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Examining Relationship between HR Value creation strategies and Organizational Performance: Evidence from banking sector of Pakistan

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Article History:	ABSTRACT
Received: 15 Nov, 2022	Purpose: Internal customer directly influences sustainable organizational performance. Recognizing the importance of relationship development, the organization adopted various strategies to create added value for the organization. The objective of this study is to analyse the impact of administrative innovation, HR service quality, and downward integration and trust enhancement strategies on organizational performance.
Revised: 23 Nov, 2022	Design and Methodology: A quantitative methodology was adopted by using numerical methods and statistical tools to collect and analyse the data for this study. Data was collected from 323 managers of commercial banks through structured questionnaire to evaluate the relationship between HRM strategies and organizational performance.
Accepted: 12 Dec, 2022	Findings: This study found, by analyzing manager's perception of commercial banks through PLS-SEM, that administrative innovation and trust enhancement are the key strategies for improving organizational performance. Implications: This study provides valuable information for HR practitioner about how relationship enhancement strategies influences organizational performance. Keywords: Service Quality, administrative innovation, HR integration, Trust enhancement, organizational performance.

1. Introduction

HRM Value creation is a continuous process through which organization optimizes people management practices by using collaborative strategies to improve organization performance (Hewett and Shantz, 2021). Such proposition suggests that users of HRM strategies create added value for organization. Globalization, advancement in technologies, hyper completion and business reengineering process forced practitioner to find new ways for SCA (Battour et al., 2021;

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Delery and Doty, 1996). Existing literature indicates that productive workforce lead to many benefits (Karthik & Rao, 2022; Pedrini & Cappiello (2022). HRM strategies have been recognized as a key initiative for productivity and sustainable organizational performance (Veth et al., 2019). Value proposition is integral part of the value creating process in HRM context that transform HRM strategies and practices into valuable outcomes such as labour productivity. Value proposition is a key concept in management and HRM studies both at micro and macro level (Ulrich and Brockbank, 2005; Lepak et al., 2007). The Scholar claimed that firm competitive advantage is affected by the way how it effectively managed its workforce. In this context, organizations have been introduced different techniques and practices to enhance workforce effectiveness to predict superior firm performance. Considering the organization investment on development of HRM strategies, value proposition of HRM strategies is a key concern for establishment of the banking sector (Iqbal et al., 2021). The appropriate bundle of HRM strategies produce HR value for organization (Hewett and Shantz, 2021). HR strategies are beneficial when it enhance organizational performance (Han et al., 2019). There is an assumption that value-pie need to be divided into operational, relational and transformational value. Organization are increasing recognizing that retention of employees is pivotal for sustained competitive advantage. Effective HRM strategies is essential for achiving such objectives (Kutieshat & Farmanesh, 2022). Banking organizations have shown in HRM system for various operational, relational and transformational outcomes (Hamidianpour et al., 2016; Iqbal et al., 2021). However, there is little agreement on value proposition of HRM strategies. A significant amount of studies are dedicated to analyze the link between HRM and performance (Guest, 2011). There are many studies that highlights the association between HRM and organizational performance.

Numerous authors (for example Parry and Tyson, 2011;Marler and Fisher, 2013) supported the argument that integration of HRM and information technology commonly called E-HRM offered several important value proposition at micro and macro level. The HR downward integration strategy is described as underlying mechanism for alignment between HRM function and organizational outcomes (Azmi and Mushtaq, 2015; Guest, 1987). However, very few studies provide empirical evidence regarding HRM strategies and firm performance causal chain. A key aspect in this domain to evaluate interrelationship between HRM strategies to clarify their influence on organizational performance (Iqbal et al., 2018). This study aims to examine the effect of HRM strategies on enhancement of organizational performance. This study contributes to literature on HRM strategies by examining the role of administrative innovation, HR service quality, trust enhancement and downward HR integration strategies for enhancing organizational performance. HRM strategies is viewed to achieve operational, relational and transformation outcomes by adjusting according to the corporate strategies (Lopez-Cabrales and Valle-Cabrera, 2020). This study has identified and examined multiple HRM strategies to support operational, relational and transformational goals for banking organization. The existing studies examined single HRM strategy for organizational outcomes, For example, the authors such as Khashman

(2022) used E-HRM as administrative innovation strategy on organizational outcomes. Gambi et al. (2022) analyzed the relationship between HRM quality strategy and performance. Darwish and Singh (2013) found that HR downward integration has a positive effect on organizational performance. Trust is a key strategy to structure organization behavior that influence its performance (Vanneste and Gulati, 2022). This study departs from existing literature by identifying the bundle of HR strategies to examine the collective HR value creation for improving organizational performance. The one of the recent studies, Battour et al. (2021), identified that the relationship between HRM strategies and organizational performance is inconsistent and varies among countries and industries. Dynamic competition in the banking sector of Pakistan has forced banks to focus on value creation strategies. Therefore, this study examined the role of HRM strategies for improving bank performance. This study suggests that by improving HR service quality and administrative innovation strategies can be beneficial for desired organizational outcomes. Similarly trust enhancement and HR downward integration strategies may produce fruitful results for improvement in organizational performance.

2. Literature Review

HRM strategies are viewed to achieve operational, relational and transformation outcomes by adjusting according to the corporate strategies (Lopez-Cabrales and Valle-Cabrera, 2020). This study has identified and examined multiple HRM strategies to support operational, relational and transformational goals for banking organization. The existing studies examined single HRM strategy for organizational outcomes, For example, the authors such as Khashman (2022) used E-HRM as administrative innovation strategy on organizational outcomes. Gambi et al. (2022) analyzed the relationship between HRM quality strategy and performance. Darwish and Singh (2013) found that HR downward integration has a positive effect on organizational performance. Trust is a key strategy to structure organization behavior that influence its performance (Vanneste and Gulati, 2022). This study departs from existing literature by identifying the bundle of HR strategies to examine the collective HR value creation for improving organizational performance. The one of the recent studies, Battour et al. (2021), identified that the relationship between HRM strategies and organizational performance is inconsistent and varies among countries and industries. Dynamic competition in the banking sector of Pakistan has forced banks to focus on value creation strategies. Therefore, this study examined the role of HRM strategies for improving bank performance. This study suggests that by improving HR service quality and administrative innovation strategies can be beneficial for desired organizational outcomes. Similarly trust enhancement and HR downward integration strategies may produce fruitful results for improvement in organizational performance.

2.1 HR Value Creation Strategies

Value is created by implementing different strategies. HRM strategies that involve acquisition, deployment and efficient management starts with value added philosophies focuses on productivity of human capital that is crucial for organization growth, prosperity and to retain sustainable competitive advantage (SCA). Peter et al. (2014) define HR strategy “as a pattern of decision regarding policies and practices associated with HR system”. The goal of formulation and implementation of HR strategy is to align HR practices with strategic outcome (Lawler and Mohrman, 2003). HR strategy is the roadmap for linking HRM process and activities with work force productivity and firm performance (Yuliana, 2022).

Strategic HRM literature during last couple of decades highlighted some concern. One of the issues is implementation, use and adoption of HR strategy. It is more important how organizational approaches and strategies contribute to the success of the organization. Researchers have given importance to adoption and implantation of HR strategy. For example, Parry (2011) examined the impact of different organizational characteristics on the adoption of administrative innovation strategies such as E-HRM. Second issues is related with the contents of the HR strategies while the third issues in connected with the consequences of HR strategy. This study emphasizes the value proposition of HRM strategies namely E-HRM as administrative innovation strategy, quality enhance strategies, trust building strategy and HR downward integration strategy heightened saliency of measurement. Innovation in HRM, HR service quality enhancement and HR downward integration strategies can be used to achieve competitive advantage as these strategies provide tools for productive workforce (Randall et al., 1987; Yuliana, 2022). HRM strategies are increasingly associated with firm strategic priorities, therefore, have a direct impact on organization outcomes. Core employees should act in a way that supports organization corporate strategy. Delivery of HR services and employee behavior is supposed to be instrumental in implementation of competitive strategies (Randall et al., 1987; Hauff, 2019).

2.2 E-HRM as Administrative-Innovation Strategy

Technology innovation enable HRM department to focus on value added activities to capitalize full potential of innovation and firm’s strategies (Shrivastava and Shaw, 2003). Diffusion of IT opens avenues for development of new organizational structure. In a heightened competition environment, organization should maintain and enhance SCA through collaborative strategies changes in operational process and activities. Firms implement IT base management system to implement innovative structure (Lin, 2011). If it is true then E-HRM good fit as administrative innovative strategies. The goal of E-HRM is to provide new HRM structure to improve HR effectiveness for sustainable competitive advantage instead of putting more technology.

To pursue innovation-strategy firm required to create condition for innovation. It may be create formally or informally. Innovation environment and professional knowledge is essential to support innovation processes. Innovative firms invest on HRM system and workforce development instead of routine operational activities. HRM and innovation have a deep and close relationship (Seeck and Diehl, 2017). 50% of existing position will be obsolete due to adoption of technology enabled HRM system in the next few decades. E-HR play a crucial role in the organizational success and innovativeness that involve attracting, hiring and retaining skilful and creative human capital to achieve organizational competitiveness (Sharma, & Ahmad, 2022). This could be achieved through technological and administrative innovation as well as competency enhancement strategies. As a consequence, organization pursuing E-HRM (as innovation strategy) result in developing flexible workplace practices, shifting control by decentralizing approach, boosting employee morale and creating trust base relation between key employee and organization leading to superior firm performance. Therefore, following hypothesis was formulated

Hypothesis 1: Innovation in managing human resource has a positive impact on organizational performance.

2.3 HRM Service Quality

HRM service quality is described as “commitment and satisfaction” of internal customers towards organization (Dhir & Chakraborty, 2021). HRM service quality has been recognized as important strategy that influence organization performance. Researcher demonstrated a keen interest in service quality to improve firm performance, however, very few studies are dedicated to quality enhancement strategies in HRM domain. HRM function offered added value to organization by improving the level of services to internal customers (Bondarouk et al., 2017). Wahyudi & Park (2014) proposed HR service quality as an important value creating strategy. Quality enhancement often refers altering the processes of service in such manner that positively influence organizational performance. Organization strategies that focused on improvement of HRM services are expected to contribute to employee productivity and firm performance (Dhir & Chakraborty, 2021; Iqbal et al., 2018). Such strategy is supposed to improve workforce productivity that have greater impact on organizational outcomes (Sharma, & Ahmad, 2022; Uen et al., 2012). This study hypothesis that quality of HR services are essential for positive organization performance.

Hypothesis 2: HRM Quality enhancement strategies influences organizational performance

2.4 HR Downward Integration Strategy

The involvement of line management in HRM decision making is referred as HR downward integration strategy. This strategy demonstrate that operational HR task are devolved to line manager while human resource staff are released from administrative burden and involved only value added and strategic activities. It focuses on reallocation of HR tasks by involving multiple stakeholders in HRM function (Renwick, 2000). Therefore, such strategy suggests that HRM managers not only focus on efficient management of transactional HRM but at the same time they have to perform strategic role that directly influence organizational performance (Darwish & Singh, 2013; Blayney et al., 2020). HR Downward integration strategy enabled managers to be more receptive and enhance HRM effectiveness that provide foundation for achieving desires strategic outcomes (Gottardello & Valverde, 2018).

Several studies have been acknowledged to support the proposition that human resource management earn positive organizational outcomes. In this regards, HRM literature proposed several strategies to effectively manage human capital and to link HRM with organizational performance. The downward HR integration strategy i.e devolution of HR task to line manager is one of the important strategies that proposed various studies to achieve desire organizational performance. This argument also supported by several HRM studies i.e (Parry, 2011). Therefore this study proposes that HR devolution strategies are positively related with organizational performance. Therefore, following hypothesis was formulated

Hypothesis 3: HR downward integration strategy has a positive impact on organizational performance.

2.5 Trust Enhancement Strategies

Many aspects of trust at organizational level has been studied (Searle and Dietz, 2013; Vanhala & Ahteela, 2011). Strategy that focuses on building trust acts as an enabler for organizational change and, thus, has drawn the attention of the researchers in human resource management (Vanhala & Dietz, 2015). Trust's impact on strategically valuable outcomes firmly established, including higher job satisfaction, organizational commitment. Several studies have found direct predictive effects for trusting relationships on performance. Trust base employment has a central importance in an environment of hyper-competition. Trust improves collaboration and cooperation between different actors. Numerous studies have identified that trust in the firm supports cooperation, collaboration and social exchange that is essential for employee satisfaction and productivity leading to achievement of organizational outcomes. Trust enhancement strategies enhances individual competencies to underpin firm's agility (Gustafsson et al., 2021). Trust for efficient management of human resource is essential for superior organization performance

(Zeffane & Connell, 2003). It is argued that organization effectiveness is possible where trust enhancement is dominant strategy. Therefore, following hypothesis was formulated

Hypothesis 4: Trust enhancement strategies have a significant impact on firm performance.

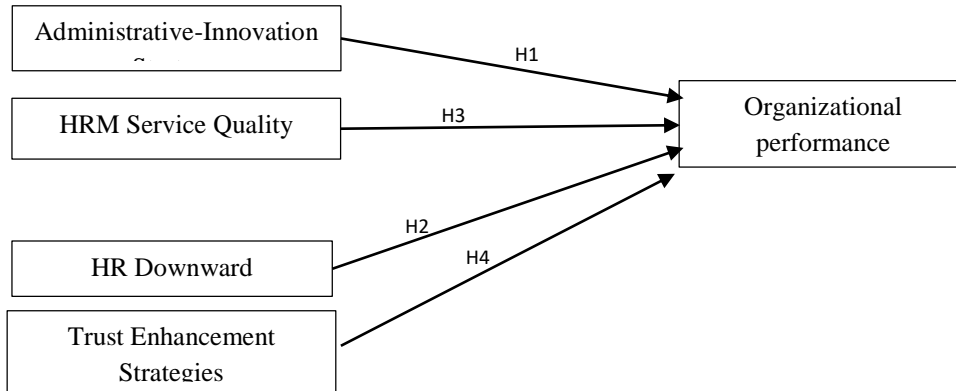


Figure 2.1. Research Model

3. Methodology

A quantitative methodology was adopted by using numerical methods and statistical tools to collect and analyse the data for this study. Generally, research studies regarding HRM have used secondary data by using existing data repositories such as “Cranet survey of organisational HR management policies and practices” (Parry, 2011) and “National Employer Survey” (Cappelli and Neumark, 1999). However, we are unable to find any such surveys in Pakistan. Therefore primary data (Maier, 2013; Gustafsson et al., 2021) was used to examine the impact of HRM strategies. Structure questionnaire was used to collect the data from commercial bank of Pakistan.

3.1 Population and Sampling

A structured questionnaire was sent to 500 managers of 11 private banks operating in Pakistan. Overall we received response from 323 responses.

3.2 Research Instruments

To measure performance of the organization we used labour productivity as a proxy of Organization performance. We borrowed items from previous studies such as Wers (2004), Parry (2011), Iqbal et al. (2018), Vanhala & Ahteela (2011), Vanhala, & Dietz (2015) and Bondarouk et al., 2017.

Table 3.1: Distribution of Instrument Variables

S. No	Variables	Items	Sources
1.	Trust	04	(Vanhala, & Dietz, 2015)
2.	HRM service quality	06	(Bondarouk et al., 2017)
3.	E-HRM as Administrative innovation	07	(Parry, 2011;Iqbal et al., 2018)
4.	Organization performance	05	(Wers, 2000; Delaney and Huselid, 1996).
5.	HR downward integration	05	(Parry, 2011; Budwar, 2000)

4. Data Analysis

Both descriptive and inferential statistical tools were used to analyse the data. The descriptive statistical techniques were used to present the data collected from the respondents. It provided relevant information with reference to respondents' profile and other characteristics of the data. PLS SEM is used to validate and test the conceptual model.

4.1 Descriptive Statistics.

The majority of branch managers of the sample banks have a formal business education. 57% of branch managers hold MBA degree while 4% have BBA degree indicating that overall 61 percent branch manager have a formal business education. This indicates that branch establishment of the sample bank is competent and have basic foundation knowledge for performing HRM responsibility. The 62% of the respondent are between the age of 30-40 that illustrated that majority of respondents are young. It implies that study's respondents provide quality responses for the purpose for which it is undertaking. The majority of the sample banks have been working in Pakistan since 25 years. On average branch size is 11-20 in four major cities of Pakistan of the sample bank.

Table 4.1: Descriptive Statistics

Description	Variable	Results
Education	Bachlor	21.6%
	Master/MBA	56.3%
	MPhil/PhD	8.7%
Experience	Less then 3 years	9.5%
	3.1 to 7	19%
	7 to 10 years	25%
	10-15 years	32.1%
Age	20-30 years	4.4%
	30-40 years	55.6%
	Above 40 years	27.5%

4.2 Evaluation of Measurement Model

The measurement model was assessed through variance based structure equation model through factor analysis, Cronchbach alpha, composite reliability. AVE and cross loading was also employed to assess convergent and discriminate validity for evaluating measurement. The factor loading for all constructs is greater than 4 indicating the fitness of the model. Hair et al (2014) suggested that factor loading of the latent variable on respective construct should be greater than 0.4. The cronchbach alpha and composite reliability is above the cut-off point indicates that instrument is reliable and validate. AVE value is greater than 0.5 indicates convergent validity.

4.3 Hypothesis Testing

The study fulfill all the criteria to evaluate measurement model, therefore, hypothesized relationship between endogenous and exogenous variables can be tested. The table 4. 4 illustrates that e-HRM as administrative innovation strategy has a positive impact on organizational performance ($t=5.089$). Therefore, hypothesis 1 is supported. In order to evaluate the relationship between HR downward integration strategy and organizational performance, the study postulated that HR downward integration has a positive influences organizational performance. The t-value ($t=2.709$) indicated that HR downward integration has significant impact on firm performance. Therefore, hypothesis H3 was supported. Table 4.4 supports our second hypothesis that HRM service quality significantly improves organizational performance ($t=3.182$). Hypothesis H4 postulates that trust enhancing strategies. It is evident from the table 4. 4 that trust has positive

and significant impact on firm performance ($t=2.284$) suggesting that H4 is supported. In order to examine the predictive relevance of the model, R^2 was used. The results of the study illustrates that administrative innovation strategy explains 29.1 variance in firm performance. HR downward integration strategy is accounted for 21.3 percent variance in organizational performance. HRM service quality and trust explain 15.1% and 20.6% variance in dependent variable respectively.

Table 4.4 Hypothesis Testing

Hypotheses	t-value	Significant Hypothesized Relation	Decision
H1	5.089	EHRMP-> OP	Supported
H2	2.709	QHRS->OP	Supported
H3	3.182	HRD-> OP	Supported
H4	2.284	Trust->OP	Supported

5. Discussion

This study contribute to the literature by analysing key HRM strategy on organizational performance. The study demonstrates administrative innovation strategy, trust, HRM service quality and HR downward integration strategy influences organizational performance. The result of the study indicated that administrative innovation strategy (29.1%) have strong effect on organizational performance as compared to HRM service quality (20.1%), trust (15.1%) and HR downward integration strategy (21.1%). Administrative innovation and HR downward integration strategy are key strategy influencing firm performance. This study provides HR practitioners value insight about the role of HRM strategies on organizational performance.

5.1 Recommendation of the study

The results of the study suggested following implications for practitioner

- The administrative innovation is the most valuable strategy for improving organizational performance

- Banking organization sectors should focused on trust enhancement strategy for developing trust based relationship that is imperative for success of the banks.
- Devolving HR responsibility to branch manager is a key influencing strategy for banking organization. Such strategy enable differential human capital to contribute to organizational performance and sustainability of the banks.
- Improving quality of HRM processes is a key tool for increasing banks performance.

5.2 Limitations and Recommendations

Despite of the fact that the study produced useful information both for practitioners and academia, it still has several limitations. First, generalizability of study's findings is limited as the data was collected only from commercial banks. The model of the study can be applied to manufacturing sector to increase generalizability of the study. This study used only four types of HR strategies is used. Future studies may be more HRM strategies for improving organizational performance

6. Conclusion

Structural HRM strategies changes the nature of interaction among employees and structures of HR processes. Therefore, such strategies are fundamental in improving the success of banking organization. Redesign opportunities offered by trust enhancement HRM strategies provide foundation for desired organization outcomes. Collaboration for sharing of HRM responsibility is a key tool to influence banks performance. Banks that focus on innovation in administrating human capital improves organization performance.

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