

The Impact of Human Resource Management Practices, Organizational Culture, Motivation and Knowledge Management on Job Performance with Leadership Style as Moderating Variable in the Jordanian Commercial Banks Sector

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Abstract: In this paper, the effect of three human resource management practices namely, compensation and benefits, training and development, and performance appraisal and achievement was examined along with organizational culture, motivation and knowledge management on job performance among Jordanian banks. The construct of job performance was measured by the combination of task performance and organizational citizenship behavior. The study employed convenience sampling to which 30 questionnaires were distributed. The finding showed a significant impact of human resource management practices (compensation and benefits, training and development, and appraisal and achievement), organizational culture, motivation and knowledge management on job performance in the Jordanian banks. On the basis of the findings, the researcher provided recommendations for the banks in terms of strengthening the relationship between their knowledge management job performance. The study also provided implications to theory and practice based on the findings.

Keyword: Human resource management practices, culture, motivation, knowledge management, leadership style, job performance.

INTRODUCTION

The banking system has been garnering momentum on a global scale, with popularity extensively encompassing all types of banks (Islamic and conventional). In particular, major international conventional banks have been keen on adopting the banking system and this is exemplified by the Citibank that has numerous branches in Bahrain and Sudan – such banks' operations are based on Islamic Sharia'h principles.

With the intensification of competition and with banks providing similar products and services, it customer satisfaction is the sole determinant of commercial banks performance, their competitiveness and their success. It is thus of great importance that the level of customer satisfaction towards commercial banks in Islamic countries are examined. Several questions can be developed in this regard – for instance, in a nation populated by majority Muslims, and where Islamic and conventional banks, the question as to the major factors motivating customers to deal with either of the two banks is raised, and as to the level of customer satisfaction with either banks.

According to Iqbal, Ahmad, Haider, Batool, and U-ain (2013), job performance of employees is among the top issues faced by commercial banks and it has been considered as a challenge for organizations to influence the job performance of employees upon which the growth of the bank depends on (Wambugu & Ombui, 2013). Along a similar line of study, Qureshi (2015) related that researchers have been attempting to investigate the critical variables that have the potential to explain job performance. Consequently, majority of organizations are constantly examining and determining factors influencing job performance as this will identify their productivity level and performance. Job performance of the optimum level is impossible without studying the aspects that can assist the performance of employees (Saeed, Nayyab & Lodhi, 2013). Evidently, the business world dynamics has led to the increasing dependency of banks on the job performance of employees, as the latter constitute the major asset of the commercial bank that can either make or break it (Fareed, Ulabidan, Shahzad & Umm-e-Amen, 2013). It is crucial for banks to take measures in ensuring the best performance of employees. This was stressed by Williams (2002) who stated that job performance is related to the system factors of the organization and factors of individuals. In other words, job performance is essentially influenced by the factors that are related to the commercial bank and to the employees attributes.

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In the present world without boundaries, banks operations relate to increasing demands owing to the global economic changes (Alvarez, Garcia & Gouveia, 2016) and because of this the job scope of banking employees also has to be kept at par with the changes as they have to perform their jobs in order to meet the needs and demands of customers. Although the banking sectors' contribution to the Jordanian economy is high, several issues still exist among the employees. Bank employees have cited issues throughout banks in the nation via the National Union of Bank Employees (NUBE) as internal solutions to the cited issues are still elusive.

Viewed from the level of organization, power greatly influences performance and in relation to this, DeWall, Baumeister, Mead and Vohs (2011) investigated the relationships between power and task performance. Also, Qaisar, Rehman and Suffyan (2012) looked into the organizational commitment's influence on employee performance. More generally, some prior studies investigated the relationships among staff motivation, dissatisfaction and job performance (Baruah & Barthakur, 2012; Mawoli & Babandako, 2011; Oluseyi & Ayo, 2009).

On the basis of a background review of the education system in Jordan, the issues of commercial banking in the country can be highlighted. Studies have dedicated to the banking performance in developed nations, with the inclusion of some Middle Eastern states, and it indicates that in Jordan, performance is still low. It is notable that commercial banks have to enhance their performance in order to develop the whole nation, as a developing one.

Implicit evidence exists in innovation literature as to the role that organizational culture plays in influencing banking performance (Martins & Terblanche, 2003; Yang, 2007) but studies modeled and empirically researching the nature of the organizational culture-performance relationship are still lacking (Deshpande, Farley & Webster Jr., 1993; Martins & Terblanche, 2003). Hence, this calls for the importance of studying the relationship between organization culture and job performance to provide information on the impact of culture on the performance of commercial banks.

JOB PERFORMANCE

In the field of industrial and organizational psychology, Borman (2004) related that job performance is the most significant element

acknowledged. Preko and Adjetey (2013) justified this fact by relating it to the employee job performance being the major indicator establishing the performance of the organization. In this regard, Hanif (2013) contended that job performance among employees show regular changes as their behavior is also constantly changing. Generally speaking, performance forms the visible employees' activities relating to the goals of the organization (Campbell, McHenry & Wise, 1990). Similarly, performance has also been referred to as a completion of ordinary working efficiency and ability of employees to carry out their responsibilities (Tahir, Yousafzai, Jan & Hashim, 2014).

Added to the above, the achievement of high employee performance has become the primary aim of majority of organizations in the current dynamic and competitive business environment as the performance of employees is the determinant of organizational performance and successes (Preko & Adjetey, 2013). Moreover, a satisfied employee performs well to achieve his tasks and is more inclined to reciprocate by assisting his colleagues at work (Edwards, Bell, Arthur Jr. & Decuir, 2008). This indicates that task performance and organizational citizenship behavior are interrelated as organizational citizenship behavior performance supports task performance in achieving successful organizational performance.

More importantly, in this study, the contribution of system factor and individual factor on job performance is analyzed according to the Determinants of Job Performance Model. This is justified by the fact that job performance is not only determined by the system of factors (e.g., dimensions of human resource management practices) but also the individual contributing to it (Williams, 2002). This study thus includes three human resource management practices dimensions namely, compensation and benefits, training and development, and performance appraisal and achievement, along with proactive personality as the independent variables. The present study measures their influence on the employee job performance.

HUMAN RESOURCE MANAGEMENT PRACTICES

Human resource management practices comprise an instrument that conducts the basic role of achieving organizational goals aside and brings about sustainable competitive advantage in the business environment (Jeet & Sayeeduzzafar, 2014). Additionally, human resource management practices

determine the employees' progress and performance and thus have an influence over it, whether positive or negative (Guest, 2002). According to Quresh, Akbar, Khan, Sheikh and Hijazi (2010), human resource management practices consist of policies and practices mandated for the human resource management within an organization directed towards achieving goals and objectives.

Along a similar line of study, Abdullah, Ahsan and Alam (2009) referred to human resource management practices as activities involving the management of human capital in the organization which is directly related to the managerial processes (e.g., recruitment plans, selection, rewards, and development, use and maximization of employees capabilities). They refer to a set of planned practices used to lead and manage human capital towards accomplishing goals. Instances of the dimensions making up the human resource management practices are compensation and benefits, training and development, and performance appraisal (Dessler, 2010).

This paper focuses on the three HRM practices dimensions namely compensation and benefits, training and development, and performance appraisal and achievement (independent variables). The above dimensions were selected because they are directly linked to job performance (Minbaeva, 2008; Uen & Chien, 2004). They are also HRM practices dimensions that are acknowledged to encourage the performance of employees and enhance and increase their performance, which in turn facilitate competitive advantage for the organization (Minbaeva, 2008; Uen & Chien, 2004). Prior studies have even suggested the investigation of the human resource management practices that are directly linked with job performance (Ahmed, 2014; Hema, 2015; Mazatul Nadiah, 2015; Nuansate, 2016).

ORGANIZATION CULTURE

Organizational culture affects various situational constructs in the organizational framework and this area of research in management science has been in constant focus in literature (Aktas, Cicek & Kiyak, 2011; Ojo, 2010; Oparanma, 2010). This is due to the fact that a well-developed culture is a powerful tool to use in executing innovations, and in driving employees' behavior and maximizing performance (Lee & Yu, 2004). The more the organization provides ongoing learning, opportunity for dialogue and a well connected system with good leadership, the more the employees

will be committed to it (Joo & Lim, 2009; Joo & Shim, 2010). In a similar line of study, Parker and Skitmore (2005) indicated that the dissatisfaction of employees with the culture of the organization is the top reason for turnover. In this sense, it is pertinent for the organization to consider its culture and develop an appropriate communication and capabilities for risk management and for the achievement of commitment among employees (Cheung, Wong & Wu, 2011; Ezirim, Nwibere & Emecheta, 2012).

Prior studies in literature dedicated to organizational culture has reported its significant and positive effect on organizational performance in the long-run (e.g., Belassi, Kondra & Tukul, 2007; Post & Coning, 1997; Robinson, Carrillo, Anumba & Al-Ghassani, 2005; Shore, 2008; Tseng, 2010; Zheng, Yang & McLean, 2010), as well as its effect on competitive advantage and conversion of knowledge (Tseng, 2010). Moreover, in the study of Gu, Hoffman, Cao and Schniederjans (2014), the authors conducted a survey involving 1000 U.S. and Chinese organizations and found effects of organizational culture on project performance.

Furthermore, Zehir, Ertosun, Zehir and Muceldili (2011) contended that the achievement of positive performance in the present competitive market environment calls for the significant recognition of organizational culture as such culture is key to good leadership style that drives towards facilitating of business performance, process innovation, product innovation and technologies (Robinson *et al.*, 2005). Additionally, organizational culture serves as a knowledge source as it enables employees' acquisition and sharing of knowledge within the working environment (Jones, Cline & Ryan, 2006). Therefore, organizational culture does have a conclusive effect on performance (Yesil & Kaya, 2013). In this regard, prior studies like Elnihewa (2015), Romle (2014), Umrani (2016), and Wunderlich and Beck (2017) have urged for the examination of the relationship between organizational culture and job performance.

MOTIVATION

Employees who are motivated are one of the conditions for organizational success. Motivated employees tend to focus their effort and direction towards the achievement of the goals laid down by the organization (Manzoor, 2012). The importance of motivation lies in its ability to drive an individual to work hard. In this regard, Musmiliana and Mustaffa (2012) related that employee motivation towards work is

described as the way the employee works and this is expressed through their service towards the organization. Highly motivated employees also have a tendency to be more loyal and dedicated to their jobs and their performance is often directed to the organization's best interests. Employee motivation has been evidenced to positively relate to organizational performance in prior studies. In particular, Muogbo (2013) indicated the relationship between employee motivation and organizational performance in that employees, who are motivated, influence their performance. This is consistent with the equity theory that stresses on the fairness in the remuneration package offers that generates higher workers' performance.

In related studies, employee motivation was identified to have a significant relationship with performance, with the motivational factors within employees enhancing their productivity (Jesarati *et al.*, 2013). Aside from the above studies, Chowdhury (2007) revealed a positive relationship between employee motivation and the performance of the organization. They found firm performance to heighten with the increase in the motivation among employees. In the same line of argument, financial rewards influence the employee performance and bring about their motivation. In other words, workers who are financially satisfied contribute to the performance of the firm (Manzoor, 2012). Contrastingly, Dobre (2013) found no significant influence of payment on employee motivation but rather non-financial factors such as non-financial rewards, social recognition and performance feedback are the factors that positively influence the same. Past studies urge future ones to examine the relationship between motivation and job performance (e.g., Iwani, 2015; Nuansate, 2016; Romle, 2014).

KNOWLEDGE MANAGEMENT

Majority of organizations deem enhanced performance to not only hinge on successful distribution of tangible assets and natural resources but also on effective knowledge management (Lee & Sukoco, 2007). Consequently, knowledge management investments have been noted to be increase throughout the years (Mills & Smith, 2011). Presently, knowledge is the key economic resource that is important to obtaining sustainable competitive advantage and therefore, it is crucial for organizations to obtain the right knowledge for the achievement of success (Anantatmula, 2007).

Several reasons can be attributed to the increasing value of knowledge management. First, in order to succeed in the dynamic global economy, organizations should decrease their cycle types consisting of production, operations limited to the least fixed assets and costs, product development time and they should enhance their customer service and product quality and maximize and enhance the productivity of employees and performance. In addition to the above, Gupta, Sharma and Hsu (2004) also added the importance of updating and restructuring of business processes and increasing agility and versatility. All the above activities need ongoing efforts directed towards the acquisition, creation, documentation, sharing and application of knowledge among employees and teams in all levels of the organization.

In other related studies in literature, Gholami, Asli, Nazari-Shirkouhi and Noruzy (2013) investigated the influence of KM practices, particularly knowledge sharing, knowledge creation, knowledge storage, knowledge acquisition, and knowledge implementation, on organizational performance in light of customer satisfaction, productivity, innovation, financial performance, staff performance and work relationships in the context of 282 SMEs in Iran. On the basis of their results, the KM practices directly affect the OP dimensions. Along a similar line, Gharakhani and Mousakhani (2012) looked into the effect of KM capabilities (knowledge sharing, knowledge application and knowledge acquisition) on Iranian organizations performance. They employed self-administered questionnaires for data collection from the 30 SMEs and found that knowledge management capabilities positively and significantly influenced organizational performance.

Meanwhile, Chukwujioké, Orziemgbe and Benapugha (2013) conducted an empirical study to shed light on the KM capabilities of technical KM resource, cultural KM resource, structural KM resource and human KM resource on OP in light of revenue growth, costs, profit margins, cash flow and operating income in the context of Nigeria. They also utilized self-administered questionnaires for data collection from 328 respondents. Their findings revealed the positive relationship between KM capabilities and OP.

However, notwithstanding the evidence relating the positive and significant relationship between KM and OP, the findings still remain inconclusive. With organizations seeking to determine a niche in their market, they turn to different business strategies and in

this situation, the level of KM's enhancement of OP under various strategic orientations is questionable. Past studies have also urged for the examination of organizational culture and its relationship with job performance (Elbaz & Haddoud, 2017; Noor Azinuddin, 2015; Wunderlich & Beck, 2017).

LEADERSHIP STYLE

Leadership refers to a process of possessing power over group activities for the realization of the organizational aims (Alhusaini, 2012) and for task execution, leaders try to influence their followers and motivate them to achieve the goals and objectives of the organization. Leadership is a top feature used for the expansion of organizational performance and achievement of goals as successful leadership at all levels indicates the organizational success (Shafie, Bagherhalimi & Barghi, 2013). According to scholars, leadership is described as the ability to direct attitudes, beliefs and abilities among subordinates directed towards goals accomplishment (Shafie *et al.*, 2013).

In this research, the primary aim is to highlight the effect of leadership styles on job performance. Management should cultivate leadership and performance qualities in themselves and their subordinates. Alhusaini (2012) related that several people are inclined to be leaders, with those who are keen to learn successful leadership behaviors transforming into effective leaders. Leading itself is a concept that refers to the ability to inspire others (subordinates). Leadership style in organizations plays a major role in enhancing or mitigating interest and commitment among employees in the organization (Obiwuru, Okwu, Akpa & Nwankwere, 2011). Leaders have a tendency to influence things to continue or to change.

Moreover, effective leadership serves as a powerful foundation for developing the organization and for sustaining competitive advantage (Lado, Boyd & Wright, 1992). Stated clearly, organizational competitive advantages may be formed through the top management's decisions and actions. It was further indicated by Obiwuru *et al.* (2011) that leaders' implementation of suitable leadership style could affect their followers and the mobilization of organizational resources. Hence, leadership style has the potential to influence the effectiveness of the deployment, distribution, consumption of resources and enhancement of the performance of the organization (Obiwuru *et al.*, 2011).

A review of related studies indicated that leadership style studies focuses on employees' perspective with two primary features of leadership namely transactional and transformational (Alhusaini, 2012). Specifically, the theory of transformational leadership has a positive influence on the attitudes among employees towards their works, working environments and job performance (Vigoda-Gadot, 2007) more than transactional leadership. Prior studies have suggested examining leadership style relationship with job performance (e.g., Ariyabuddhiphongs & Kahn, 2017), while others recommended the use of mediating variables (e.g., Wahab, 2016).

THEORETICAL FRAMEWORK

The resource-based view (RBV) theory posits that competitive advantage and performance results stem from firm-specific resources and capabilities that are inimitable by competitors (Barney, 1986; Barney, 1991; Rumelt, 1987; Wernerfelt, 1984). Such capabilities and resources can play a significant role in establishing sustainable competitive advantage and optimum firm performance among firms that have specific characteristics. The resources also have to be valuable, efficient and effective, rare, inimitable and non-substitutable (VRIN) (Barney, 1991). As such, a firm may be capable of sustaining its competitive advantage by identifying, developing, deploying and preserving specific resources that set them apart from their competitors – this facilitates successful performance in the dynamic and competitive marketplace (Amit & Schoemaker, 1993; Carmeli & Tishler, 2004; Collis & Montgomery, 1998; Dierickx & Cool, 1989).

With regards to resources, both organizational culture and leadership style can be deemed as distinct intangible assets that can influence the organization's performance (Lo, 2012). Both constructs constitute the independent variables of the present study, and their influence on the performance of the organizations is the main aim, and thus, the RBV theory is suitable to be used as the underpinning theory. The use of the RBV theory in this study can also be justified by the theoretical background of the research that is backed by several studies stressing on the adoption of a specific organizational culture and specific leadership style (transaction/transformational). The style of leadership is known to be a unique resource of the organization that could assist in its obtaining of competitive advantage, and in turn, enhance its performance (Lok & Crawford, 2004; Ogbonna & Harris, 2000).

Another theory that could underpin this study is the self-determination theory or the theory of motivation. Motivation is a concept that is extensively utilized in organizations and it garners increased attention owing to the role it plays in bringing about employee satisfaction, engagement and performance. According to Ryan, Patrick, Deci and Williams (2008), motivation can be categorized into intrinsic and extrinsic motivation – with extrinsic factors motivating employees including rewards, praise, evaluation and appreciation from the organization. Meanwhile, the intrinsic factors address creativity, sustain passions and efforts among employees for better performance. The self-determination theory focuses on the motivation of employees so that they may obtain new behaviors and use it to improve their performance (Ryan *et al.*, 2008).

Moreover, the self-determination theory is related with human motivation and personality. The theory is crucial in predicting job outcomes like employee job performance and satisfaction (Iam & Gurland, 2008). It motivates employees to look for opportunities and space for innovation and this improves their performance and upgrades their knowledge, skills and

abilities – proactive employees are characterized by the above features. This is why self-determination is related to proactive personalities (Lam & Gurland, 2008).

In this study, the main purpose is to examine the influence of HRM, KM, organizational culture and motivation on job performance, with the mediating role of leadership style on the relationship. Based on the thorough review of management literature, the study variables adopted in this study have all been underpinned by the RBV. For instance, human resource practices has been stressed as the primary source of competitive advantage by Apospori, Nikandrou, Brewster and Papalexandris (2008), Fey and Bjorkman (2001), Katou (2008) and Vlachos (2008). Past studies also consider knowledge management as one of the determinants of competitive advantage as reported by Emadzade, Mashayekhi and Abdar (2012), and Kharabsheh, Magableh and Sawadha (2012). Prior attempts to explain the study variables have also reported them to be sources of organizational competitive advantage, justifying the adoption of RBV in the present study as the underpinning theory to examine the phenomenon.

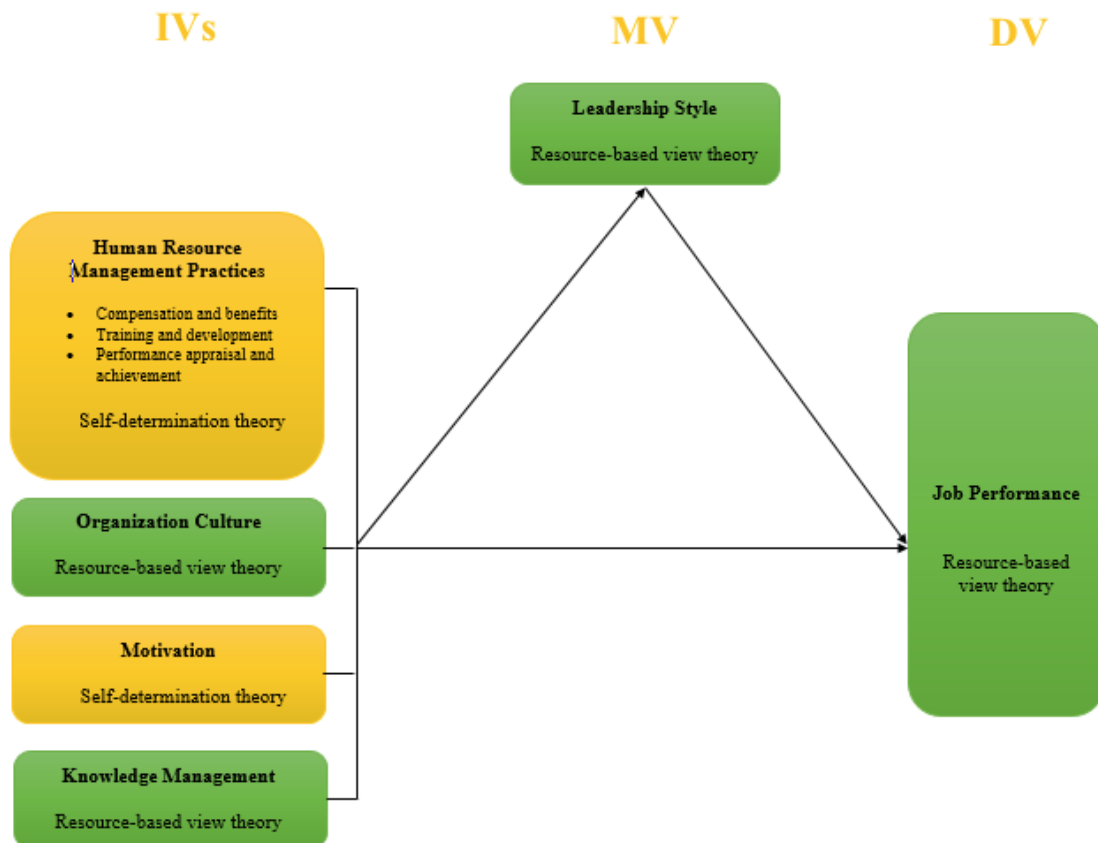


Figure 1: Theoretical Framework.

RESEARCH METHODOLOGY

In this research, the researcher employed a descriptive measurement method and a survey instrument to provide a description of the characteristics of conventional commercial banks and to assistant branch managers and to determine the issues. Added to this, the research applied the survey method, specifically through questionnaire instrument to obtain data used to understand the attitudes of assistant bank managers and the performance of Jordanian conventional commercial banks. A questionnaire is used to gather data from a chosen sample of the community under study (Zikmund *et al.*, 1994). Hence, data was collected through online questionnaire forwarded to 13 conventional commercial banks in Jordan.

PILOT TEST

A pilot test is described as a test that examines the design, method and instrument prior to the actual research. It entails the initial test of data collection tools/processes to determine and rectify errors. Pilot test was described by Zikmund, Babin, Carr and Griffin (2010) as an experimental testing of a small sample group, with the results being preparation for testing the study design. The test is conducted prior to the actual survey and it allows the researcher to delineate erroneous questions. It also allows the researcher to gauge the time taken to complete the questionnaire.

The pilot test measures the reliability and validity and determines the issues of errors in the survey. The internal reliability of the pilot test was obtained through the use of Cronbach's alpha.

The researcher distributed the questionnaires to the assistant bank managers employed by 13 conventional commercial banks. Table 2 displays the list of banks and the assistant branch managers that constituted the respondents to the questionnaire. Research assistants were requested to distribute the questionnaire. Assistant branch managers in the banks were selected because of their official functions and their advantage to provide responses in appropriate times (Badawy, 2015).

The pilot test was also utilized to measure the research variables prior to the actual data collection in order to ensure that the study objectives are achieved. Therefore, data was collected from assistant branch managers, after which it was analyzed to obtain Cronbach's alpha values as presented in Table 3.

Table 3 contains the reliability analysis results of the variables. It is clear from the table that the Cronbach's alpha coefficient values obtained for job performance is 0.870, for leadership style is 0.671 and for the independent variables they are; for compensation and benefits (0.668), for training and development (0.893), for performance appraisal and achievement (0.794), for organization culture (0.706) and for motivation (0.865) and lastly, for knowledge management (0.881). As for

Table 1: Total Number of Conventional Commercial Banks in Jordan

S/N	Name of Bank	Year of Establishment
1	Arab Bank	1930
2	Jordan National Bank	1956
3	Cairo Amman Bank	1960
4	Bank of Jordan	1960
5	The Housing Bank for Trade & Finance	1974
6	Jordan Kuwaiti Bank	1977
7	Arab Jordan Investment Bank	1978
8	Jordan Commercial Bank	1978
9	Jordan Investment & Finance Bank	1989
10	Arab Banking Corp./ Jordan	1989
11	Union Bank	1991
12	Societe General – Jordan	1993
13	Capital Bank	1996

Source: CBJ (2014).

Table 2: Population of Employees in Jordanian Commercial Banks

S/N	Name of Bank	Number of Employees	No. of Branches
1	Arab Bank (ARBK)	6150	185
2	Arab Banking Corporation (ABCO)	483	26
3	Arab Jordan Investment Bank (AJIB)	365	11
4	Bank Al Etihad (UBSI)	500	22
5	Bank of Jordan (BOJX)	1790	94
6	Cairo Amman Bank (CABK)	2088	93
7	Capital Bank of Jordan (EXFB)	416	12
8	Investment Bank (INVB)	273	9
9	Jordan Ahli Bank (AHLI)	1650	67
10	Jordan Commercial Bank (JCBK)	597	34
11	Jordan Kuwait Bank (JOKB)	892	56
12	SocieteGenerale de Banque/Jordanie (SGBJ)	235	20
13	The Housing Bank for Trade & Finance	2130	130
Total		17569	759

Source: CBJ (2014).

Table 3: Reliability Result

Construct	Number of items	Cronbach's Alpha	Remarks
Compensation and Benefits	6	0.668	Acceptable
Training and Development	5	0.893	Good
Performance Appraisal and Achievement	9	0.794	Acceptable
Organization Culture	16	0.706	Acceptable
Motivation	5	0.865	Good
Knowledge Management	14	0.881	Good
Leadership Style	16	0.671	Acceptable
Job Performance	14	0.870	Good

the customer value, it is 0.87, which shows it to be an excellent determinant of job performance. The entire results of the Cronbach's alpha coefficients concerning the mediating, dependent and independent variables ranged from acceptable to good.

DISCUSSION AND CONCLUSION

This study examined the moderating influence of leadership style on the HRM Practices and organizational culture, motivation and knowledge management, and job performance relationship in the context of Jordanian conventional commercial banks. The study findings contribute to literature regarding the relationship among the study variables. Additionally, researchers have urged the examination of such

relationship owing to inconsistent results (Ali & Bakar, 2016).

The findings showed that high job performance of employees in conventional commercial banks in Jordan is affected their compensation and benefits as well as their proactive personality. The findings also validated the adopted determinants of Job Performance Model and evidenced that both system and person factors have equal roles in realizing optimum job performance.

In sum, the variables significantly influenced job performance and based on this, it is crucial for organizations, particularly conventional commercial banks to lay emphasis on the determinants in their quest to enhance employees' performance.

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