JOURNAL OF BANKING AND SOCIAL EQUITY

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ACADEMIC PAPER

Management Support as A Moderator in Linking HRM Practices with Employee Performance in Banking Sector in Thailand

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ABSTRACT

Since management support (MS) influence all facets of the organizations, the current research explores the moderation of MS on employee compensation, training and development (T&D), recruitment and selection (R&S), succession planning (SP), performance appraisal (PA) and employee performance (EP) in banking industry of Thailand. The survey method was cross-sectional where data from 350 employees were collected in Thai banking industry. For testing the study hypotheses, partial least square structural equation modelling (PLS-SEM) technique has been used. Four direct hypothesized relationships were supported, whereas hypothesis seven and hypothesis nine was also supported with moderation. The results indicate that T&D, R&S, SP and PA are positive and strong predictors of EP and MS plays as a moderating role in employee compensation, T&D and EP relationship. It ensures that MS strengthens the important relationships of human resource management (HRM) practices. Suggestions and limitations are also discussed for future studies.

KEYWORDS

HRM Practices, Compensation, Training and Development, Succession Planning, Recruitment and Selection, Employee Performance, Performance Appraisal, Banking Sector, Thailand.

INTRODUCTION

Employees are important for the future of any organization. They are vital in achieving the corporate goal. In addition, corporate survival depends on workforce, following their capabilities, knowledge and ability necessary for organizational planning and methodology (Ismail, Abdul-Halim, & Joarder, 2015a). Significant literature has highlighted the importance of enhancing workplace growth in terms of competitive advantage (Ismail, Abdul-Majid, & Joarder, 2015b). Therefore, it is important for companies to develop

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approaches to improve their employees' efficiency. Further, Stahl et al. (2020) said that HRM (human resource management) represents the aspect of several tools which improve the organizations' competitive advantages related to sustainability and subsequent organization's efficiency. A large number of studies including Delery and Doty (1996) and Sivapragasam and Raya (2018) have identified the relationship between HRM practices and improved employees' productivity and organizational performance, but certain research have echoed differently (Guest et al., 2003; Wall & Wood, 2005). In its study, Guest et al. (2003) reveals that the strengthening of measures used to evaluate HRM practices – the efficiency nexus–suggests slight or no correlation between HRM practices and appearance. This type of study is therefore necessary for strengthening the current understandings in the field of research.

Contingency theory often suggests that the framework in which organizations are mostly involved may include the implementation of HRM practices, as these practices may be detrimental or advantageous because acceptance or rejection of human resource management practice relies on internal and external constraints and defines to a significant degree of conditions wherein organization performs (Chadwick et al., 2013). Management support that also indicates the provision of skills and knowledge by the administrators of an organization for employees to carry out new task, is viewed to be an appropriate moderating parameter that illustrates the contradictions in the results of existing human resource-performance link, considering that managerial decisions have an impact on all elements of the company and that active work related behaviors along with discretionary are also calculated by management support (Cabrera, Collins, & Salgado, 2006). In this context, the study examines the moderating effect of MS on the association between T&D, R&S, employee compensation, SP, PA and EP, with a view to achieving a fundamental view and advancing the field of understanding. This research intends to study how banking HRM practices positively impacts the EP in Thailand, where MS will play the role as a moderator; since most researches have already proven positive correlations between R&S and EP; T&D and EP; compensation and EP; PA and EP and SP and EP. Thus, the purpose of this research is therefore to study the moderating functions of MS for the positive correlations between the exogenous variables and endogenous variable.

REVIEW OF LITERATURE
Conceptual Framework of the Latent Constructs
The ability-motivation-opportunity model (AMO) has been used for the illustration of the theoretical model. The model from AMO shows three variables- ability, motivation and opportunity, which will speed up an organization's efficiency. R&S of professional workers can lead to the achievement of the first factorability. Jiang et al. (2012) say that all-inclusive recruiting, careful selection and extensive T&D would improve the ability of the organization's manpower. Systems of HR, for example developmental performance management, fair pay, benefits and bonuses will accomplish the second aspect. HR strategies like SP are what can be utilized to inspire and provide them with third factor-opportunity.

The AMO model suggested that authorized and employees with motivation having enhanced knowledge, skills and abilities would stay in their organizations and yield greater performance which in turn would boost the overall organizational performance (Ashton, 2018). Further, the context in which the company operates and where the business is located, defines the strategies and policies of the company which forecast the execution and outcome of human resource practices on the performance of a company. In fact, the inner and outer contexts within which a business functions largely regulate the human resource programs and practices (Huselid & Rau, 1997). Researchers have found out that the framework within which an idea is executed has an impact on the process itself and the outcome (Harrison et al., 2014). HRM practices are able to be damaging or useful since the failure or success of human resource system depend on inner and outer limit conditions (Chadwick et al., 2013). This is why the human resource management duties rely on the condition of the client, irrespective of the corporation's size. The theoretical context and relations between the variables of this research are thus based on the AMO model and contingency exchange theory.

Issues related to the performance framework have attracted significant attention from both researchers and

practitioners, yet it is important to identify and measure performance with regard to the setting in which it occurs (Lebas & Euske, 2007). Moreover, there are various meanings of employee performance. One of these include the definition of Visweswaran and Ones (2000) that defines employee performance to be an efficient way for employees to act and contribute to conduct that conforms to company objectives. Employee success with the monetary or non-monetary result of an overall business performance (Anitha, 2014).

Financial and other advantages also reward success. Organizations want highly productive workers as they accelerate achieving their goals, providing products and services and eventually gaining a competitive advantage (Delery & Roumpi, 2017). In addition, other organizational assets including human capital and technical means are available, but human resources are vital for the survival of any enterprise and are responsible for achievement of the organization's objectives. Manpower with required knowledge and experience are the most important assets in helping companies thrive and retain their competitive advantage. The organizational efficiency of the business is improved by employee-based human resource management practices which can improve employee capacity, commitment, and output (Minbaeva, 2018).

Companies that succeed in increasing the quality of its employees' productivity and outcomes will survive and prosper (Amarakoon, Weerawardena, & Verreynne, 2018). Businesses that increase employee productivity and output will continue to succeed (Lopes, 2016). HR and its human resource management activities are part of the overall competitive advantage and achievement (Amarakoon et al., 2018; Delery & Roumpi, 2017). HR is a key aspect of the overall competitive advantage and efficiency. As far as HRM is concerned, it is a planned methodology through which the linkages to the workplace are handled. This view assumes that the ability of people is essential to a competitive advantage (Delery & Roumpi, 2017).

It can be said from this description that HRM would consider workers as an asset and tools to gain a competitive advantage. Human resource activities have been brought to limelight for their effect on the efficiency of workers. Most work in this area focuses on how much the HR profession can enhance the efficiency of individuals and organizations (Joarder, Sharif, & Ahmmed, 2011). Human Resource Management strategies can be used to increase EP but the HR processes still haven't been addressed in order to achieve employee performance. Existing research survey by Boselie, Dietz and Boon (2005) indicate a considerable difference between studies when determining HRM-related activities. This has contributed to numerous definitions of a number of HRM procedures. This research, however, followed five HRM practices, namely T&D, R&S, compensation, SP and PA to improve parsimony in idea creation and measuring based on the assumption from Saleem and Khurshid (2014).

The identification of the mentioned methods is supported by the fact that these are known as finest practices that have gained respect and trust and which will be able to be replicated in every sector and nations as they yield in greater individual and corporate performance But the fact that new academical members are appointed the rector marked the start of chaos in Thailand is related to SP's inclusion as a key factor in this study. In spite of immense literature that have emerged over time on human resource management - performing partnerships, Posthuma et al. (2013) concluded that SP hasn't been studied about much, which means that there is a shortage of research on its impact on performance. R&S often apply to procedures or operation undertaken by a corporation specifically to identify future employees (Gerhart et al., 2015).

One of the main features of an organization is to tie its employees and management together. Recruitment involves all tasks administrators conduct to promote qualified candidates for specific roles (Dany & Torchy, 2017). Furthermore, selection reflects a prearranged and coordinated change in behavior by learning experiences, activities and instruction to allow individual workers to achieve those awareness, abilities and enforcement rates appropriate for successful workplace success (Armstrong & Taylor, 2020). The organizational KSAs (i.e., knowledge, skills and abilities) must also be improved to ensure development (Boon et al., 2018). Compensation involves forms of incentives earned by workforce to meet their business

objectives in return for their outcomes. Compensation packages vary depending on the level and duration of formal training, experience and development of the different staff (Bennett et al., 2017). In terms of performance, assessment is a critical tool for measuring the process that has been set for the organizational employees.

The most troublesome and most avoided human resource sector were and still are the performance reviews for line management as well as HR teams (DeCenzo, Robbins, & Verhulst, 2016). Performance evaluation can both increase the effectiveness of an organization and help motivate workers. As regards succession planning, the procedure applies to recognizing individuals who may currently be put into certain positions or after the occurrence of specifically targeted growth. SP could be intended to aim at the transmission of information within staff and the organisation, mainly in the execution of organizational tasks (Mckee & Froelich, 2016). In addition, management assistance is chosen in the present study as a moderator component. MS can be defined as an organization's provision of resources and tools so that employees can work up to their highest potential. Management support is needed to coordinate efforts and flow awareness for the creation of good work actions (Lee, Shiue, & Chen, 2016). Calantone, Cavusgil and Zhao (2002) offers workers the feeling of engagement and commitment to encourage creative ideas, to find incentives and to make them act without compromising productivity at work.

HRM Practices and Employee Performance
The majority of the HRM studies are of two separate viewpoints, beginning with Arthur (1994), the first organized analytical human resource management-performance correlation analysis (Edgar & Geare, 2009). One of the HRM research stream strongly supports the beneficial influence of HRM on employees' performance whilst the other doubts the links or also rejects the connection concerning HRM practices and behavioural outcomes. In other studies, the HRM success connections were disputed or refuted by researchers such as Wall and Wood (2005) and Guest et al. (2003).

For instance, Guest et al. (2003) concluded in their study that HRM and performance related tests show minute or zero correlation between human resource and employee performance. Wall and Wood (2005) noted that the belief that human resource management will necessarily result in noble performance is impulsive. There may not be any reason to deny or question the HRM success correlation because due to overwhelming numbers of empirical studies the association between human resource management and performance have been recognized (Hewagama et al., 2019). Combs, Russell Crook and Shook (2005) included 92 articles, from 1990 and 2005, which explored a meta analytical analysis into HRM-performance relationships. Research results indicate that HRM activities have an impact on performance. More specifically, Posthuma et al. (2013) published an extensive meta-analytic analysis evaluating 193 peer-reviewed articles covering several nations and cultures.

The research findings affirm the link between the methodology and output of HR, since the former affect the latter. All of these findings suggest that HRM–success ties and therefore reject the argument that there is little or nothing to do with HRM and its results. In addition, several longitudinal studies have been carried out regarding the correlation between R&S and the success of employees (Saleem & Khurshid, 2014). The combined results of these studies show that R&S and performance are substantially positively related. For T&D, the findings of longitudinal research of Hafeez and Akbar (2015) have shown that T&D have a positive impact on the performance of workers. With respect to salary–efficiency correlation, the fact that compensation and employee performance exist and are significantly related. The study by Hameed, Ramzan and Zubair (2014) support this declaration. In fact, other empirical studies found a positive association between PA and organizational employee performance; Mir and Ahmed (2014) and so on are the topics of research. In the last chosen HR method, several observational studies have demonstrated the importance in an enterprise that involves SP (Daspit et al., 2016). Based on Posthuma et al. (2013), work on the function of SP has been deficient. This means that although SP is a core HR activity which plays a decisive role in

ensuring organizational success, its effect on employee performance is still lacking. In light of the above summary, this research hypothesizes the following:

1. R&S affects EP positively and significantly.
2. T&D affects EP positively and significantly.
3. Compensation affects EP positively and significantly.
4. PA affects EP positively and significantly.
5. SP affects EP positively and significantly.

The Role of Management Support as a Moderating Variable
The world in which business functions and the condition where the organizations find themselves determines the kind of strategies, regulations, etc. implemented by such a business firm. The position of the human resource department is also projected by the organization's circumstances independently of the scale of the organization. The internal and external dynamics of an organization greatly influence the human resources policies and practices of the organizations (Schuler & MacMillan, 1984). Organizations also have systematic orientations to incorporate HR activities and thus affect the business success and performance (Teo, Le Clerc, & Galang, 2011). HRM programs can be destructive or beneficial because the inner and outer circumstances govern the productivity of the human resource management systems (Chadwick et al., 2013).

Management support (MS) refers to the corporate procurement of tools and equipment for innovative implementation of research. Management help is also a way of developing a common sense of origination and progress (Tsai & Ghoshal, 1998). Management help will motivate and enable workforce to use their skills and knowledge and suggest ways of improving other areas of work that need to be changed. Such an idea could be related to the task, the object, the working environment or the business. The salary administration department is responsible for the pay structure of a company. The structured method to determine workers' performance and abilities can be considered the performance evaluation management tool (Koshy & Suguna, 2014). However, a variety of empirical studies were done using MS as a moderating variable (Karatepe & Kilic, 2015). Nevertheless, the literature survey has shown that it is the first-time MS is being used as a moderator between HRM practices and EP. The present research hypothesizes the following in light of the above literature discussed:

1. The relationship between R&S and EP is moderated by MS.
2. The relationship between T&D and EP is moderated by MS.
3. The relationship between compensation and EP is moderated by MS.
4. The relationship between PA and EP is moderated by MS.
5. The relationship between SP and EP is moderated by MS.

RESEARCH METHODOLOGY
This research employed a quantitative, cross-sectional research design to collect primary data from employees working in the banking sector of Thailand. The cross-sectional approach was selected as it allows for the collection of data at a single point in time, offering a snapshot of existing relationships among variables relevant to human resource management practices and employee performance. To determine an appropriate sample size, the guidelines proposed by Krejcie and Morgan (1970) were followed, taking into account the confidence level and margin of error typically required for social science research. The approach aligns with the benchmark suggestions made by Salkind (1997), who emphasizes the importance of accuracy and reduced sampling errors when conducting large-scale surveys. Based on these parameters, a sample size of 279 respondents was deemed sufficient for the target population. However, in anticipation of potential non-responses, a total of 350 questionnaires were disseminated to participants. Out of these, 243 completed questionnaires were received, yielding a response rate of approximately 69.43%, which is considered acceptable for field studies within organizational contexts.

The sampling strategy adopted was disproportionate stratified sampling, as recommended by Sekaran and

Bougiee (2016). This technique involves selecting respondents from various strata of the banking workforce, ensuring that different job roles and hierarchical levels were adequately represented. Such an approach is especially suitable when dealing with large and diverse populations, as it improves representation and minimizes bias associated with simple random sampling. For measurement purposes, the study incorporated standardized instruments from previously validated scales. The Employee Performance (EP) scale was sourced from the work of Koopmans et al. (2011), ensuring consistency with prior empirical investigations. The Human Resource Management (HRM) practices scale, excluding the subscale on Strategic Planning (SP), was adapted from the study conducted by Demo et al. (2012). The SP scale was independently developed by Darvish and Temelie (2014) to better suit the context of this study. Additionally, the Motivation Scale (MS) was constructed using items drawn from the work of Prieto-Pastor and Martin-Perez (2015), as well as Ko, Hur and Smith-Walter (2013), to capture both intrinsic and extrinsic aspects of employee motivation.

All constructs were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This format facilitates ease of response and is widely accepted for measuring attitudes, perceptions, and behaviors in organizational research. Data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 23 for initial data screening, descriptive statistics, and reliability checks. For hypothesis testing and model validation, SmartPLS 3.0 was employed. This software is particularly useful for analyzing complex structural equation models involving latent variables, and is well-suited for studies with relatively smaller sample sizes and non-normal data distributions.

RESULTS OF THE STUDY

This section comprises of the inferential, descriptive and demographic analyses. The inferential analyses consist of evaluation of measurement and structural models. Descriptive analysis refers to the latent constructs that are used in this research and the demographic analysis illustrates the participant's demographic data, i.e., sex, age, marital status and education level. Inferential analyses were done using PLS-SEM 3.0, since the path modeling of PLS is similar to the conventional regression methodology and it allows the association between the variables as well as the associations between them and their respective constructs (i.e., the measurement model) to be simultaneously investigated (Duarte & Raposo, 2010). PLS trajectory modeling is also considered appropriate for exploratory, predictive, and exploratory experiments (Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009).

Demographics and Descriptive Analysis

The 74 percent of the participants in the sample were males; whereas 26 percent were females. Most of the respondents (21 percent of the sample) fell within the age group of 25-30 years and a maximum of 37 percent of them having work experience of between 6-10 years in their respective fields. 66 percent of them were married; whilst 4 percent were single and widowed. Demographic results also showed that a large percent of the respondents (42 percent) had a master's degree, but 24 percent of them were first-degree holders. 22 percent of the participants were HND holders and 12 percent had doctorate degrees. In the case of descriptive analysis of the variables, all of the constructs and their respective dimensions possessed mean values between 3.42 to 3.51 and the standard deviation (SD) of all dimensions were at a range of 0.37 to 0.93. For all variables and their lengths, these values are appropriate for the overall mean and standard deviation. Therefore, it can be shown that the respondents' answers display an appreciation of all the research variables and a sufficient degree of comprehension. The items have been answered on a 5-point Likert type scale with the following points to choose (ranging from 1 = strongly disagree to 5 = strongly agree).

Assessment of the Measurement Model

Measurement model evaluation comprises of reliability of indicator, convergent validity, internal consistency reliability and discriminant validity of the variables (Hair et al., 2017). As stated by Hair et al. (2017), any indicator's items having a loading below 0.40 must be removed. Hence, even in this study, the

model is made to filter by removing all items that were less than 0.4. As displayed in Table 1, 14 items have been omitted: EP items, 5 items from SP, 1 from compensation and 1 item was deleted from training and development. 1 item has been deleted from recruitment and selection whereas no item has been deleted from PA and MS. The remaining items reached the threshold value (0.40). Additionally, variables compositive reliability (CR) values were between 0.825 and 0.907 (Hair et al., 2010), and latent constructs average variance extracted (AVE) values were within 0.571 and 0.689 range, thus surpassing least requirement of 0.50 (Hair et al., 2011).

Table 1: Loadings, Composite Reliability and Average Variance Extracted.

Constructs	Items	Loadings	CR	AVE
Compensation	Comp_1	0.712	0.838	0.689
	Comp_2	0.728		
	Comp_3	0.817		
	Comp_4	0.742		
Recruitment and Selection	R&S_1	0.715	0.863	0.573
	R&S_2	0.743		
	R&S_3	0.749		
	R&S_4	0.679		
	R&S_6	0.713		
Training and Development	T&D_1	0.719	0.825	0.665
	T&D_2	0.735		
	T&D_3	0.722		
	T&D_5	0.673		
	T&D_6	0.729		
Performance Appraisal	PA_1	0.717	0.898	0.676
	PA_2	0.709		
	PA_3	0.775		
	PA_4	0.725		
	PA_5	0.773		
Succession Planning	SP_1	0.715	0.858	0.571
	SP_2	0.791		
	SP_4	0.746		
	SP_5	0.779		
	SP_7	0.679		
	SP_9	0.729		
Employee Performance	EP_1	0.721	0.907	0.616
	EP_2	0.762		
	EP_4	0.795		
	EP_6	0.672		
	EP_9	0.765		
	EP_11	0.810		
	EP_12	0.752		
	EP_13	0.796		
	EP_15	0.714		
	EP_18	0.640		
	EP_21	0.769		
	EP_23	0.692		
Management Support	MS_1	0.769	0.839	0.604
	MS_2	0.688		
	MS_3	0.710		
	MS_4	0.782		
	MS_5	0.765		
	MS_6	0.725		

Structural Model's Assessment

Structural model evaluation is shown in Table III and Table IV. This study shows the value of R^2 0.64.3 suggesting that all the selected HRM practices (R&S, T&D, compensation, PA and SP) elucidate 64.3 percent variance in EP. Beta values of 0.377, 0.189, 0.208 and 0.131 at significant levels, as shown in Table III, can conclude that the findings of this study confirms the prevailing empirical findings which signify

that R&S, T&D, SP and PA correspondingly, positively impacts EP. However, from the path coefficient findings of the structural model ($\beta = -0.018$, $t = 0.314$, $p > .771$), we can conclude that there is no significant effect of compensation on EP. Therefore, amongst the 10 hypotheses, 4 are supported. As per findings of Hair et al. (2017) and Cohen (1988), the results in Table IV show that EP is clarified by R&S, T&D, compensation, PA and SP with effect sizes (f^2) 0.131, 0.053, 0.004, 0.019 and 0.038 respectively, specifying that all the factors, excluding compensation and PA has a small effect size on EP. In addition, having a value of cross validated redundancy (CVR) 0.239, it can be concluded that the present study had sufficient predictive relevance (Fornel & Cha, 1994).

Table 2: Fornell Larcker Criterion.

Construct	R&S	EP	PA	MS	T&D	SP	Comp
R&S	**0.843**						
EP	−0.113	**0.767**					
PA	−0.059	0.767	**0.781**				
MS	−0.104	0.510	0.524	**0.808**			
T&D	−0.219	0.561	0.506	0.554	**0.727**		
SP	−0.110	0.521	0.472	0.661	0.624	**0.742**	
Comp	0.104	0.210	0.131	0.152	−0.010	−0.019	**0.826**

Table 3: Summary of Direct Relationship and with Moderator.

H	Direct Path Coefficients	β values	SD	t-Statistics	P-value	Decision
H1	Compensation -> Employee performance	-0.018	0.041	0.314	0.771	Not Supported
H2	Performance Appraisal -> Employee performance	0.131	0.084	1.342	0.078	Supported
H3	Recruitment and Selection -> Employee performance	0.377	0.051	6.434	0.000	Supported
H4	Succession Planning -> Employee performance	0.208	0.053	3.562	0.001	Supported
H5	Training and Development -> Employee performance	0.189	0.042	4.786	0.000	Supported
H6	Comp*MS -> Employee performance	0.134	0.076	1.652	0.056	Supported
H7	PA*MS -> Employee performance	-0.064	0.068	0.785	0.189	Not Supported
H8	R&S*MS -> Employee performance	-0.076	0.073	1.146	0.135	Not Supported
H9	SP*MS -> Employee performance	0.041	0.084	0.352	0.350	Not Supported
H10	T&D*MS -> Employee performance	-0.212	0.076	2.431	0.011	Supported

Besides, on the basis of the approach which is a product indicator approach as shown in Table 3, the result as shown in Table 3 indicate that the relationship between T&D, compensation and EP, correspondingly, depends on management support which has a buffering effect on the said relationship ($\beta = -0.212$, $t = 2.431$, $p < 0.011$; $\beta = 0.134$, $t = 1.652$, $p < 0.056$). In other words, MS acts as a moderator in the relationship between T&D and compensation with that of EP respectively. Figures 1 and 2 demonstrate that there are steeper gradients contrary to low MS (absence of MS) in the interaction plot and which contains a high MS marked that specifies if MS is present (Dawson, 2014). This means that the academics with MS are strengthened by a positive link between T&D, compensation and EP. Hypotheses 7 and 9 have therefore been supported. However, Table 3 findings demonstrate that MS is not moderated against the relationships between R&S, PA, SP and EP. This means hypothesis 7 and 9 were supported. But, the result shown in Table 3 indicates that MS does not act as a moderator in the relationship between R&S, PA and SP against employee's performance.

Table 4: Endogenous Latent Construct Effect Size (f^2).

R-square	Included	Excluded	f-square	Effect size
Compensation	0.432	0.425	0.004	None
T&D	0.432	0.376	0.053	Small
PA	0.432	0.423	0.019	Small
R&S	0.432	0.352	0.131	Small
SP	0.432	0.413	0.038	Small
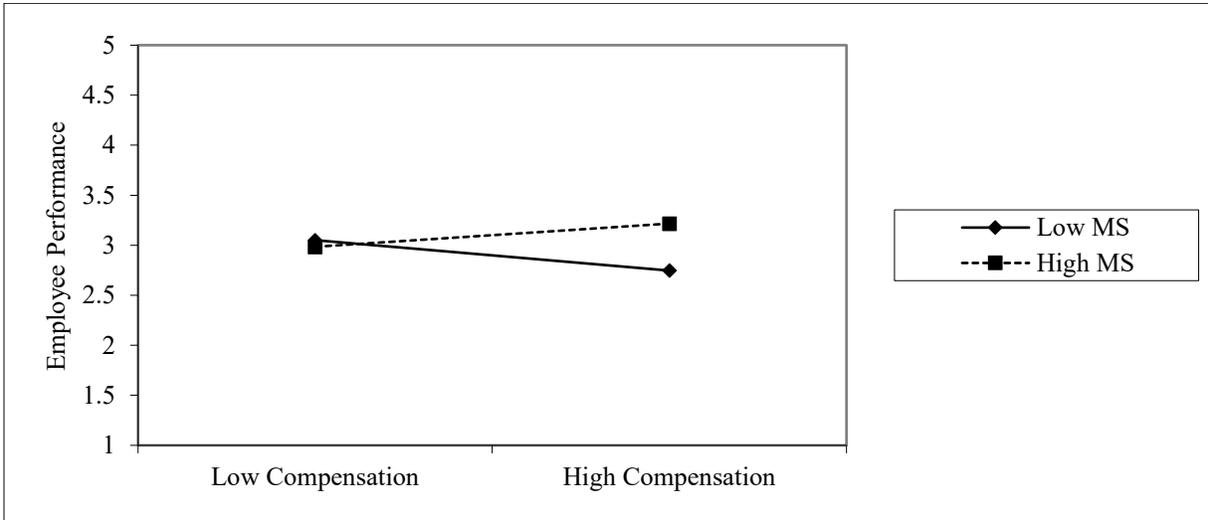
Figure 1: Compensation Interaction Plot.
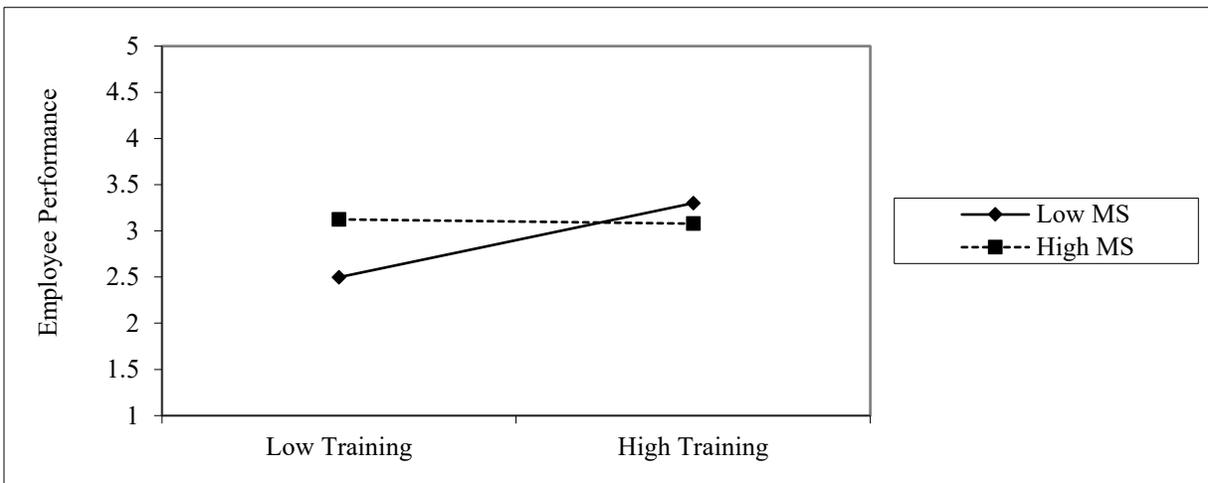
Figure 2: Training and Development Interaction Plot.

DISCUSSION

The final findings show that some HR activities lead successfully to better employees' performance in the banking industry. Nevertheless, such HR activities could be unfavorable to improved performance in some cases. On this basis, certain scholars (Chadwick et al., 2013) conclude that human resource practices may be harmful or beneficial, since the lack or effectiveness of HRM practices relies on certain internal and external restricting circumstances. The present study also shows that all selected HRM activities (R&S, T&D, PA and SP, excluding compensation) are strong and optimistic predictors of employee performance. The results from

the existing literature, amongst others Saleem and Khurshid (2014) and Mir and Ahmed (2014), have now been supported. Compensation has a negligible effect on EP in current research. This result indicates that there are no definitive results on the compensation-performance association in existing literature.

Prior research Ariely et al. (2009) show that the two variables are negatively related. It must be defined by high trust, adequate wage and successful evaluations (Ismail et al., 2015a) for the implementation of payment systems in the organization. Moreover, management support has been proven to act as a moderator in the relationship between T&D and EP, and in relationship between compensation and EP. The result shows that organizational help improves the efficiency of HRM practices. This result means that the interpretation of employee's performance in a company through managerial sponsorship, recruitment and growth and pay is becoming more important. This outcome might be related to the contingency hypothesis, in which MS would be associated with higher performance organizational strategies.

All the same, the probable reason for the lack of MS as a moderator in the relationship between R&S and EP, PA and EP, and SP and EP could be that human resource management practices and EP relationship is reliant on particular organizational or conservational aspects ((Takeuchi et al., 2007). MS may be a discretionary variable for the success of HRM activities, as is shown in the results of this study, but further study is required here in order to broaden the scope of research awareness. For example, Thailand lecturers viewed R&S as the method of hiring workers as context based. The correct procedure is typically not accompanied by R&S exercises. Interview requests were received, and the government released the list of applicants without interview at the end of the day, whereby management has no choice but to accept the working candidates. As such, environmental factors may rely on HRM practices and employee's performance relationships (Takeuchi et al., 2007).

CONCLUSION
Findings of the present research suggest that it is difficult to improve the positive influence of HRM policies on success if executive management in banks does not embrace the HRM programs. The outcomes of the present study have also shown the importance of the workforce for any organization's success and that human capital is necessary to achieve the goals of the organization, as previously stated. As a result, management and other partners will promote positive behavior and better EP. The results of this study provided further understandings into the world of human resource management policies and practices.

Practical Implications
Complete findings from the study will serve as a guide for management to improve the morale of workers by promoting HRM practices that would enhance motivation for employees. The results of this study further illustrate the need to improve management by the efficiency of its workers and the performance of its organisation (Ogunyomi & Bruning, 2016). This research shows that it is important for institutions to develop strategies to promote an improved performance of human resources, and which thus help to achieve the goals of the business. This is of great importance since it represents the willingness of an organization to define its market demands and personnel expectations, in particular for highly productive workers. HRM is able to boost the sustainability and productivity of organization by way of human capital (Armstrong & Taylor, 2020). Human capital has the necessary skills and knowledge to implement schemes and plans for business. Organizations should therefore be well aware, and people are encouraged to accomplish their potential (Cho, Kim, & Mor Barak, 2017). Human resources also bring economic value to businesses (Buller & McEvoy, 2016).

Study Limitations and Directions for Future Research
Even though the findings of the current research have strengthened the knowledge base in the HRM research field, the shortcomings of the work must be carefully decoded and interpreted. In the analysis, the cross-sectional method of data collection is used, but this technique does not ensure that the population has causal inferences (Sekaran & Bougiee, 2016). This can be thought to be a drawback and therefore influences generalizability of the results of this research. For upcoming researches, the longitudinal methodology

should be taken into consideration as an alternate research method. Furthermore, HRM practices and employee's performance-related activities have been described as based on organizational or ecological factors. Nonetheless, results of the present research suggest HRM practices not to be favorably moderated by all the organizational variables. In other words, HRM practices and employee performance partnerships are contingent, as Cooper et al. (2019) noted, not on everything but on some organizational or environmental factors. Therefore, potential researchers should try management support as a moderating variable that can regulate the correlation between HRM practices and employee's performance.

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