

Human Resources Management Factors as determinant of Quality of Work Life in UBA Plc

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Abstract

This Paper examined the role of HRM factors in achieving Quality of work life in the organization. The main objective of this paper therefore was to determine any significant relationship that main exist between HRM factors such as Engagement , Talent Management , Compensation, learning and development on the one hand and quality of work life on the other. The study adopted cross sectional design and employ survey as the research strategy to elicit responses from respondents in UBA PLC. The study employed the use of questionnaire as the main research instrument. It was revealed from the hypotheses tested that HRM factors are significantly related to work life balance, and therefore HRM factors are major determinants of quality of work life in the organization.

Keywords: Quality of Work Life, Employee Engagement, Talent Management, Learning and Development, Compensation Policy.

1. Preamble

Human resources management (HRM) focused attention on the formal process for the management of people in an organization (Mullins, 2007). Effective management of people towards achieving organizational goals is a central theme in the field of human resource management. Therefore, HRM practices are key to organizational efficiency and high productivity (Elegbede, 2016); also Wood & Wall (2002) stressed that high commitment approach to HRM enhance internal fits and organizational fits.

Wood (1999) opined that internal fits ensure synergy among various HRM practices while organizational fit, while Lawler (1995) advocated HRM practices are associated with quality practices. The role of HRM practices in Quality of work was further stressed by Minbaeva(2004) that there is a strong link between HRM practices and Total Quality Management (TQM). Achieving the organizational fit is a major challenge to most organizations small and big, and it is significant in achieving Quality of Work life (QWL).

Improving QWL practices in an organization seems to promote effectiveness and eliminate negative attitudes (Amin, 2013). HRM practices such as pay and compensation, training and development, talent management, employee engagement, recruitment and selection appears to ensure achievement of QWL in an organization. The improvement of QWL at the workplace has been a major concern to managers globally. Increasingly, QWL has been a major area of attention in last two decades due to changes in life styles of workers and family relationship generally (Akdere, 2006).

It was in this regards that previous researchers adopting both empirical and conceptual analysis to identify factors that determined and influenced QWL at the workplace. In view with the objective of identifying factors responsible for QWL at work, researchers such as (Kahn, 1981); focused on Talent management as determinant of QWL;(Kalra & Ghosh, 1984); (Mirvis and Lawler, 1982); (Kerce& Booth-Kewley, 1993). Focus on the entirety of HRM functions as the determinant of QWL at work. Essentially, Human Resource Management Factors (HRMF) serves a major role in the determination of QWL practices (Fajana, 2002); (Bateman and Snell, 1999); (Obisi, 1995) QWL is enhanced by high level HRMF. However, in the developed world researchers such as Tim (1997) examine the relationship between human resources practices and job satisfaction. Stein (2004) examine the positive effect of human resources practices on job satisfaction and organizational performance while Appelbaum, Bailey ,Berg , and Kallerberg (2000) examine the effect of sound human resource practices on the improvement of organizational performance. Similarly, Gould –Williams (2003) addressed the use of specific human resource practices in Local government organizations. All these studies have significantly demonstrated the link between HRMF and QWL. In contrast to studies conducted in most of developing and underdeveloped countries for instance in Nigeria, Ghana and Togo private companies and most public institution managers and business owners pay lip service to efficacy of QWL in achieving organizational objectives such as the studies by Elegbede (2016) which focus on financial sectors in Nigeria and Ikemefuna, Anyim and Mbah (2012) which focus on challenges of HR in Nigeria. As noted by Fajana (2002) HRM factors should address and focused attention on influencing and promoting QWL in Nigeria. Fajana (2002) stressed further that in recent times business managers and human resources professionals in Nigeria have become more sensitive to the need to utilise strategic. However, the study by Amin (2013) empirically determined the role of career development and personal factors on quality of work life in Indonesia Public Sector. Moving further than the study by Amin (2013) this study empirically examined the impact of human resource management factors on quality of work life amongst Asian Multinational Companies in Nigeria,

The paradigm shift from personnel management to human resource management in most Asian Multinational companies in Nigeria influence the concern for a robust workforce through quality of work life balance(Ikemefuna, 2012) transited from the humble beginnings of personnel management to the more robust strategic human resource management practice (Fajana, 2002). This arguably estimate the reasons for some researchers to conceptually advocated that human resource management practices impacted on quality of work life and influence. Huselid (1995) opined that human resource practices are associated with organisational outcomes; and through their influence on employee quality of work life (Fajana, 2002. The industrial set-up in Nigeria can be segmented into two categories; namely Asian multinationals and American / Europeans Multinationals operating in Nigeria excluding local industries. As noted by Otobo (2012) Nigeria’s current industrial landscape is diverse with American, French and Italian organisations on the one hand and the Asians multinational companies on the other. Asian companies in Nigerian operate in oil and gas, food and beverage, manufacturing, agriculture and technology sectors of the Nigerian economy. These organisations employed Nigerians as the bulk of human resources required to achieve business success. This provides a viable ground to investigate the human resources management of Asian multinational companies and its influence on quality of work life balance. However, human resource approach appears to play significant role in actualization of organizational objectives and quality of work life balance in particular. As noted by Mullins (2007) that HRM and the successful implementation of personnel activities are essential ingredients for improved organizational performance while Lych (2008) opined that people are vital resource for sustainable competitive advantage. there is significant influence and relationship between human resource management and quality of worklife balance practice (Fajana, 2012); this explain the needs for more emphasis on specific HRM factors that are synonymous with quality improvement, innovation and speed (Bateman & Snell, 1998); other HRM factors as identified by Elegbede (2016) includes employee engagement , talent management , compensation management policy , learning and development. In this study employee engagement, talent management, compensation management policy, and training and development will be conceptualized as those HRM factors that determine the success of quality of work life balance. The importance of this conceptualization will be demonstrated later in this study through empirical submissions on the influence of HRMF on Quality of worklife balance in Asian Multinational companies operating in the various sectors within the Nigeria economy.

2. Review of Empirical Literature

The section examined review of empirical literature in line with the theme of research objectives and research questions.

2.1 Employee Engagement and Quality of Work-Life Balance

Employee engagement is an essential tool for effective management and utilization of people at work. Particularly employee engagement enhanced positively work-life balance practices. In the study by Lazer & Ratiu (2010) which investigated work-life balance and organizational performance. Their study revealed that work-life balance has significant business cost associated with lack of engagement. Similarly, the study by Meenakshi, Subrahman, and Ravichandra (2013) revealed that work-life balance is significantly related to employee engagement. However, the study by Becker & Gehart (1990) revealed that human resource management decisions such as employee engagement, impacted on work-life balance practices. Although, the study by Becker & Gehart (1990) does not directly examined the relationship between employee engagement and work-life balance but the study was able to indirectly established the importance of effective relationship between employee engagement and work-life balance practices. The studies by Wright & McMahan (2011) identify some of the issues emerging with human capital research and propose some future directions for research on human capital in organisations. Wright et al was able to identify compensation management as one of the key factor that influence performance in an organization. Bustillo, Llorente, & Macías (2005) revealed that job satisfaction is not a measure of job quality. Contrary to the finding of Bustillo, Llorente, & Macías (2005) the study by Ahktar, Din, and Ge (2008) revealed that a valid set of strategic HRM practices (training, participation, results-oriented appraisals, and internal career opportunities) affect both product/service performance and financial performance. The study by Snape & Redman (2010) examine the relationship between HRM practices, conceptualized within an organization both at workplace level and individual attitude and behaviour. Their study focuses on the explanation for the relationship between social exchange and job influence or employee discretion. Finding from their study shows that there is a positive impact of HRM practices on organizational citizenship behaviour.

Relating more closely to work-life balance in Nigeria, the study by Ojo, Salawu, & Falola (2014), on work-life balance practices in Nigeria revealed that there is a diversity in terms of how respondents perceived the concept of work-life balance. Their finding revealed further that there is a wide gap between corporate work-life balance practices and employee understanding of the concept. The study by Ojo et al (2014) was able to reveal the difference of conceptualization of work-life balance by employees and employers in Nigeria. However, their study failed to focus attention on the significant relationship between employee engagement and work-life balance. Also, the study by Oludayo, Gbrevbie, Popoola, & Omonijo (2015) examines the effect of a time usage policy on employee's work-life conflict and the impact of leave programme on employees attitude using five selected banks in Nigeria. The finding from the study by Oludayo et al (2015) shows that there is relationship between job related attitude and leave initiatives. Their study emphasised work-life balance and time usage and not on employee engagement and work-life balance. In the same vein, the study by Akanji (2012) on the realities of work-life balance in Nigeria focused on perspectives of role conflicts and coping beliefs revealed that there exist some barriers to work-life balance practices in Nigeria. These barriers were empirically examined in the study by Issa (2014). His study revealed that there is a significant relationship between work-life balance and workers performance in the higher education in Nigeria.

2.2 Talent Management and Quality of Work-Life Balance

Talent Management entails the process by which human resources of an organization are effectively managed in terms of skills, competency, and attitude towards achieving organization's objectives. It was in this regards that Lyria (2013) provide conceptual analysis on the role of talent management on organizational performance. His study reviewed literature that established gaps for further studies on the topic of talent management. Also, Legnick-hall & Legnick-hall (1998) examined the importance of management of human resources as a business strategy. Their study shows that management of human resources increase organizational effectively using effective work-life balance and talent management increase organizational overall goals, strategy, and structure. However, the major shortcomings of the study by Legnick-Hall et al (1998) was lack of empirical evidences. The study by Delaney & Huselid (1986) revealed that there is positive association between human resource management practices such as training and staffing and perceptual firm performance measures. This finding was supported by the findings from the study by Guest (2011) on the impact of Human resource management on organization's performance. The study by Ahmed (2016) empirically revealed that talent management significantly influence organizational performance. His study also discovered that HRM best practices are related to work-life balance practices. This finding was supported by the study of Niedźwiecka (2016). Niedźwiecka (2016) discovered from his study that talent management play a positive role in human resource management and contribute significantly to the achievement of corporate goals and objectives. Similarly, the study by Oladapo (2014) on the challenges and success of talent management revealed that all hr managers support talent management. The study revealed further that Talent management promote employee retention in the organization. Contrarily, to previous findings mention above, the study by Hanif & Yunfei (2013) revealed that talent management is an integral function within hr generic strategies. They concluded,

therefore, that HRM practices are all significant to achieving organizational success. The conclusion of Hanif & Yunfei (2013) was further supported by the conceptual analysis of talent management by Sireesha and Ganapavarapu (2014). Sireesha and Ganapavarapu (2014) stressed that talent management is about employment of the right people in the right jobs to perform the right task. Chitsaz-sfahan & Boustani (2014) empirically determined that talent management there is a significant relationship between talent management, employee retention and organizational trust. The study by Ahmed (2016) focused on the impact of talent management on company competitive advantage revealed that talent management contributed to the achievement of competitive advantage. His study revealed further that talent management brings about innovation of employees skills and decision making process. Niedźwiecka (2016) on the role of talent management in hr process adopted theoretical models also revealed that talent management is a key strategy in HRM. However, the study by Oladapo (2014) adopted an empirical approach and explanation to role of talent management in HRM functions. His study revealed that 69 per cent of those studied recognised the strategic importance of talent management programme. Oladapo (2014) revealed further from his study that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retentions. His study concluded that for firms to remain competitive, executive management must develop stable, long-term talent management strategies to attract, hire, develop, and retain talent. The study by Hanif & Yunfei (2013) on the role of talent management and hr generic function revealed that there is a significant relationship between talent management and employee retention, reduced turnover, and succession turnover. Their study further revealed that there is collaboration between talent management and other hr practices such as training and development, recruitment and selection, resources and skills building of employee. Boustani (2003) adopting descriptive survey to examine the effect of talent management on employee retention revealed from the hypothesis tested that there is a significant relationship between talent management, employee retention and organizational trust.

However, the findings from current study under investigation will either refute or support most the previous studies mention above. However, most of the previous did not focus attention on the relationship between HRM practices and work –life balances which will be the main thrust of the current study under investigation. Although the study by Eva (2014) revealed that talent management significantly relates to through proper remuneration and conducive work environment. However, the study did not mention the role of work –life balance in achieving organizational success.

2.3 The relationship between compensation management policy and quality of work life practices

The study by Resurreccion (2012) performance management and compensation policy revealed that performance management and compensation management are significant in organizational competitiveness. His study revealed further that reward management in particular is a major predictor of organizational competitiveness. This claim was supported by the study of Odunlade (2012) on managing employee compensation and benefits for job satisfaction, his study revealed that there is a relationship between employee compensation and job satisfaction. However, the study by Resurrection (2012), and Odunlade (2012) did not factor into their analysis the relationship between employee compensation and work-life balance in ensuring job satisfaction. However, the study by Jiang, Xiao, Qi, and Xiao (2009) examined the impact of total reward on employee job satisfaction. Their study revealed that managers that adopt integrated total reward tend to gain more profit. Also the study by Adeoye & Fields (2014) revealed that compensation management and employee job satisfaction are correlated the findings revealed further that compensation management impacted on motivation and job satisfaction. They therefore concluded that HRM practices are the pivot of any organization. Supporting the empirical claims by Adeoye & Fields (2014). The study by Oladejo & Oluwaseun (2014) revealed that compensation management has positive effect and significantly related to workers performance. Their study showed also that compensation policy is the backbone of all HRM policies concerning acquisition and utilization of human resources. The findings from the study by Oladejo & Oluwaseun (2014) confirmed the findings from the study by Obasan (2012) on the effect of compensation and corporate policy. The study by Obasan (2012) revealed that compensation management is a veritable tool for attracting, retaining, and motivating employees for improved performance in the organization.

2.4 Relationship between training and development programmes and quality of work life practices

The study by Kum, Cowden, & Karodia (2014) examine the impact of training and development on employee performance revealed that training and development is affected by working conditions and lack of resources. The study by Tahir, Yousafzai, & Jan (2014) aimed to examine impact of training and development on employee performance and productivity revealed that there exist a significant relationship between training and development and employees performance and productivity. The study by Imran & Tanveer (2015) examined the impact of training and development on employee performance revealed that training and development has significant impact on job

knowledge, quality of job outcomes, employee skills, motivation and Loyalty to the organization. The study by Nassazi (2013) aimed to examine the impact of training and development on employees' performance using a qualitative study revealed that training have a clear effect on employees' performance. The study by Engetou (2017) examined the impact of training and development on organizational performance using both quantitative and qualitative approaches revealed that training and development impacted on organizational performance. The study revealed further that training and development is essential for all type of workers and that training and development bring about improved productivity. The study by Asfaw, Argaw, & Bayissa(2015) examined the impact of training and development on employee performance and effectiveness quantitative study showed that training and development has a positive relationship with employees performance. Their study also revealed that there is a statistically significant relationship between training and development and employee effectiveness.

3. Methodology

3.1 Research Setting

The location of this study is among the Asia multinational located in Lagos State , Nigeria. The choice of Lagos state was because the operations and activities of commercial banks experienced in Lagos State appear to be replicated in other states as well. Furthermore, Lagos State serves as the location of the study because it is the commercial hub of Nigeria.

3.2 Research Design

This study adopted a cross-sectional research design because it is based on the observation that takes place within different groups at one time, while the research strategy adopted was survey research. Survey research is useful for collecting information and analyzing characteristics of a large population (Barbie, 2006). It also helps to gather data for targeted results which help to draw conclusions and make important decisions.

3.3 Limitation to the Research Methods

The study employed empirical approach to examine the relationship between HRM Practices and Work-Life Balances in UNITED BANK OF AFRICA PLC, Lagos, therefore, the study does not take into consideration the qualitative approach.

3.4 Population of the Study

The target population was made up of all staff of UNITED BANK OF AFRICA PLC, Lagos state branch head office has 152 staff members.

3.5 Sample Size Determination

The sample size of the targeted population was determined using Yamane (1967) sample size formula with a confidence interval of 95%

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

N= population size

e= sample error (5%)

N = 152

E = 0.05

Therefore the Sample size is:

$$n = \frac{152}{(1 + 152(0.05)^2)}$$

$$n = \frac{152}{1.38}$$

$$n = 110.14$$

Approximately n = 110

3.6 Sampling Procedures

This study adopts a simple random sampling technique in selecting its sample in which every employee has equal right of being selected.

3.7 Research Instrument

3.7.1 Validity of the Instruments

The validity of the research instrument was carried out by experts in the field of employment and labour relations through external and internal validity.

3.7.2 Reliability of the Study

The cronbach’s Alpha coefficient was used to test the degree of consistency of the questionnaire. See cronbach’s Alpha coefficient test table below

Table 1

Case Processing Summary

		N	%
Cases	Valid	109	99.1
	Excluded ^a	1	.9
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure

Table 2

Reliability Statistics

Cronbach's Alpha	N of Items
.816	22

The obtained coefficient Alpha score was 0.816 which indicates that the scale has high interval consistency. This result is good and correct because it provides good information about consistency

4. Method of Data Analysis

Pearson product-moment correlation was used to test the formulated hypothesis at 5 percent significant level

4.1 Hypothesis Testing

Table 3 Correlations

		QWL	Employee Engagement	Learning and Development	Compensation policy	Talent Management
QWL	Pearson Correlation	1	.599**	.653**	.556**	.515**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	110	110	110	109	110
Employee engagement	Pearson Correlation	.599**	1	.672**	.292**	.268**
	Sig. (2-tailed)	.000		.000	.002	.005
	N	110	110	110	109	110
Learning and Development	Pearson Correlation	.653**	.672**	1	.375**	.221*
	Sig. (2-tailed)	.000	.000		.000	.020
	N	110	110	110	109	110
Compensation Policy	Pearson Correlation	.556**	.292**	.375**	1	.504**
	Sig. (2-tailed)	.000	.002	.000		.000
	N	109	109	109	109	109
Talent	Pearson Correlation	.515**	.268**	.221*	.504**	1

Management	Sig. (2-tailed)	.000	.005	.020	.000	
	N	110	110	110	109	110
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).						

4.2 Testing of Hypothesis

Hypothesis 1

H0: There is no significant relationship between Employee Engagement and Quality of Work life

H1: There is a significant relationship between Employee Engagement and Quality of Work life

Discussion of Findings

The p-value of Pearson is 0.000 which is less than 0.01, therefore the null hypothesis is rejected and alternative hypothesis accepted. Hence, there is significant relationship between Employee Engagement and Quality of Work life

This finding supported and reinforced the findings by the study of Lazer & Ratiu (2010) which investigated work-life balance and organizational performance., the study by Meenakshi, Subrahman, and Ravichandra (2013), the study by Becker & Gehart (1990) The studies by Wright & McMahan (2011), Bustillo ,Llorente, & Mac’ias (2005)

Hypothesis 2

H0: There is no significant relationship between Learning and Development and Quality of work life

H1: There is a significant relationship between Learning and Development and Quality of Work life

Discussion of Findings

The p-value of Pearson is 0.000 which is less than 0.01, therefore the null hypothesis is rejected and alternative hypothesis accepted. Hence, there is a significant relationship between Learning and Development and Quality of Work life.

This findings is agreed with findings from the study by Legnick-Hall etal (1998),Delaney & Huselid (1986) , Guest (2011) The study by Ahmed (2016) , Niedźwiecka (2016). Niedźwiecka (2016)

Hypothesis 3

H0: There is no significant relationship between Compensation policy and Quality of Work life.

H1: There is a significant relationship between Compensation policy and Quality of Work life

Discussion of Findings

The p-value of Pearson is 0.000 which is also below 0.01, so the null hypothesis is rejected and alternative hypothesis accepted. Hence, there is a significant relationship between Compensation policy and Quality of Work life .

This findings supported previous studies by Jiang, Xiao, Qi, and Xiao (2009) and also the study by Adeoye & Fields (2014)

Hypothesis 4

H0: There is no relationship between Talent Management and Quality of Work life

H1: There is relationship between Talent Management and Quality of Work life

5. Discussion of Findings

The p-value of Pearson is 0.000 which is also below 0.01, so the null hypothesis is rejected and alternative hypothesis accepted. Hence, there is a relationship between Talent Management and Quality of Work life. This finding is line with the previous studies by Kum, Cowden,&Karodia (2014) , Tahir, Yousafzai, & Jan (2014) and Imran &Tanveer (2015)

6. Conclusion

The findings of this study revealed that there is A strong relationship between HRM factors and Work life balance. Employee Engagement, Learning and development, Compensation policy, and Talent Management played a vital role in achieving Quality of Work life in UNITED BANK OF AFRICA PLC. The organization can achieve high performance and profit turnover if the organisation can focus more on effective employee engagement and other development programmes for their workforce, it will enhance Quality of Work life which may in the long-run ensure high productivity.

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