	93	1	5	200	2.15	.999
I can complete a given task before the stipulated time.	93	1	4	160	1.72	.826
Valid N (listwise)	93					

The result of this study presented in table 11 it is found that four predictor variables – employee recruitment, employee training, employee compensation, employee retention and employee health and safety - have positive relationship with employee performance, with an

R value of 0.502 indicating a strong relationship, however, the predictors can only explain up to 25.2% of the variation in employee performance. With the remaining 71.4% attributed to other factors not considered in this study.

Table 12: Model Summary

Model	Model Summary			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502 ^a	.252	.209	.48980

a. Predictors: (Constant), employee_retention, employee_compensation, employee_health, employee_training, employee_recruitment

In Table 12 the statistical analysis showed that the model of the relationship between human resource practices and

employee performance fit well, as indicated by a significant F statistic of 5.856 at a 5% level of significance with a P value of 0.000.

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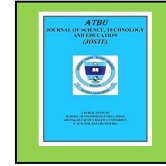


Table 13: Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.025	5	1.405	5.856	.000 ^b
	Residual	20.872	87	.240		
	Total	27.897	92			

a. Dependent Variable: employee_performance

b. Predictors: (Constant), employee_retention, employee_compensation, employee_health, employee_training, employee_recruitment

The outcomes presented in Table 13 demonstrate that when all other factors are held constant, the level of employee performance is 0.737. Additionally, the beta coefficients of -0.416, 0.602, 0.269, 0.257, 0.240 reveal a positive relationship between HRM practices and employee performance. The outcomes further showcase that employee recruitment, employee compensation, and employee training and employee health and safety have a significant effect on employee performance, whereas employee retention does not. The results suggest that, all other factors controlled, a unit increase in

employee recruitment, employee compensation, and employee training and employee health and safety lead to a -0.416, 0.602, 0.269, 0.257-unit improvement in employee performance. Furthermore, the findings indicate that employee recruitment and employee training contribute more significantly to employee performance than employee compensation, employee health. These findings are consistent with Armstrong (2014) contends that a reward strategy can be utilized to strengthen an organization's beliefs and values with respect to performance, among others

Table 14: Coefficients^a

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.737	.293		2.517	.014		
	employee recruitment	-.416	.130	-.384	-3.205	.002	.598	1.673
	employee compensation	.269	.124	.241	2.174	.032	.700	1.429
	employee training	.257	.101	.278	2.548	.013	.722	1.385
	employee health	.240	.118	.212	2.032	.045	.787	1.271
	employee retention	.237	.115	.210	2.021	.043	.748	1.337

a. Dependent Variable: employee_performance

Table 14 and 15 displays the results of the multi-co linearity test and shows that there is no problem of multi-co linearity because the co linearity tolerance values turned out to be greater than 0.2 and the VIF statistics are all less than 5, i.e. employee recruitment has tolerance value of .598 and VIF statistics = 1.673; employee compensation possesses a tolerance figure of

.700 and VIF statistics of 1.429; employee training has a tolerance value of .722 with a corresponding VIF value of 1.385; employee health and safety has a tolerance value of .787 and a VIF statistic figure of 1.271; employee retention also have tolerance value of .748 with corresponding VIF statistic values of 1.337 respectively.

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Table 15: Collinearity Diagnostics^a

Model	Dim	EV	Collinearity Diagnostics ^a						
			Cond Index	Const.	Employee recruitment	Employee compensation	Employee training	Employee health	Employee retention
1	1	5.763	1.000	.00	.00	.00	.00	.00	.00
	2	.097	7.695	.02	.00	.03	.03	.01	.82
	3	.054	10.355	.01	.03	.02	.38	.38	.03
	4	.037	12.524	.11	.89	.01	.00	.06	.15
	5	.027	14.498	.00	.01	.73	.52	.18	.00
	6	.022	16.294	.86	.07	.21	.06	.37	.00

a. Dependent Variable: employee_performance

Table 15 shows that Eigen values are approximately of the same size and the variance inflation factor (VIF) is not significantly high, this is an indication that collinearity does not exist.

DISCUSSION OF FINDINGS

The analysis revealed a noteworthy and positive relationship between employee recruitment and performance (p-value = 0.002, $p < 0.05$). Consequently, we can confidently support the alternate hypothesis while rejecting the null hypothesis. These findings align with prior research conducted by Abubakar and Abubakar (2013), Mordi (2017), Ayanda, Lawal, and Ben-Bernard (2014), and Irfan (2014). This relationship can be attributed to the effective recruitment policies implemented by the selected bank, which significantly influence employee performance.

Our analysis demonstrates a significant correlation between employee compensation and performance, leading us to accept the alternate hypothesis and reject the null hypothesis. This outcome is corroborated by the work of Chumpon (2020), Mordi (2017), Ayanda, Lawal, and Ben-Bernard (2014), Stephen and Kabare (2016), Malik (2014), and Felix, Zirra, and Charles (2019). The results emphasize the importance of compensatory factors in enhancing employee performance.

We observed a substantial impact of training on employee performance, aligning with previous studies by Irfan (2014), Mordi (2017), Ayanda, Lawal, and Ben-Bernard (2014), Stephen and Kabare (2016), Felix, Zirra, and Charles (2019), and Chumpon (2020). This underscores the pivotal role of training programs in improving employees' performance.

The analysis unveiled a moderately positive association between health and safety and employee performance (p-value = 0.45, $p < 0.05$). Consequently, we accept the alternate hypothesis. The well-being of employees, both physically and mentally, within the workplace significantly influences their quality of life, and their motivation, in turn, plays a vital role in strengthening the safety-performance relationship within the organization. These results are reinforced by Atteh's (2019) argument that employee health and safety enhance the effectiveness and efficiency of banks in the country.

The study discovered a significant relationship between employee retention and performance, consistent with the findings of Nikhil and Gaurav (2020) and Sawaneh and Kamara (2019). Retaining employees appears to have a positive impact on their performance.

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Result Validation

Table 17: Result Validation

S/N	Variables	Significance	Not Significance
1	Employee recruitment	Mordi, 2017; Ayanda, Lawal & Ben-Bernard (2014); Abubakar and Abubakar(2013);	Felix, Zirra & Charles (2019)
2	Employee compensation	Mordi, 2017; Ayanda, Lawal & Ben-Bernard (2014); Stephen & Kabare (2016)	
3	Employee training	Mordi, 2017; Ayanda, Lawal & Ben-Bernard (2014); Stephen & Kabare (2016); Felix, Zirra & Charles (2019); Chumpon(2020	
4	Employee health	Atteh et al, 2019; Ramazan <i>et al</i> (2016); Ramazan <i>et al</i> (2016); Gopang et al (2017)	
5	Employee retention	Nikhil & Gaurav (2020); Sawaneh & Kamara (2019).	

CONCLUSION

The main purpose of this research is to examine the impact of human resource management practices on employee performance in some banks in Bauchi local government area. The following conclusions are derived from the findings. There is a positive and significant influence of employee recruitment on employee Performance. it was perceived as one of the key factor that plays an important role in increasing employees performance in the organization. Since the recruitment process is been carried out thoroughly, void of favoritism and impartiality. There is significant influence of compensation on employee performance, from the banks been studied it shows a positive relationship without any variations, which is in line with many previous studies as mentioned earlier. Non-monetary and other reward recognition methods should be employed to improve staff performance rather than focusing on monetary methods alone. And also training is evident to have a significant relationship in the study and also in past research as well. Many research shows that if training only takes place without linking it to other rewards, especially

career development, employees don't see the value of training even though it increases productivity and overall performance. This research concluded that training when carried out properly will lead to employee performance in the organization. Similarly, there is significant influence of employee retention on employee performance.

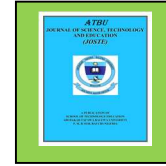
Again, this conclusion is contrary to many previous researches. However, this conclusion is also similar to much previous research as cited earlier. In the past many research shows that if retention is done without linking to rewards or compensation, it is not perceived as positive practice to stay in the organization rather it creates more conflicts and rifts between managers and employees. Therefore, this research concludes that employee retention conducted without linking with reward and compensation have a significant and positive influence on employee performance. This is evident in many organizations. Health and safety has a positive and significant influence on employee performance. This is the human resource management practices that should be placed with utmost importance, only if the

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employees are healthy and fit can they perform well in the organization. This study concludes, by adapting these human resource management practices in the organization talent can be retained, saving cost in recruitment and at the same time increase in employee performance. The banks can achieve the set goals of being competitive and successful.

RECOMMENDATIONS

1. Commercial banks should enhance the transparency and standardization of their recruitment processes, applying these standards uniformly to both current and potential employees. Moreover, flexibility in transitioning to permanent staff positions should be considered to attract and retain the best talent.
2. While recognizing the significant role of compensation in employee performance, employers should refrain from solely equating it with employee retention. Compensation packages should be aligned with employees' qualifications, experience, and productivity. Additionally, a comprehensive incentive system that goes beyond basic benefits, such as health care and overtime pay, should be introduced to motivate and retain employees effectively.
3. Banks should focus on improving the quality of training programs provided to employees. These programs should encompass critical thinking, problem-solving, and analytical skills development to enhance employees' capabilities and contribute to their professional growth.
4. To mitigate the loss of employees to competitors after training (poaching), top management should formulate appropriate measures that discourage employees from freely leaving the bank. This could include contracts or agreements to ensure the bank's investment in training is safeguarded.
5. Ensuring the well-being of employees is paramount. This can be achieved by reducing working hours, encouraging virtual work arrangements, and providing technologically advanced equipment to facilitate their tasks, thus maintaining their physical and mental health.
6. In the age of rapid technological advancement, employers should identify and address the specific training needs of individual employees. Avoid generic training that may not be relevant to all staff members.
7. While investing in technology is essential for operational efficiency, it should not overshadow the importance of human resources. The banking industry should maintain a balanced focus on both technological advancement and human resource development to achieve a competitive advantage.

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