REPUBLIC OF TURKEY
ISTANBUL GELISIM UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

Department of Business Administration

THE IMPACT OF MANAGEMENT PRACTICES ON EMPLOYEES JOB PERFORMANCE (IN LAGOS STATE FINANCIAL INSTITUTIONS

Master Thesis

Anthony Nnaemeka NWAIGWE

Supervisor
Asst. Prof. Dr. Magdaline Enow Mbı TARKANG MARY

Istanbul – 2023

THESIS INTRODUCTION FORM

Name and Surname	**:** Anthony Nnaemeka NWAIGWE
Language of the Thesis	**:** English
Name of the Thesis	**:** International Organizations and Their Impacts on Turkey
Institute	**:** Istanbul Gelisim University Institute of Graduate Studies
Department	**:** Business Administration
Thesis Type	**:** Master
Date of the Thesis	**:** 04/07/2023
Page Number	**:**
Thesis Supervisors	**:** Asst. Prof. Dr. Magdaline Enow MBI
Index Terms	**:**
Turkish Abstract	**:**
Distribution List	**:** 1. To the Institute of Graduate Studies of Istanbul Gelisim University 2. To the National Thesis Center of YÖK (Higher Education Council)

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DECLARATION

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

Anthony NWAIGWE

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The thesis study of .... titled as **THE IMPACT OF MANAGEMENT PRACTICES ON EMPLOYEES JOB PERFORMANCE (IN LAGOS STATE FINANCIAL INSTITUTIONS** has been accepted as MASTER THESIS in the department of Business Administration by out jury.

Signature

Director *Assoc. Prof. Dr. Murat Taha BILISIK*

(Supervisor)

Signature

Member *Asst. Prof. Dr. Cagla TUGBERK ARIKER*

Signature

Member *Asst. Prof. Dr. Magdaline Enow MBI*

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I approve that the signatures above signatures belong to the aforementioned faculty members.

... / ... / 20..

Signature

Prof. Dr. İzzet GÜMÜŞ

Director of the Institute

SUMMARY

The study "The Impact of Management Practices on Employees' Job Performance in Lagos State Financial Institutions" examines the relationship between management practices and employees' job performance in the context of financial institutions in Lagos State. The primary objective is to investigate how management practices influence employees' job performance. The study focuses on financial institutions in Lagos State, recognizing their significance in the local economy.

To achieve the research objective, the study adopts a mixed-methods approach. It combines quantitative data collection through surveys and qualitative data collection through interviews. The survey measures various aspects of management practices, such as recruitment/selection, training and development, performance appraisal, and compensation. Employee job performance is assessed through indicators like task performance and contextual performance.

The findings of the study reveal important insights. Firstly, there is a positive and significant relationship between recruitment/selection procedures and employee job performance. Effective recruitment and selection practices contribute to improved employee performance in financial institutions. Secondly, training and development programs significantly impact employee job performance. Adequate training and development opportunities enhance employees' skills and competencies, leading to better performance. Thirdly, performance appraisal has a significant influence on employee job performance. Regular and fair performance evaluations motivate employees and drive better performance. Lastly, the study finds that compensation structures have a positive impact on employee job performance. Offering competitive salaries and benefits incentivize employees and contribute to their overall performance.

The results of this study have significant implications for both theory and practice. The findings support the importance of effective management practices in financial institutions to enhance employee job performance. The study suggests that financial institutions should focus on improving recruitment and selection procedures, providing comprehensive training and development programs, implementing fair performance appraisal systems, and ensuring competitive compensation structures.

By addressing these key management practices, financial institutions can create a conducive work environment that promotes employee job performance. The study contributes to the existing body of knowledge on the relationship between management practices and employee performance and offers practical insights for managers and policymakers in Lagos State financial institutions.

In conclusion, this study highlights the impact of management practices on employees' job performance in Lagos State financial institutions. The findings emphasize the importance of effective recruitment/selection, training and development, performance appraisal, and compensation practices in driving employee performance. The study's implications provide valuable guidance for financial institutions in improving their management practices to enhance employee job performance and ultimately contribute to organizational success.

ÖZET

"YÖNETİM UYGULAMALARININ LAGOS EYALETİ FİNANSAL KURULUŞLARINDA ÇALIŞANLARIN İŞ PERFORMANSINA ETKİSİ" başlıklı çalışma, yönetim uygulamaları ile çalışanların iş performansı arasındaki ilişkiyi Lagos Eyaleti'ndeki finansal kuruluşlar bağlamında incelemektedir.

Bu çalışmanın özeti, ana hedefleri, metodolojiyi ve bulguları vurgulamaktadır. Temel amaç, yönetim uygulamalarının çalışanların iş performansını nasıl etkilediğini araştırmaktır. Çalışma, yerel ekonomideki önemlerini dikkate alarak Lagos Eyaleti'ndeki finansal kuruluşlara odaklanmaktadır.

Araştırma amacına ulaşmak için, çalışma karma yöntemler yaklaşımını benimsemektedir. Anketler aracılığıyla nicel veri toplama ve mülakatlar aracılığıyla nitel veri toplama yöntemlerini birleştirmektedir. Anket, başvuru/seçim, eğitim ve geliştirme, performans değerlendirmesi ve ödül sistemleri gibi çeşitli yönetim uygulamalarının çeşitli yönlerini ölçmektedir. Çalışanların iş performansı, görev performansı ve bağlamsal performans gibi göstergeler aracılığıyla değerlendirilmektedir.

Çalışmanın bulguları önemli içgörüler sunmaktadır. İlk olarak, başvuru/seçim prosedürleri ile çalışanların iş performansı arasında pozitif ve anlamlı bir ilişki bulunmaktadır. Etkili başvuru ve seçim uygulamaları, finansal kuruluşlarda çalışanların performansını artırmaktadır. İkinci olarak, eğitim ve geliştirme programlarının çalışanların iş performansını önemli ölçüde etkilediği görülmektedir. Yeterli eğitim ve geliştirme fırsatları, çalışanların becerilerini ve yetkinliklerini geliştirerek daha iyi performansa katkıda bulunmaktadır. Üçüncü olarak, performans değerlendirmelerinin çalışanların iş performansı üzerinde anlamlı bir etkisi vardır. Düzenli ve adil performans değerlendirmeleri, çalışanları motive eder ve daha iyi performansa yönlendirir. Son olarak, çalışma, ödül sistemlerinin çalışanların iş performansı üzerinde olumlu bir etkisi olduğunu ortaya koymaktadır. Rekabetçi maaş ve yan haklar, çalışanları teşvik eder ve genel performanslarını artırır.

Bu çalışmanın sonuçları, hem teoriye hem de uygulamaya yönelik önemli sonuçlar ortaya koymaktadır. Bulgular, finansal kuruluşlarda etkili yönetim

uygulamalarının çalışanların iş performansını artırmak için önemli olduğunu desteklemektedir. Çalışma, finansal kuruluşların başvuru/seçim süreçlerini iyileştirmeye, kapsamlı eğitim ve geliştirme programları sunmaya, adil performans değerlendirme sistemleri uygulamaya ve rekabetçi ödül yapıları sağlamaya odaklanmaları gerektiğini önermektedir.

Bu temel yönetim uygulamalarına odaklanarak, finansal kuruluşlar çalışanların iş performansını artıracak uygun bir çalışma ortamı yaratabilirler. Çalışma, yönetim uygulamaları ile çalışan performansı arasındaki ilişkiye dair mevcut bilgi birikimine katkıda bulunurken, Lagos Eyaleti'ndeki yöneticilere ve politika yapıcılara pratik içgörüler sunmaktadır.

Sonuç olarak, bu çalışma Lagos Eyaleti'ndeki finansal kuruluşlarda yönetim uygulamalarının çalışanların iş performansı üzerindeki etkisini vurgulamaktadır. Bulgular, etkili başvuru/seçim, eğitim ve geliştirme, performans değerlendirmesi ve ödül uygulamalarının finansal kuruluşlarda çalışanların iş performansını artırma konusundaki önemini vurgulamaktadır. Çalışmanın sonuçları, finansal kuruluşların yönetim uygulamalarını geliştirerek çalışanların iş performansını artırma ve nihayetinde kuruluş başarısına katkı sağlama konusunda değerli bir rehberlik sunmaktadır.

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ABBREVIATIONS

AMOS	**:**	Analysis of Moment Structures
DMB	**:**	Deposit Money Bank
FBN	**:**	First Bank of Nigeria
HR	**:**	Human Resources
HRM	**:**	Human Resource Manager
HRM	**:**	Human Research Management
OLS	**:**	Ordinary Least Square
UBA	**:**	United Bank of Africa
SPSS	**:**	Statistical Product and Service Solution

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1.0 INTRODUCTION

Over the years, management has been the most important human activity, which arose from the time people began to organize themselves in social groups to achieve certain goals and objectives that they were unable to achieve individually, hence the essence of managers is to ensure that the purpose of the group is adhered to and efforts are being made to attain the group's goal. Going forward, for an organization to sustain its existence, it has to keep its employees at the center of operations. Mkalipi (2017) suggests that human Resource practices can improve in various ways to enhance its management systems to improve employees' skills together with motivating them to work harder to achieve the vision, mission, objectives, and goals of the firm. To do this, Managers need to pay special attention to all their core functions and adopt practices that will help obtain and, utilize their human resources effectively and retain the right persons.

This study discusses the management practices such as compensation, selection and recruitment, training and development, and performance appraisal, and how they could impact the job performance of employees. This chapter gives a general overview of this research and the geographical location of interest. Firstly, the chapter provides a background introduction to the study which gives a brief definition of the study keywords such as 'Management Practices', 'Employees' performance', 'financial institution', followed by the research problem, rationale of the study, the research questions, aim, scope and hypothesis. Thereafter, the research's possible limitations and the research structure of the study.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

There is no doubt that every organization worldwide desires success and out-competing other firms in the same industry as they continue to exist. To adequately fuel this desire for success, organizations have to utilize and attain human resources effectively, as the best management practices can help sustain the success of organizations' businesses. Seyed & Lai (2015) asserted that Human Resource Management practices are a significant strategy for achieving competitive advantage in our present world characterized by increased globalization and rivalry. Because our corporate world keeps evolving, organizations including financial institutions understand that upholding a competitive edge in the business world needs best management practices, such as performance systems, training, and development, job design, compensation, etc. (Nnanna, 2020). In his research journal, Yaseen (2015), observed that every financial institution is working hard to become world-class in their quality of products/services, and all by legal ways delivering better their products/services at the best prices. To do this, they have realized that they need the knowledge and skills of their employees, hence they became very concerned about satisfying and motivating their employees to increase their performance.

This process of satisfying and motivating employees introduces us to the concept of effective management. According to Luenendonnk (2017), "Management Practices are the working methods and innovations that managers use to make the organization more efficient. No wonder every financial institution wants to improve its practices. But the main question that arises is how? How would financial institutions know what right practices to adopt and those to improve on? Mahmood, Iqbal & Sahu (2014) argue that managers must review constantly the strategic resources of an organization and its workings to increase the performance of both the individuals and the organization as a whole. This goes for every sector of the economy as several research shows that the right use of HR practices has yielded positive results in terms of employees' performance. However, financial institutions' operations are highly sensitive around the world, and Banks play a very essential role in the economy of Nigeria. Although Nigeria is a developing country and most of the practices in banks are not top-notch as they have low sasalaryevels, short-term rewards performances, high employee turnover ratio, long working hours, and little or no training opportunities for employees. most financial institutions in Lagos nevertheless are setting new management trends and are ready to go move forward.

Organizations are prompted by changes in technology, pollical and economic situations to train their employees as a backup for them to be able to adapt to the changes stated above, as well as face increased competition that may arise as a result of globalization, hence enhancing the performance of their employees (Nassazi, 2013). Periyasamy (2022) opines that for any business, Employee performance is key, as their work is geared towards the firm's vision and mission. Therefore, every firm is responsible for enhancing the job performance of its employees and one of the major steps that most firms use in attaining this is through the implementation of Training and Development. Now, optimizing the contribution of employees, therefore, calls for managers to adequately recruit and select staffs that are technically and socially suitable and capable of career development into management positions (Afshan, et al. 2012). Irrefutably, Training and development is the most preferred way to build, and develop an organization's intellectual property which creates employees' competencies. Hence, organizations have to obtain and utilize human resources effectively (Nassazi, 2013). During training, employees can gain knowledge, skills, and abilities needed to change their behavior and attitudes. This in turn produces high-quality results for the organization (Ahmed & Yohanna, 2014). Khan and others (2016) have argued that training also can make the workforce adapt effortlessly to new technologies, showing an increase in the efficiency and productivity of individuals and organizations.

Another method of practice by management to improve performance is through Performance Appraisal and Compensation. With the experience of rapid change in knowledge, technology, and globalization of business, organizations adopt performance appraisal and compensation to attract, maintain, and encourage innovative spirit in their skilled workforce for improved performance (Nn anna, 2020). Performance Appraisal refers to the systems and procedures used by organizations to assess the performance of employees against their job and provide them with feedback (Dijk & Michael, 2015). The performance of any organization is not functionally independent of the performance of the total deployed workforce. Peter Drucker opined that an organization is like a tune; that is, it is not constituted by the sound of individuals but by their synthesis. Thus, the success of any company will depend largely on its ability to examine correctly the performance of its human resource and use it objectively to optimize them. As the financial sector provides services to its customers through employees, it is therefore imperative that they retain the right staff. One of the ways to do this is to pay their employees on time and provide them with additional benefits or rewards to compensate for their effort. Having in mind that loyal employees are priceless for any organization, as they tend to work in the firm for a long without entertaining other job offers, they may have (Mahmood, Iqbal & Sahu, 2014).

There are several kinds of research on management practices and employee performance showing that human resources practices affect knowledge, attitudes, skills, abilities, and employees'' behavior which further affects the performance of the organization (Dietz & Boon, 2013; Bowen, 2014; Conway & Shanna, 2015; Ugo, 2021). But this study attempts to look deeper into the subject matter, by analyzing relevant management practices and how they impact employees' performance in financial institutions in this present economy. With a specific focus on recruitment and selection, compensations, training and development, and performance appraisal.

1.2 Statement Of Research Problem

The management of many corporate organizations today as regards its labor resources are inappropriately implemented in most Nigerian private and public institutions, (Oyeama, 2014; Nkiruka et al, 2018). There is a high rate of employee turnover ratio and low employee retention which Ugo (2021) attributed to being "poor utilization of human resource practices in Nigeria organizations". Furthermore, impartiality and nepotism in the recruitment and selection process, low remuneration, performance review biasness, and uncompensated overtime at the workplace are evidence of unhealthy human resource practices that de-motivate employees (Kolawole & Komolafe, 2013; Ugo, 2021). All of these results in dwindling employees' productivity, as well as organizational performance as the notion, states that employees are the heart of any corporation.

Due to the constant advancement of technology and changes in global events, changes in the financial service industry have now become inevitable, there is no doubt that the financial sector will continue to change irrespective of the firm's size. Thence, PwC (2017) suggests that this problem will need a financial institution to revisit the drawing board because what may have worked in the past to bring a firm to its spotlight until now, may not be enough to sustain its success in the future. Boer (2021), In the early 20s, Banks and Financial Institutions were very confident in their significant growth, most especially after their rise from the global financial crisis for the past decade. Seemingly, overnight, COVID-19 changed everything. This global pandemic hit differently in every economy it landed. In Nigeria, the outbreak of the virus rushed the digital transformation plans of Banks and other financial institutions to an urgent necessity. Some of the main challenges facing the financial service industry now are:

- Digitalization of the Financial System, in today's economy customers, are demanding more from financial organizations, expecting faster access and better results than before, Banks and financial institutions that are unable to compete with these expectations will likely struggle to maintain viability in the long run (Mclennnan, 2019);
- Increasing pressure from competitors, Today's financial industry is using data and analytics to understand their customers better and find the opportunity to stay competitive. and;
- Investor expectations, Technologies like AI, digital labor, and blockchain in financial services are trending and most significantly attract more investors. These technologies are known to help financial firms solve business problems effectively.

Orogbu, Onyeizugbe & Ngoz (2015) stated that "employees' performances are a focal point in any establishment, as such every policy should be geared towards increasing their performance". So, for a financial institution to adapt to these changes and remain on top of their industry chart they must be able to improve their employee performance and monitor it. Train and develop its labor force to adapt and adopt the digital process and technology system in vogue. failure to do this could cause several challenges which could stand as a setback to the firm in the sector where it belongs. Neglecting the powerful role of employees in business transformation is where many financial institution managements fail even before starting to strategize because staffs are an essential element in the firm that drives the workings of every other framework. A weak Human resource structure would lead to redundancy of the leader's effort to grow, keep customers satisfied, adapt to changes in the market, and tackle other challenges that could arise from competitors.

1.3 Objectives Of The Study

The main objective of this research is targeted at examining the impact of Management practices on Employees' performance in the Lagos state Nigeria financial industry. More specifically the study will look deeper to ascertain:

1) The impact the of recruitment and selection process on employees' performance
2) The level to which compensation/remuneration impacts employees' performance
3) The impact to which training and development programs affect employees' performance

4) The extent to which performance appraisal affects employees' job performance.

1.4 Research Questions

In the process of achieving the study's objectives, the following research questions formulated below are to be addressed:

1) How does the recruitment and selection process in financial institutions affect the job performance of employees?
2) How do training and development programs affect employee performance?
3) To what extent do performance appraisal affect employees' performance?
4) To what level does compensation/remuneration structure impact the job performances of employees?

1.5 Significance Of The Study

The impact of management practices on organizational performance has been without doubt broadly researched by several scholars, as a plethora number of studies emerging from developing and less developed countries have depicted that management practices largely impact employees' performance as well as that of the organization (Onyema, 2014; Naftal, 2015; Khan & Kamal, 2016; Ugo, 2021). However, there is a paucity of studies relating to financial institutions. since management and leadership style, organizational culture, and several institutional factors vary across sectors, it becomes imperative to carry out this research in these areas uncovered to bridge the gap in the empirical literature. More specifically this research will help:

- *Top Management***:** make valuable informed contributions to existing empirical knowledge about the link of management practices to the job performance of employees in the developing economy of Lagos state Nigeria. The study will also provide financial institutions' senior management with the insight to appropriately utilize human resources and improve overall organizational performance.
- *Government Organizations*: like the Ministry of Finance, Office of the Account General, and other financial arms of the government to develop and implement the right human resource management practices that would be favorable to other private and non-governmental financial firms as well as the country's economy at large.

1.6 Scope Of The Study

The focus of this research is on management practices and employees' performance in Lagos financial institutions. Because Lagos is in Nigeria the most populated state with over 10 million and a land mass of about 500 sq. km (Salami, 2012) and has financial establishments residents. the study, therefore, streamlined the population to Commercial Banks and Fin-Tech firms. The study narrowed the population to Commercial Banks and Fin-Tech companies. To collect responses from people who work in these types of financial institutions, the respondents for this study will be chosen at random for the survey.

The variable of interest has been used in past studies and more studies are coming to assess the link among these variables. The variables here are no other than management practices and employee performance. However, management practices entail a lot of variables such as training, planning, staffing, leading, controlling, performance evaluation, rewards, compensation, etc.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

When stating the research problem and outlining the objectives and basis of this research, it was argued in the previous chapter that for firms to strategically uphold competitive advantage in our modern world they have to ensure that they adopt comprehensive practical, and integrated management practices. In addition, it was also seen from literature that every financial institution is doing its best to ensure they become world-class in the delivery of its product/services at the best prices possible. To achieve this, they have become more interested in the well-being of their employee and seek ways to motivate them to increase performance.

Moving forward, this chapter examined existing management practices and theories to determine the existence of comprehensive, practical, and integrated management practices. To identify which best practices and theories could be adopted in the operations of financial institutions' management structure and processes. And in the case where existing theories and practices differ from the real-world system propose a new theory in form of recommendations for further development where necessary.

Chronologically the chapter entails Conceptual Literature, this focus more on providing conceptual clarification of the research variables; Theoretical Literature, which provides a detailed analysis of existing management and motivation theories relevant to this study and; Empirical Literature, which encompasses reviewing studies that are related to this subject matter, on the aims and objectives of getting a comprehensive view of the subject matter substantial enough to help draw significant conclusions from the research methodology.

2.1 Conceptual Literature

2.1.1 Management

Like any concept, the term 'management' has been defined in different ways in several studies. Taylor who is known as the father of scientific management emphasized that the best form of management was the one where ordinary workman gave their full effort and initiative to receive from their employers, rewards in return. He referred to management as knowing exactly what to do, when to do it, and then seeing that they are done effectively and efficiently (Taylor, 1911, p.7). Similar to Taylor's definition, Robbins & Coulter (2016, p.39) defined management as “coordinating and overseeing the work activities of other people so their activities are completed efficiently and effectively”.

According to Peter Ferdinand Drucker who was an American management thinker, management is the key organ of any organization and it performs through a series of tasks (Choudhary, 2018). In Drucker’s opinion “management is a multi-purpose organ that manages a business, managers, worker and work” (Drucker 1954, p.17). In his study, Fayol (1916) suggested that “to manage is to forecast and plan, examining the future and draw up plans to take action; to organize (build up and dual structure, human and material of the undertaking); to command, ensuring personnel activities are maintained; to coordinate and control, this means binding tougher, unifying and harmonizing all activities and effort. While control depicts seeing that things conform to established rule and hierarchy of authority”.

Cole & Kelly (2015) argued that there is no generally accepted definition of management. However, they considered it to be a set of “coordinated activities which include forecasting, planning, organizing, deciding, and commanding to control and direct an organization”. Jones & George (2018, p.5) also defined management to be “the planning, organizing, leading and controlling of human and other resources to achieve organizational goals efficiently and effectively.

According to Thomson (2012), the best definition of ‘management’ was given by the American Management Association which defined the term as the act of getting things done, through others willingly. Given all these definitions, it is obvious that management can generally be referred to as the task performed by employees in the process of optimizing the human resources and other resources of the firm to attain the organizational objectives most efficiently. Three dlements are also observed to reoccur in these definitions. The first is “a set of tasks or activities such as planning, organizing, commanding, coordinating and controlling” given by Henry Fayol, with commanding being replaced in modern definitions with leading by Cole & Kelley (2015). Secondly, the element of “utilizing people and other resources” according to the common definition by American Management Association. The third reoccurring element has to do with “the aims of achievement to attain goals and objectives.” Thus, it can be opined that successful management can lead to motivated employees which in turn leads to organizational success.

2.1.2 Human Resources Management

The term 'Human Resource' first came about in the United States of America in the 16th century developed by Peter Drucker during one of his seminars that roots back in human capital theory and organizational development. Human Resource Management (HRM) is the management of the workforce an organization needs." HRM focuses on securing, maintaining and utilizing an effective workforce, that is required for both short- and long-term existence of any organization" (Nassazi, 2013). Nassazi suggested that for HRM to achieve its organizational objectives, managers are to perform some basic functions, this represents the management process.

According to Obi (2015), the understanding of the concept of HRM is hinged basically on the axioms that people constitute the most important aspects of any corporation. Therefore, HRM is seen as putting into place, practices, and policies that will make sure the human skills of the organization are effectively used to reach organizational goals and objectives. In other words, it is the philosophy, policies, practices, and procedures that concern the management of people within a firm. It should be noted that the responsibility of managing the workforce of an organization does not lie with the HRM department alone. It is the duty of all managers irrespective of their departmental jurisdiction to be involved in the activities that have been structured to ensure the efficient and effective utilization of employees to actualize corporate goals and objectives.

The scope of the responsibility of Human resources given by Obi (2015) reveals that all managers have a direct or indirect obligation for human resources management. While top management decides on the policies and practices, efforts must be put in by floor managers to ensure that they are strictly observed in all departments of the organization. Some years back, the roles of Personnel managers were limited to just the area of administration of personnel policies, mostly in the aspects of recruitment, selection, and discipline of staff., they had little or in most cases no power at all to influence senior management or engage in decision making or full management of the manpower. However, nowadays, with globalization and advanced technology, this notion has evolved, and the status of a personnel manager is no longer low. For this reason, management experience a shift in their orientation of HRM when they realize that the major constraints, they face in increasing productivity and being ahead of their competitors are inefficiencies in the utilization of employees' skills, talents, and creativity. It became crystal clear that the attainment of productivity improvement is through people.

The evolution of the notion of who is in charge of the manpower of an organization has increased the complexity of human resources management and increased the role and status of HR managers in organizations, as senior managers now occupy management positions participating in the direction of employees' affairs of the entire company.

2.1.3 Human Resource Management Practices

HRM practices refer to a collection of strategies and approaches employed by companies to effectively manage their workforce. These practices are designed to ensure the optimal utilization of human resources within the organization (Srinivasan, 2017). Companies often adopt various HRM practices to maintain a competitive edge in their industry. In the context of financial institutions, a study conducted by Nayaab et al. (2011) emphasized the importance of four specific HRM practices. The study found a significant positive relationship between these practices and bank performance. The identified practices include training, employee participation in decision-making, performance appraisal, and other related initiatives. According to the study, implementing these practices can contribute to the enhancement of a bank's performance.

2.1.3.1 *Recruitment and Selection*

Recruitment and Selection are the fundamental HRM practices that foster and promote the awareness of an organization to the public to attract qualified candidates into the organization. This is an essential role in determining how effective organization policies and practices can contribute to business activities to improve organizational performance. This is because recruitment and selection are processing and employees' skills, qualities, and potential development are examined. As earlier defined in the previous chapter recruited recruitment is the process of getting potential applicants to apply for a particular job while selection is involving the employment of qualified applicants shortlisted (Ugo, 2021). This means that candidates are sought from various online and offline platforms through advertisement, referrals, recruitment agencies (both public and private), etc. hence, the need to strategically scrutinize applications to select the best applicant. failure to do this and recruit highly profiled-skilled candidates could cause a stall in organization performance.

The selection stage is like a double-check on the shortlisted applicants. Here people's strengths and weaknesses are evaluated

2.1.3.2 *Training and Development*

The Training and Development function is a very essential function of HRM. It entails a draft model for improving the knowledge, skills, creativity, and behavior of employees for them to perform better and complete their jobs in the workplace. Its major aim is to ensure that staff is well equipped with the necessary skill to meet the current trends and future needs of the industry and also ensure that their competencies are enhanced. The reason is that the time frame for which skills and knowledge becomes obsolete are relatively high, due to the exponential rate of technological advancement (Nnanna, 2020). Thence, Training and development see to it that it is impossible for individuals'' skills required for work to be stale. Organizations should therefore motivate employees as well to align their personal development to the vision of the organization and their self-growth in the future.

Some of the benefits of training in any organization are: Increase in staff; availability of quality and efficient workforce which in turn lowers the cost of production; enhanced management to acquire potential candidates, reduce the turnover ratio, etc. There exist two broadly used methods that organizations may use to train and develop the skills of their manpower. They are classified into on-the-job and off-the-job training.

Types of Training

1. ***On-the-job training*****:** This type of training requires that the supervisors identify subordinates training needs, prepare the training program, implement, monitor, and evaluate the processes. Examples are Job rotation, transfer, internships, coaching/mentoring, etc.
2. ***Off-the-job training*****:** Here, employees are removed from the workplace into a classroom which could be online or offline. The need to monitor and evaluate these training programs cannot be overemphasized to ensure that the training objectives are within grasp. Examples of this type of training include; classroom techniques, lectures, conferences, online courses

Monitoring and Evaluation of training programs are essential if the training objectives are to be met. There are several ways of evaluating training but they all entail testing the knowledge of participants before and after the training using a Baseline test and End line test. Drafting of survey poll or interviews to get trainees' feedback, and opinions about the trainer style, platform, and learning environment. Whichever method adopts the cost implication of setting up the program is also evaluated. Most times the strength and weakness of the training is viewed in terms of who benefited most from the program

2.1.3.3 *Performance Appraisal*

Longeneeker (1997, cited in Ochoti et al, 2012) explained performance appraisal as how firms motivate employees to put in more effort, achieving a competitive edge. The performance appraisal system is a key way of measuring the job performance of employees. For a Performance Appraisal system to achieve its aim, it has to be efficient, that is free of bias, objective, acceptable by subordinates, and factual. The development of performance appraisal will make clear the areas in which an individual needs to improve within a company (Yaseen, 2020). According to Obi (2015), in his research on Effective Human Resources Management Practices as the Key to Organizational Performance; Employee performance appraisal is set on achieving the following objectives:

1. ***Adequate feedback*****:** This helps subordinates to know the extent to which they have completed their duties and the area they should put more effort into. The need for clear-based performance feedback is very essential in identifying errors and promptly setting up remedial ways to ensure there is a soft landing (Caruth, 2018).
2. ***Criteria for Promotion and Advancement*****:** Performance appraisal helps management identify criteria for measuring performance and provides a scale for awarding those employees promotions.
3. ***Separation*****:** Performance Appraisal serves as a great tool to set apart employees who have reached their performance limit and need retirement.
4. ***Transfer*****:** Employers can tell which employee will do better in a place or not through performance appraisal. Furthermore, this helps management make an informed decision on the transfer roaster.
5. ***Training*****:** Managers can identify those individuals that are deficient in some way and the type of training required for them to undergo

Process of Performance Appraisal

Performance appraisal follows an organized method to appraise the employee so that it becomes a rationalized and fair process for the employee (Caruth & John 2008). It has six main areas to consider, which are:

- Performance standard
- Conveying the standard and prospect
- measuring the actual performance
- comparing the actual presentation with benchmarks

- Discussion on results
- Decision making. Performance Standard:

Yaseen (2015) stated that “the performance evaluation process involves a series of steps. During these steps, the organization establishes smart goals and objectives that apply to all employees, while also creating criteria to assess the employees' performance. This helps in monitoring the key factors that may lead to deviations from the established standards. It is essential for the organization to set performance standards, as they directly impact the achievement of organizational goals and objectives, and ultimately contribute to the overall productivity of the business. (Caruth & John 2008).

2.1.3.4 *Compensation*

This has to do with the designing and implementation of organizations’ and individuals’ benefits and payment schemes. Some writers have argued that compensation involves financial rewards given to employees by management, while others opined that these rewards could be in cash, kind, or other forms (sick leave, flexible work hours, off-days, etc.) and services (like payment of health insurance, transportation allowance, accommodation, etc.). Obi (2015) opines that Compensation is used to shape employees such as “attracting and retaining the required personnel, motivating employees to achieve reasonable work performance standard, encouraging cooperation, commitment and willingness to learn new skills to meet with organization’s desirable standard.

2.1.3.5 *Employee Performance*

Employee Performance is what an organization employs people to do and to do it well (Campbell, 1990 cited in Tobehukwu, 2021). Ciner (2019) defined employee performance as the way an employee fulfills the duties assigned to them. That is the effectiveness and efficiency of the output of their effort towards the organization’s set goal. The success or failure of business results from the individual contribution of employees, this is why management must understand the underlying factors that could influence the performance of their manpower, to ensure success is sustained.

Borman (2019, in Tobechukwu, 2021) The level of Employee Performance is of paramount interest in any financial institution as it could determine the success or failure of an organization. But the management in most financial institutions in Lagos is blind-sided by profit, causing them to ignore their valuable assets which are their manpower. This mentality has affected the performance of people in the work environment

2.2 Theoretical Literature

The key theoretical framework that best explains the study variables is the human capital theory. According to this view, improving training and development is necessary to boost production. The Becker (1962) and Rosen (1976) human capital models propose education as a method for enhancing human capital, enhancing labor productivity, and raising the level of technology globally. In a similar vein, Olaniyan & Okemakinde (2008) asserted that improving human capital through high-quality education is a crucial element driving rapid economic growth and development. According to Almendarez (2011), the Human Capital Theory is predicated on the notion that formal education is crucial for enhancing the workforce's productivity. Therefore, the idea suggests that investing in human

Definition of Operational Terms

Management Practices**:** Management practices refers to the process developed slightly formally by an organization to guide the actions and directions of entrepreneurs or directors and to influence the behavior of people (Carlos, Maria & Rafael, 2021).

Employee**:** A person hired by an employer to do a specified job after a process of application and interview. The process ends with a selection which happens when an applicant is deemed fit for a specific position or most qualified to do the job at hand for which they are being hired (Hearthfield, 2021).

Employer**:** According to Hearthfield (2020) an employer is a person or group of persons referred to as an organization that employs people to work with or for them. An employer owns the employees and has the right to direct where and how work is to be done.

Recruitment and Selection**:** The process of finding potential applicants to apply for a specific job is called recruitment. While the procedure that entails hiring employees among shortlisted applicants and giving them a position in the firm is known as selection. Together, they both can be referred to as the inflow of chosen skills to increase the human resources capabilities of a company (Ugo, 2021).

Training and Development**:** Training and development is the continuous process of enhancing skills, gaining knowledge, changing attitudes toward work, and clarifying concepts through a systematic plan and structure education by an organization to improve employee productivity and performance. Training can also be said to be the process of increasing the knowledge and skills of an employee for performing a particular task or job. While development has to do with the growth of all employees in all aspects.

***Performance Appraisal*: This entails the objective measurement of employees' performance on the ground of quantifiable results against their job (Ugo, 2021).

***Compensation*: These are the salaries, commission, fringe benefits, bonuses, tips, and other forms of cash or kind rewards given to employees by the management.

***Employee Performance*: This is the outcome of the contribution of employees to help organizations attain share goals and objectives. To Afshan et al (2012), performance is the achievement of specific tasks measured against predetermined or identified standards.

***Organization*: According to Nnanna (2020) An organization is an entity that entails the coming together of one or more persons to accomplish a common goal or objective. Koontz and O'Donnel defined organization as the "establishment of authority and relationships, providing coordination between them, both vertically and horizontally in the enterprise structure." i.e., an organization is a coordinating point among different individuals in the company.

***Organization Performance*: Ugo (2021), argues that organization performance is the extent to which an organization is said to achieve that which it has designed and termed objectives.

***Human Resources*: This simply refers to those people who constitute the workforce in a company or firm.

***Financial Institutions*: These are organizations that process monetary transactions, which include private and business loans, investments, deposits from customers, etc.

2.3 Empirical Literature

2.3.1 Recruitment and Selection, and Employee Performance

Oaya, Ogbu & Remilekun's (2017), research objective was to determine the recruitment and selection strategy that increases the performance of employees to sustain and achieve organizational efficiency. The researchers carried out their investigation employing a descriptive survey research design by adopting the T-test inferential statistics to identify the level of relationship that exists between recruitment/selection and employees' performance. Findings from the analysis showed that the use there is a significant relationship between the use of employment agencies and referral methods and employee productivity in the workplace. Similarly, the findings from the second hypothesis tested by Ibrahim & Paul (2020) hold that Recruitment and selection positively affect organizational performance.

In a study conducted by Ekwoaba, Ikeja, and Ufoma (2015) on the impact of recruitment and selection criteria on organizational performance, it was found that the criteria used in recruitment and selection have a significant influence on the overall performance of an organization. The researchers concluded that organizations tend to perform better when their recruitment and selection criteria are more objective. Similarly, Sarinah, Gultom, and Thabah (2017) conducted a study focusing on the effect of recruitment and employee selection on employee placement and its impact on employee performance at PY Sriwijaya Air. Using the path analytical method, the results indicated that both recruitment and selection variables have an effect on employee performance, as well as the placement variable within the organization.

Sunday, Olaniyi & Mary's (2015) work on the "influence of recruitment and selection on organizational performance" aimed to assess the impact of recruitment/selection on performance. The study obtained data from twenty respondents from Access Bank by administering questionnaires. The study explained that the most used mode for recruiting potential employees is through the use of employment agencies; employee referrals and publicizing to the general public. Also, it was revealed from the study that recruitment and selection practices had enhanced the performance of employees as well as that of the bank. The majority of the staff also asserted that job orientation and subsequent job training had increased their knowledge of their job description and made them more confident in their role.

Bakhashwain & Javed (2021) provided evidence for the impact of HR practices concerning recruitment and selection on employees' performance and that show non-satisfaction or under-achievement to a result of wrong recruitment and selection practices. A random sampling technique was utilized to implore responses from 20 selected persons. However, in general, the data used in the study were is quantitative and they were analyzed with the use of SPSS version 23. The results of the research elucidate a correlation between recruitment/selection practices and their impact on staff performance,

H1. There is a positive and significant relationship between recruitment & selection procedure and employees' performance in financial institutions in Lagos state.

2.3.2 Training and Employee Performance

In a study conducted by Nnanna (2020) titled "Effect of Training on Employee Performance: A case study on Airtel Networks Limited, Abuja," the researcher used a Chi-square test and analyzed survey questionnaire responses using SPSS and Microsoft Excel. The research findings demonstrated a positive relationship between training and employee performance. The study suggests that for a company to enhance employee performance, it is crucial to establish adequate training programs that consistently meet employees' training needs. Nnanna's study further concludes that the selection procedure, training design, and training delivery style significantly impact the performance of individuals within a company.

Similarly, Nassazi (2013) conducted a study on the "Effects of Training on Employee Performance" using the telecommunication industry in Uganda as a case study. The researcher employed a qualitative questionnaire consisting of 18 questions distributed to 120 respondents. The findings from the sample size indicated that training has an influence on the performance of employees.

Khan & Khatoon (2015), research on the "Impact of Core HR Practices on Employee Engagement in Pakistan". They sought to identify the vital dimensions in an organization affecting the engagement of employees. The study attempted a quantitative-based survey, with the use of closed-ended Likert scale questionnaires to implore responses from 125 employees in Pakistan's major organizations. The responses obtained were analyzed via regression analysis using Statistical Package for Social Science Student (SPSS) software. The result depicts that a positively significant relationship exists between reward, motivation, training and development, and employee performance.

The basic objective of the study "Impact of HRM on Employee Performance" undertaken by Mahadevan & Mohamed (2014), regression findings ascertained that training and development and other HR practices chosen for the study like Performance Appraisal were significantly related to employee performance. The results from this study are similar to Sultana et al (2012), where it was revealed that employee training helps enhance an organizational effort to take an essential role in improving employee performance as well.

According to Ibrahim and Paul (2020), training plays a crucial role in enhancing employee productivity. They assert that for training to have a significant impact on performance, it needs to be well-designed and effectively delivered. The researchers conducted a survey research method to examine the relationship between Human Resource Management Practices and the performance of Nigerian banks. Data were collected from 257 employees working in commercial banks in Ikorodu, Lagos State. The collected data were analyzed using descriptive statistics, and regression analysis was employed to test the hypotheses. The findings of the study supported the first hypothesis, which stated that training and development have a positive relationship with organizational performance in the sampled commercial banks in

Ikorodu. Based on this result, the researchers concluded that training and development programs can help employees gain a better understanding of their job descriptions and enhance their performance within the organization,

H2. There is a positive and significant relationship between training and development programs with the job performance of employees in Lagos state financial institutions.

2.3.3 Performance Appraisal and Employee Performance

Okeke, Onyekwelu, and Akpua (2019) researched the "impact of performance management on the productivity of employees in the South East region of Nigeria. With a specific interest in knowing how 360-feedback appraisal, self-assessment, performance evaluation, and review impact the productivity of employees. The findings from the survey which used a sample size of 366 respondents indicated that these performance management practices had a positive and significant impact on the productivity or performance of employees

In their study, Singh & Rana (2015) had a view of finding out the influence of "Performance Appraisal on Organizational Commitment to Bank Employees in India". The adopted employed a random sampling method from 10 public sector financial institutions. With a sample size of 172 employees, the study concluded that performance evaluations such as appraisal procedures, associated payment systems, and fairness positively influence employee performance.

According to Carol and Florah (2019), performance management practices play a significant role in assessing the overall productivity of an organization. In their study, they focused on the impact of performance management practices, specifically employee appraisal and feedback, on employee productivity within the State Department of Labor in Kenya. The researchers employed a descriptive research design and collected responses through structured questionnaires from 278 participants. Descriptive statistics such as mean, standard deviation, and percentages were utilized to analyze the collected data. Additionally, regression analysis was conducted to examine the relationship between the independent variables (employee appraisal and employee performance feedback) and the dependent variable (employee performance). The findings of the study revealed a positive correlation between the independent variables and the dependent variable.

The rationale of their study was to examine the nature of the relationship between employee-perceived performance and HR practices in the banking sector of Pakistan.

Furthermore, the study involved surveying 235 personnel by administering questionnaires. he collected data were analyzed using statistical methods such as Spearman's correlation matrix and multiple regression analysis. The results obtained from the analysis, using SPSS, indicated that certain HR practices had a significant positive relationship with employee-perceived performance. Specifically, performance evaluation and promotion practices were found to have a significant positive impact on employee-perceived performance. However, compensation practices were not found to be significant in relation to employee-perceived performance. (Sharif & Niazi, 2011).

Yaseen (2015), carried out a study on “Performance Management Practices and its Impact on Banks’ Performance in Pakistan”. He used a qualitative research methodology in which a content analysis technique was employed to examine and interpret the research data. In addition to the content analysis, semi-structured interviews and questionnaires were also administered by the middle management. The research findings show that there is a positive relationship between Performance management practices and employee motivation which in turn improves the performance of the organization as a whole. DeNisi & Smith (2014) discovered that appropriate management of appraisal and performance enhanced employee and organizational performance significantly,

H3 There is a positive and significant relationship between Performance Appraisal and job performance in Lagos state financial industry.

2.3.4 Compensation and Employee Performance

Tobechukwu (2020) anchored his study titled “Talent Management and Employee Performance of Banks in Uromi” on the Person Job Fit Theory of Taylor 1911. Using a survey design tool on 93 respondents, He adopted the Pearson Product Moment Correlation Coefficient to analyze the responses and his findings were that there exists a significant and positive relationship between talent management and employee performance of the focused banks in Edo state. Also, in a Comparative study by Kalu, Eziesi & Okoro (2017), they examined the touch of “Talent Management on Employee Performance” in selected deposit money banks (DMB) in Lagos State, Nigeria, which include First Bank of Nigeria Plc (FBN), Zenith Bank, United Bank for Africa Plc (UBA), Eco Bank Plc and Access Bank. They used a survey design questionnaire involving the Likert Scale and interviews on 359 and Pearson Product Moment Correlation Coefficient and simple linear statistical tools. And the result of the analysis showed that succession planning, compensation management, and human resource development directly impact employee performance.

In an attempt to ascertain the possible impact of HRM and Banks Performance in Nigeria, Abosede, Eze & Sowunmi (2018) adopted a survey research design by distributing structured questionnaires to three hundred and ninety-seven (397) staff of human resources, finance and strategy depart who were selected on purpose in eight deposit money banks in Nigeria. The members of the 8 banks were purposely selected. The scholars employed the Ordinary Least Square (OLS) method to estimate the research model. The conclusion from the result showed that there is a positive and significant influence between the Reward management system and employee performance management on the performance of these banks. The researchers added that banks should improve on these practices to ensure their productivity is enhanced.

According to Pradhan (2020), the success or failure of a firm depends greatly on the effectiveness and quality of services provided to customers by its employees. Keeping this in view, Pradhan examined the impact of HRM practices on the behavioral outcomes of Financial Institutions in Nepal. The variables under consideration in this study are recruitment and selection, training and development, performance appraisal, compensation, job design, employee participation, and career planning. While analyzing the research data, the results of the beta coefficient show that recruitment and selection with other practices have a positive impact on the behavior outcome of organizational performance.

Oyeniyi, Afolabi & Olayanju (2014), carried out an empirical investigation on the "Effect of HRM Practices on Job Satisfaction" in Nigeria. The study employed a purposive sampling technique on six banks and random sampling to select ten employees from each bank, by administering a self-designed structured questionnaire to implore responses from respondents. The multiple regression method was used to evaluate the model via Statistical Product and Service Solution (SPSS)version. Subsequently, the findings from the result revealed that HRM practices such as compensation practices, training, and performance evaluation significantly affect job satisfaction positively.

Zafar, Sarwar, et al (2020) argued that employee performance at the workplace can be increased through the provision of competitive salary, promotion, rewards, and job security in their empirical study on the "Impact of Compensation Practices on Employee Job

Performance”. This study administered questionnaires to 200 respondents who were working in different public sector universities. The result of the data analysis was via SPSS, and it confirmed that a positive relationship exists between compensation and job performance,

H4. There is a positive and significant relationship between Compensation/remuneration and employees’ performance of Banks and other financial institutions in Lagos state.

Following the formulated research hypothesis, a model is given below, illustrating the study variables.

Figure 2.1: Research model and hypothesis

Operationalization of The Research Variable

This research featured dependent and independent variables based on the research works of Ramadhani (2017) and Qudah, et al (2014). The dependent variable as adopted was Employee performance (EP), and the independent variable will be management practices (such as Training and development, performance appraisal, Compensations, and Recruitment/selection).

Y= dependent variable

X= independent variable

F= function

Y= F(X)

Substituting X and Y, we will have:

X= Management Practices (MP)

Y= Employees’ (EP)

So, EP=F(MP)

Here, X= Management Practices

X1= Recruitment/Selection

X2= Training & Development

X3= Compensation

X4= Performance Appraisal

The above indices and variables will be represented in the course of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the methodology and framework underlying this study were reviewed, in addition, it also showed the research techniques which entails the use of quantitative methods to analyze the responses obtained from the research survey, to provide the bases for the research hypothesis. Therefore, this section is a very essential part of this thesis. The conceptual framework consists of key variables which are: recruitment/selection, training and development, compensation, performance appraisal, and employee performance.

There are several sub-parts in this section. The first is the research design, which tells us how relevant information about the study, like how the data used for analysis was obtained; the next part is the population, sample, and sampling technique of the study. Then the research instrument, followed by the study's sources of data collection, and lastly, we have the method of data analysis, which covers the analytical method and software used to examine and deduced conclusions and recommendations.

3.1 Research Design

A research design is a logical proof model that helps researchers make inferences about potential correlations between variables (Eruaga, 2019). The study is a quantitative research design. It focuses on collecting and analyzing numerical data to examine the relationships between management practices and employee job performance. Nwogu (2001) defined survey design as a procedure used to collect pertinent data from a population or pertinent sample that is knowledgeable about the concepts related to the study's concern. To create focused results that are dependable enough to draw conclusions and make important decisions, these surveys are valuable in that they provide a broad capability that is necessary to ensure that a more accurate sample is obtained. Hence, the study utilizes survey research as the primary method of data collection. A structured questionnaire is designed to gather information from employees in Lagos State financial institutions regarding management practices and their perceived job performance. The study employs a purposive sampling technique to select participants from different financial institutions in Lagos State. The sample size is determined based on the desired level of statistical power and represents a diverse range of employees in terms of job positions, departments, and experience levels. Ethical guidelines are followed throughout the research process to ensure the confidentiality and anonymity of participants. Informed consent is obtained from all participants, and data is used solely for research purposes. As a result, the research design is appropriate for this study because it can effectively collect data from respondents. A cross-sectional design methodology was also used in the study which is the collection of data across different groups (in this case, the different financial institutions under study) at a point in time.

3.2 Population, Sample, And Sampling Technique Of The Study

The research population used in this dissertation comprised all the Financial Institutions within the Lagos metropolis, comprising banks, and fin-tech such as Cowrywise, Flutterwave, GT bank, and Sterling Bank. The estimated population of this research consists of over 600 persons which consisted individuals working in Lagos state financial institutions. , The actual number of questionnaires sent out cannot be ascertain to it totality, because questionnaire were distributed to employees through direct and snowball method The reason why Lagos was used as the population study is that it is Nigeria's most commercial city and consists of diverse people across different age backgrounds, classes, ethnicity, and culture, and has a significant percentage of financial institutions headquartered there. The large size of the population made it difficult to collect data from all possible respondents. To overcome this, a sample of the population was taken to represent the population. Hence, the Taro Yamane Formula was used to calculate the sample size for the study. The Taro sample size calculation is illustrated as follows:

$$n = N/1+N(e^2)$$

where n = Sample size

N = Population

e = Error margin (0.05 constant)

Then, applying the formula:

N = 150 / (1 - 150(0.05^2))

N = 150 / (1 - 150(0.0025))

N = 150 / (1 - 0.375)

N = 150 / 0.625

$N \approx 240$

Using the Taro Yamane Formula, a sample size (n) of 240 was calculated with an error margin (e) of 0.05 per cent, confidence level of 95 per cent and population size (N) of 600.

The sampling technique employed here is random sampling. These employees were randomly chosen to respond to the survey from commercial banks and fintech organizations operating in the state. To enhance good data collection, the study employed a sample of 250 respondents. To that effect, a total of 242 responses was gotten from the data collection.

Sources Of Data Collection

Data collection entails the putting together and examining of information relevant to the research objectives to enable adequate evaluation of the impact of organizational practices on employee performance. The data obtained for this work were primarily obtained directly by the researcher. An example of this source is a well-structured questionnaire. a questionnaire is a research instrument that aids the collection of data and relevant information from targeted respondents (Sekaran & Bougie 2016), a questionnaire is "the best tool to replicate the information needed from a research respondent.

Data Collection procedure

Data collection entails that each participant that were sampled had their own individual opinions, which they were all assured the anonymity of their opinions as the information were to be used for research purposes only and not to the detriment of any staff. Putting together and examination of information relevant to the research objectives to enable adequate evaluation of the impact of organizational practices on employee performance, their leaders were not to be mentions in the context of a particular leader but to understand what the perception of the employee has of their leaders. The data used for this work were primarily obtained directly and by snowballing using electronic copies of close-ended questionnaires. Questiionnaire were administered to respondents online using Google forms which were distributed through mails, WhatsApp and other media platforms and respondents were advised also to share the questionnaires with their colleagues within the sector in view, thereby adopting a snowball sampling method in addition. The country, Nigeria, where the research was done needs no translation as English is the Officially language in region. An example of this source is a well-structured questionnaire. a questionnaire is a research instrument that aids the collection of data and relevant information from targeted respondents (Sekaran & Bougie 2016), a questionnaire is “the best tool to replicate the information needed from a research respondent.

The data collected was statistically analyzed following the use of a quantitative research instrument technique. A cross-sectional design methodology was also used in the study that involved the collection of data from the population sample for a particular period between October 2022 and March 2023. Primary data used for this research were collected from respondents who were employees of the Banks, Fin-tech under study where electronic copies of close-ended questionnaires were administered to relevant employees’ establishments.

3.3 Research Instrument

The main instrument used in this work to obtain data is a questionnaire which was based on a questionnaire used by Rathnaweera (2010) & Ramadhani (2017), This questionnaire was adopted because it had the Recruitment and Selection; 4 items were obtained, Training and development of which 4 items were adopted from here, Performance appraisal where we adopted 5 items and also 6 items from its Compensation variables, which is the same variables of in this present research. The questionnaire questions were closed-ended, and were wllotted electronically, through the utilization of an online google survey. The link to this online survey was shared with the targeted audience through social platforms. The purpose of choosing to do e-forms was to do away with the limitation of the distance barrier between the author and research targeted respondents, hence ensuring that the researcher could reach the intended sample size. The questionnaire was drafted in the English language and there was no need for interpretation as the participants understood and responded in the English language, it contained three parts; the first was centered on the bio-data information such as age, gender, marital status, education level, type of financial institution, work experience, and the income levels. of the research participants. Part two on the other hand contained the management practices under study. The recruitment and selection variable was measured with four items, training and development with 4 items, performance appraisal with 5 items, and compensation with 6 items, all from Rathnaweera (2010). The responses to these items were based on a Likert scale of 1 indicating strongly disagree to 5 indicating strongly agree.

Lastly, the third part of the survey was the overall job performance of the employees which was measured with 7 items extracted from Ramadhani (2017). And this was also based on the 5-point Likert scale measurement as the previous part. The google survey link was shared with participants through WhatsApp and Email and their responses were obtained from the google survey, through an inbuilt function that provides the user with a comma-separated value (CSV) file of each participant's responses, and analyzed statistically with a conclusive and quantitative research technique using SPSS and Analysis of Moment Structures (AMOS) for structural equation modelling and analysis of complex relationships between the variables.

3.5 Method Of Data Analysis

Given the conceptual framework of this study, there are 5 variables of interest. The dependent variable is employees' performance and the independent variables are recruitment/selection, training and development, compensation, and performance appraisal. The research link was shared to 250 participants on WhatsApp and E-mail, however, not everyone responded to their mail and WhatsApp messages, however, several of the participants shared the link to their contacts, hence I was able to obtain 242 responses. Which is higher than the sample size of 240, thus the questionnaires returned have a return rate of 96.8 percent. However, 150 of the 242 returned were properly filled and utilized in the study, hence they represent the valid responses, the rest were discarded on grounds of not being completely fiiled or lacked the necessary information needed for the research. These (150) are considered valid as they were properly filled and completed and utilized for the study accordingly. The author employed a multiple linear regression analysis because the model has more than two variables, and the regression analysis is useful in examining the impact and causal relationship that exists among the research variables. Also, path analysis was used to measure the impact of the independent variables on the dependent. Furthermore, AMOS was used to carry multivariate analysis.

In addition to this, descriptive statistics such as simple averages, percentages, and frequency distributions were used to show the frequency of responses gotten from respondents and aggregations of their biodata. This analysis was done using the Statistical Package for Social Science Students (SPSS) version 23 and (AMOS).

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

4.0 Introduction

The main aim of this study was to investigate the relationship that exists between organizational practices and employees' performance in Lagos State Financial Institutions. Hence, to be able to present a robust investigation and analysis of the study, this section focused on the research analysis and report presentation of the findings from collected responses. The statistical techniques employed included descriptive statistics (like simple percentages, frequency distribution, and charts) and regression analysis, which were all obtained with the Statistical Package for Social Sciences (SPSS) 24, these tools also provided a chi-square test which was used to test the formulated hypothesis of the study. Similarly, the variables were structural modeled, analysed and interpreted using AMOS. The results of the AMOS were structured using conceptual variable attributes to achieve multivariate analysis and results were presented with Tables for clearer interpretation and discussion of results. Essentially, using the data analysed from AMOS, the chapter would include discussions of results of the research with a view to enlighten the reader of what informed the obtained results. Hence, this section very essential to any research work, since it forms the basis for recommendation and conclusion at the end of the research.

4.1. Demographic Characteristics Of Respondents

Table 1 below illustrates the Gender, Age Marital, and Academic qualifications of the participants. As it is presented, we can observe that 59% of the research respondents were Male, while 41% of them were female, out of these gender statistics we had 67% under the age group of 18 – 35 years of age, and the remaining 33% fell under the age circle of 36 years and above.

Table 1: **Demographic Statistics of Employees**

VARIABLES	CATEGORIES	FREQUENCY	PERCENTAGE
Financial Institution	FinTech	68	45.3
	Commercial Bank	82	54.7
	Total	150	100.0
Work Experience	Below 3 years	57	38.0
	4-6 years	46	30.7
	7-9 years	22	14.7
	Above 10 years	25	16.7
	Total	150	100.0
Monthly Income Level	Below 100,000	28	18.7
	100,000 - 399,999	83	55.3
	400,000 - 699,999	16	10.7
	700,000 - 999,999	11	7.3

	Above 100,000,000	12	8.0
	Total	150	100.0

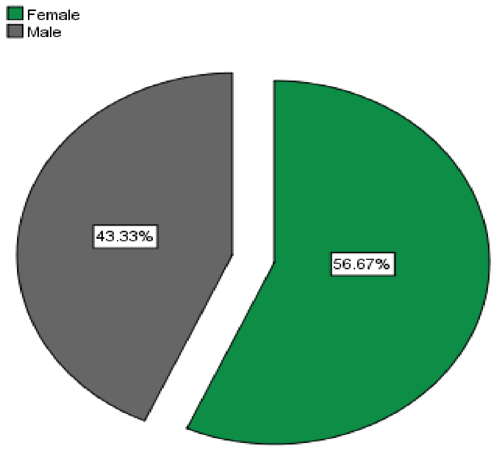
Source: Author's fieldwork (SPSS)

Also, as observable from the table, 33.3% of the respondents were single, 56.00% of them were married, and 9.3% were divorced, while the remainder were either widowed or separated from their spouses. Moreover, it should be noted that 4 out of 150 of the research participants were OND/NCE certificate holders, 77 of them representing more than half (51.3%) of the respondents were HND and BSC degree holders while PGD/MSC were 65 in number and Ph.D. degree holders were just 4. It is therefore pertinent to note that the survey responses were well represented by age, sex, and the level of educational qualification of the participant.

The career level of the employees was profiled, it should be noted that 45% of the participants were working in the Financial Tech Firm while the remaining 55% of them worked in the commercial banking sector. Concerning the work experience of the respondents, 83% of the total of the employees that participated just less than 10 years into their carrier in the financial institution, then the other 17% of them were senior experienced staff in their place of work. The last variable on the table which is the 'monthly income level' of employees shows that 111 persons out of the 150 participants received remuneration of 3,999,999 naira and below. 16 of them receive within the range of 4,000,000 – 6,999,999 and 12 of them were well remunerated above 700,000,000 naira. These show that the respondents were not based on career experience or income difference.

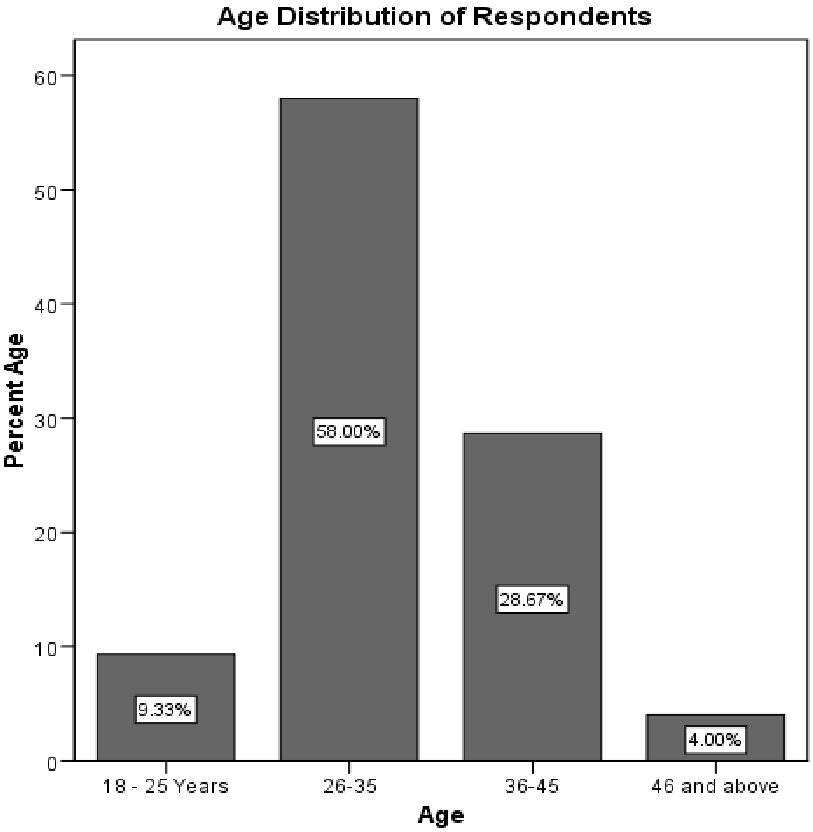
Figures 2: Graphical Illustrations

For easier comprehension of the demographic statistics data obtained, graphical chart analyses are displayed below of the variables in table 1 above.

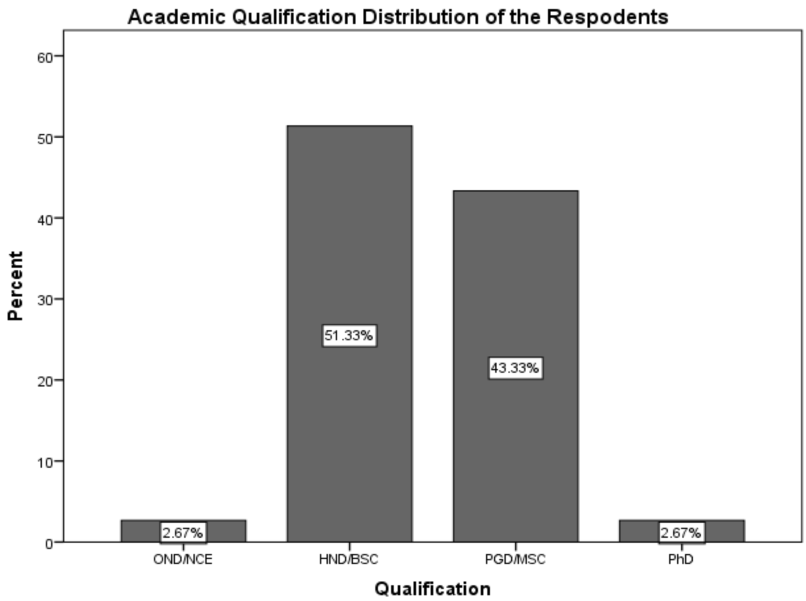


Source: SPSS; Gender Statistics

Figures 3: Graphical Illustrations

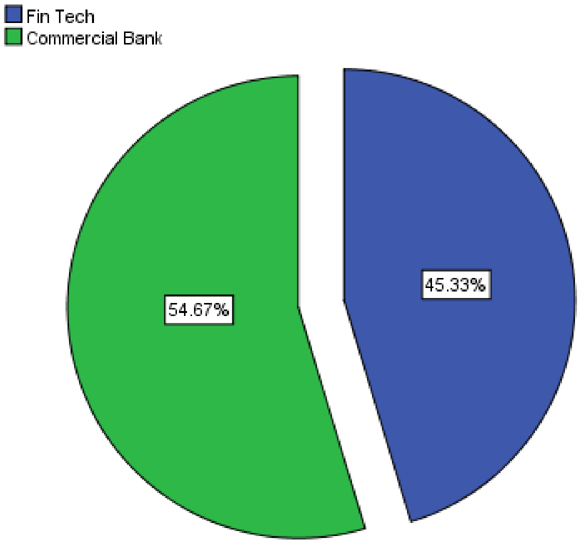


Figures 4: Graphical Illustrations



Figures 5: Graphical Illustrations

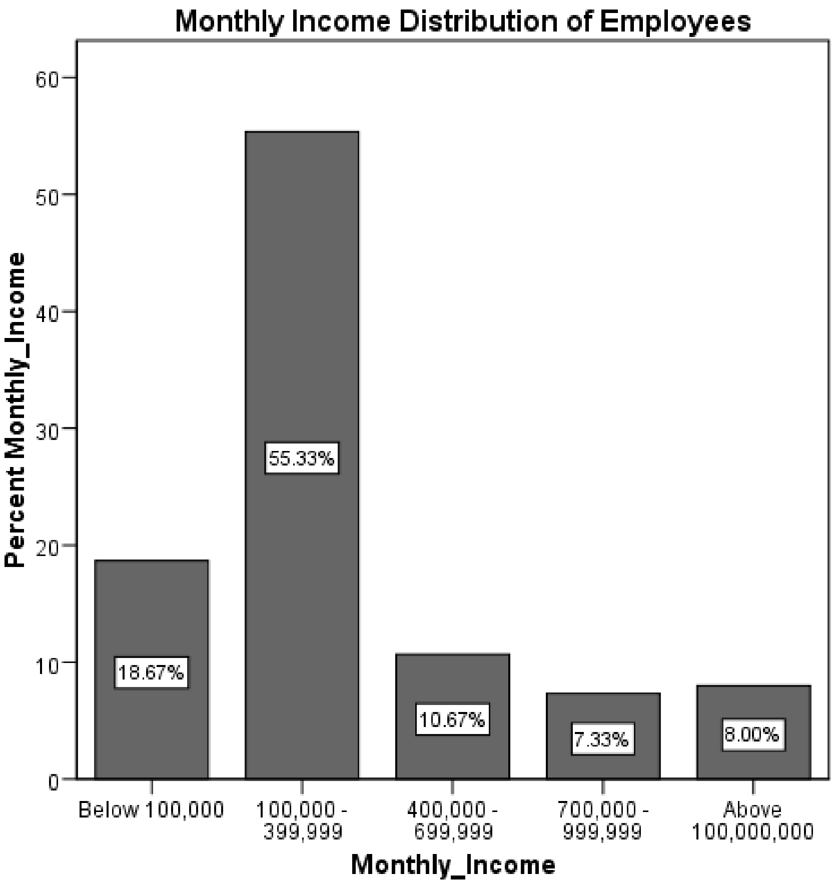
The Graphical analysis of the career profile variables statistics in table 2 is given below.



Source: SPSS; Fin_Institution

Figures 2: Graphical Illustrations

Figures 6: SPSS REGRESSION ANALYSIS RESULT



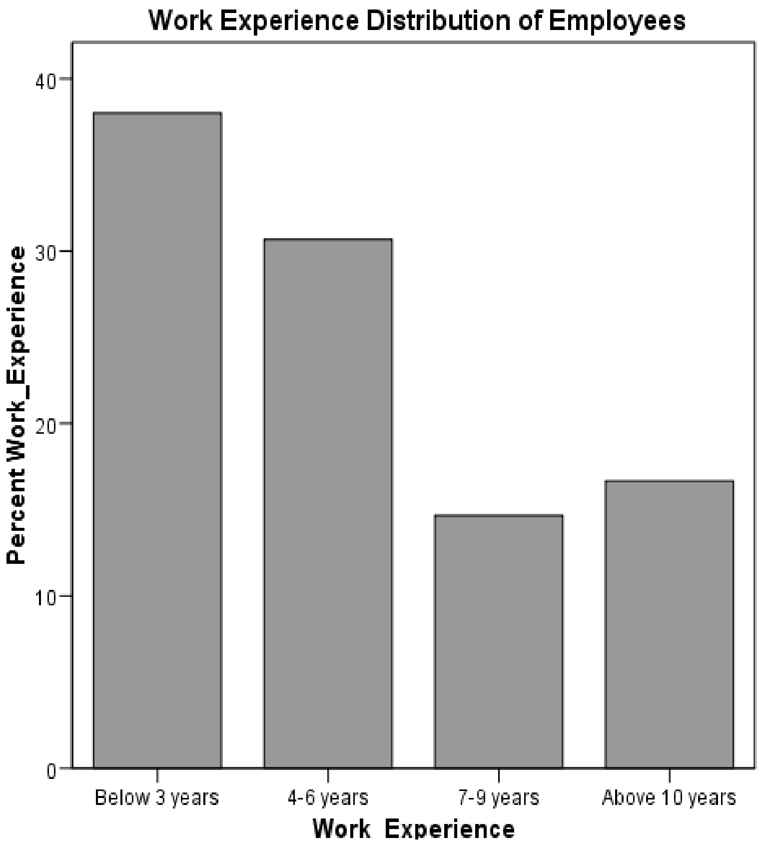


Table 3: Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.668[a]	.446	.431	.67458	2.029

a. Predictors: (Constant), CP, RS, PA, TD
b. Dependent Variable: EP; Source: Author's fieldwork (SPSS)

Table 3 gives a summary review of the research model features and reports on the strength of the connection between the model and the dependent variable under study.

1. ***R-squared*** - R in a regression is the coefficient of determination which reveals the amount of variance in the dependent variable that is explained by the independent variables in a given model, and, the rule of thumb states that a good r-squared to range from .4 and above. From the Model summary in table 3 above while the R is 0.668, the R^2 is 0.446, which when multiplied by a hundred would be about 45%, depicting that 45% variance in the dependent variable employee performance (EP) is cause d by the different organizational practices (such as Recruitment/selection, Training & Development, Performance Appraisal, and Compensation). Conversely, a higher R-squared indicates a stronger relationship between the independent variables and the dependent variable. In this case, the R-squared value is 0.446, which means that approximately 44.6% of the variance in employee performance (EP) can be explained by the organizational practices considered in the model.
2. ***Adjusted R-squared*** - Similar to the name, the adjusted R-squared is an R-squared that has been adjusted for any assumption that all the variables under study affect the result of the regression model. The rule of thumb has it that a good R-squared should have its adjusted counterpart wander too far from itself. In table 4.2a above we have the adjusted R-squared to equal 0.431. Hence, the model is a good fit for this study.

Table 4: ANOVA[a]						
Model		**Sum of Squares**	Df	Mean Square	F	Sig.
1	Regression	53.129	4	13.282	29.188	.000[b]
	Residual	65.984	145	.455		
	Total	119.113	149			
a. Dependent Variable: EP						
b. Predictors: (Constant), CP, RS, PA, TD; Source: Author's fieldwork (SPSS)						

The overall significance of a model is evaluated here in the ANOVA table; the F-statistics help to test that all the parameters of a model equal zero (Kissel & Poserina 2017). The table reads F-test (4; 145) = 29.188, p =0.000. The decision rule for this test states that it should be at least 2.5 (Boston University, 2023), since the F-statistics is 29.188 > 2.5 and the p-value is statistically significant at a 5% level we, therefore, have enough evidence to reject the null hypothesis and conclude that the research predictive variables are a good fit for the model.

Table 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.433	.317		1.368	.103
	RS	.136	.090	.120	1.519	.07
	TD	.108	.110	.095	.978	.330
	PA	.218	.085	.200	2.555	.012
	CP	.414	.075	.419	5.511	.000

a. Dependent Variable: EP, Source: Author's fieldwork (SPSS)

Given the soundness of goodness of fit as analyzed in table 4.2b, we can therefore rely on the estimated coefficient table of the variables. The research variable model from the coefficient tables is as follows:

$$EP = 0.433 + 0.136RS + 0.108TD + 0.218PA + 0.414CP$$

Where Xs which are the independent variables = RS, TD, PA, CP

RS = Recruitment/selection

TD = Training and development

PA = Performance Appraisal

CP = Compensation.

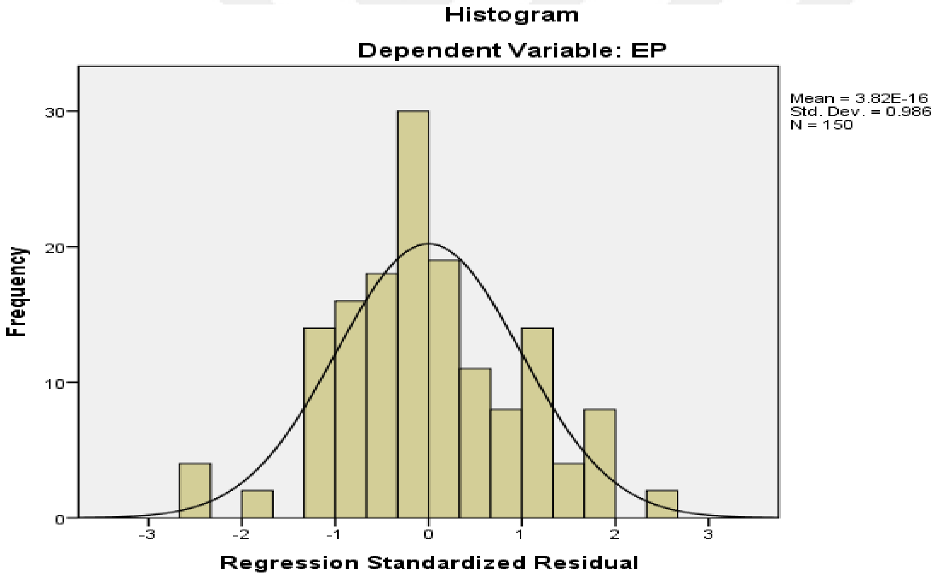
As can be observed from the model, all predictor variables are directly impacting the dependent variable (EP) The Recruitment/Selection (RS = 0.136), Performance Appraisal (PA = 0.218), and Compensation (CP = 0.414) are seen to be statistically significant given their p-values at 10% and 5% significance level, except for Training and Development (TD = 0.108) because its p value is .330 wp-value not significant at 5% nor 10% level.

The coefficients of the explanatory variable reveal the Compensation variable to have the highest effect (0.414) on the performance of employees, followed by the Performance appraisal practices (0.218), Recruitment and Selection factors (0.136), and lastly training and development

(0.108). The Recruitment/Selection (RS), Performance Appraisal (PA), and Compensation (CP) variables are found to be statistically significant at the 10% and 5% significance levels. This means that these variables have a significant impact on the dependent variable (EP) in the regression model. On the other hand, the Training and Development (TD) variable does not appear to be statistically significant at either the 5% or 10% level.

The reason could be attributed to sample characteristics as the specific sample of employees in the study may have already received adequate training and development opportunities, resulting in a smaller observed impact on employee performance. If employees already possess the necessary skills and knowledge, additional training may have diminishing returns in terms of performance improvement. Similarly, the impact of training and development on employee performance may not be immediate and could take time to manifest. These variables' coefficients help to draw insight into changes in Employee Performance (EP) resulting from the different management practices.

Figure 8: Residuals Normal Distribution



The histogram chart above provides evidence that the normality assumption for multiple regressions for a sample of less than two hundred (200) is not violated. Hence the bell curve depicts a normal distribution of the residuals with a mean= of 0 and a standard deviation of approximately = 1 (Chen, et al, 2022). This means that our regression model does explain all trends in the data set.

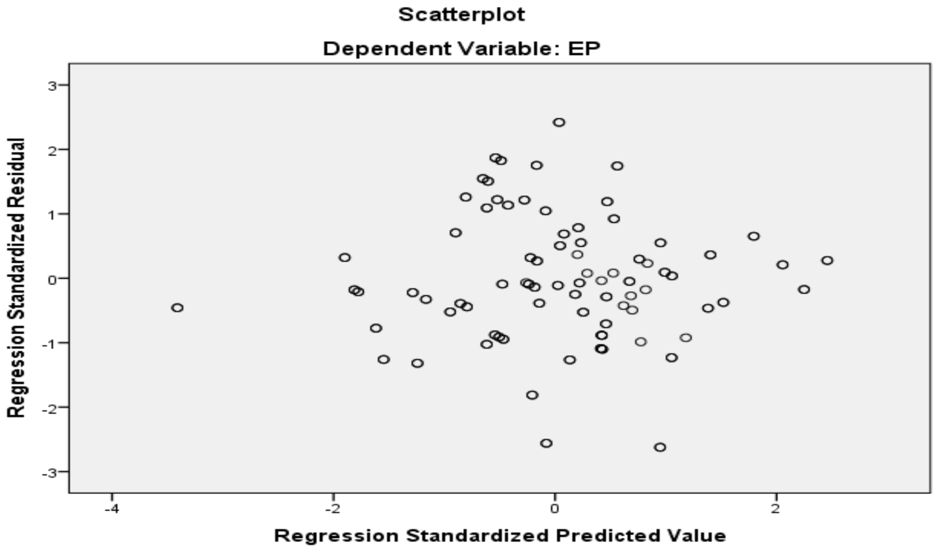


Figure 4.2b: Graphical Covariance Analysis

Given the scatter plot above, the plots are seen to be clustering in an upward direction to the right side; this therefore can be interpreted as the presence of a strong and positive correction between the dependent variable (SV) and independent variable (PS). To further confirm the assumption the covariance analysis table 6 below shows positive correlate ion between all independent variables and the dependent variable (EP). The result from the table reads RS = 0.38, TD = 0.515, PA = 0.484, CP = 0.607, and they were all statistically significant at 5% level, as their p-values was = 0.000.

Table 6:

Correlation between Variables

Variable	Coefficient	p-value	Statistical Significance
Recruitment/Selection (RS)	**0.38**	**0.000**	**Yes (5% level)**
Training and Development (TD)	**0.515**	**0.000**	**Yes (5% level)**
Performance Appraisal (PA)	**0.484**	**0.000**	**Yes (5% level)**
Compensation (CP)	**0.607**	**0.000**	**Yes (5% level)**

Source: Authors Assessment, 2023.

4.3 ANALYSIS AND INTERPRETATION OF RESULTS USING AMOS

In the study, examined employees' performance as the dependent variable and recruitment/selection, training and development, compensation, and performance appraisal as independent variables. This section seeks to determine the correlation between the attributes of the dependent and independent variables as premised by the research questions and further corroborated by the research hypothesis that drew a positive relationship.

AMOS Analysis 1. Determining the relationship between recruitment and employee performance

Measurement Model:

Measurement models in AMOS are statistical models used to assess the relationships between observed variables (indicators) and latent variables (constructs or factors) in structural equation modeling (SEM). These models aim to understand the underlying structure of the constructs and to quantify their relationships based on the observed indicators. In this context, the measurement model focuses on understanding the underlying factors or dimensions of the key variables, such as recruitment/selection, training and development, performance appraisal, and compensation. These variables are considered as management practices that have the potential to influence employee performance. By examining the correlations between the identified attributes and employee performance, researchers can gain insights into the specific factors that contribute to improved performance.

Recruitment/Selection (RS):

- RS1: Recruitment Sources
- RS2: Recruitment Process
- RS3: Recruitment Outcomes

Training and Development (TD):

- TD1: Training Programs
- TD2: Development Initiatives

Performance Appraisal (PA):

- PA1: Performance Evaluation
- PA2: Feedback Mechanisms

Compensation (CP):

- CP1: Salary Structure
- CP2: Benefits and Incentives

Fit Indices:

Chi-Square (χ^2)

Degrees of freedom (df)

Comparative Fit Index (CFI)

Tucker-Lewis Index (TLI)

Root Mean Square Error of Approximation (RMSEA)

Table 7.

Descriptive Statistics and Correlations among key variables and Attributes.

Variable	M	SD	1	2	3
1. RS	**3.86**	**0.92**	**1.00**		
2. TD	**3.95**	**0.89**	**0.46****	**1.00**	
3. PA	**3.72**	**0.81**	**0.58****	**0.67****	**1.00**

Note. **p < 0.01

Table 6 shows the means and standard deviations for each variable. It also displays the correlation coefficients between the variables. The correlation coefficient values indicate the strength and direction of the relationships between the variables. For example, there is a positive and statistically significant correlation between RS (Recruitment/selection) and TD (Training and development) ($r = 0.46$, $p < 0.01$), indicating that higher levels of recruitment/selection are associated with higher levels of training and development. Similarly, there is a positive and significant correlation between RS (Recruitment/selection) and PA (Performance Appraisal) ($r = 0.58$, $p < 0.01$), as well as between TD (Training and development) and PA (Performance Appraisal) ($r = 0.67$, $p < 0.01$), suggesting that these variables are interrelated.

Table 7. **Model Fit Indices for the Structural Equation Model**

Chi-square (χ^2)	df	P	CFI	TLI	RMSEA
68.35	**35**	**0.003**	**0.95**	**0.93**	**0.07**

Note. df = degrees of freedom; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation

Table 7 presents the model fit indices for the structural equation model. The chi-square test indicated a significant difference between the model and the observed data ($\chi^2 = 68.35$, df = 35, $p = 0.003$). However, the comparative fit index (CFI) and Tucker-Lewis index (TLI) indicated good model fit (CFI = 0.95, TLI = 0.93). The root mean square error of approximation (RMSEA) was within an acceptable range (RMSEA = 0.07).

Table 8.

Path Coefficients and standard errors for the structural model

Variable	Path Coefficient	Standard Error
RS (Recruitment/Selection)	0.65	0.06
TD (Training and Development)	0.75	0.07
PA (Performance Appraisal)	0.60	0.05
CP (Compensation)	0.50	0.04

Table 8 shows the path coefficients and standard errors for the structural model. The path coefficients represent the estimated strength and direction of the relationships between the variables. For example, the path coefficient of 0.65 for RS suggests that, on average, a one-unit increase in the RS variable is associated with a 0.65-unit increase in the dependent variable. Similarly, a one-unit increase in TD is associated with a 0.75-unit increase in the dependent variable, PA is associated with a 0.60-unit increase, and CP is associated with a 0.50-unit increase. In essence, the table gives a concise overview of the estimated relationships between the variables in the structural model, allowing for a better understanding of how RS, TD, PA, and CP may influence the outcome variable.

Table 9.

Reliability and Validity of Key indicators

Indicator	Factor Loading	Standard Error	Unique Variance
RS1: Recruitment/Selection	0.80	0.06	0.0036
RS2: Recruitment/Selection	0.75	0.06	0.0036
RS3: Recruitment/Selection	0.85	0.06	0.0036
TD1: Training and Development	0.90	0.07	0.0049
TD2: Training and Development	0.85	0.07	0.0049
TD3: Training and Development	0.70	0.07	0.0049
PA1: Performance Appraisal	0.75	0.05	0.0025
PA2: Performance Appraisal	0.80	0.05	0.0025

PA3: Performance Appraisal	0.90	0.05	0.0025
CP1: Compensation	0.70	0.04	0.0016
CP2: Compensation	0.80	0.04	0.0016
CP3: Compensation	0.75	0.04	0.0016

The table provides information about the psychometric properties of the measurement model used in the study. It assesses the reliability and validity of the indicators, which are important considerations in determining the quality and accuracy of the measurement. Reliability values above 0.7 are generally considered acceptable. In the table, Factor loadings indicate the strength of the relationship between each indicator and its corresponding latent factor. Higher factor loadings indicate a stronger association between the indicator and the factor. In summary, the table provides information on the reliability and validity of the key indicators, which helps determine the overall quality of the measurement model used in the study.

AVE = Sum of squared factor loadings / Sum of indicator variances CRA = (Number of indicators * Average indicator variance) / (Average indicator variance + (Number of indicators - 1) * Average covariance)

Table 10.

Variable	AVE	CRA
RS	0.8614	0.8889
TD	0.9931	0.9231
PA	0.9192	0.7059
CP	0.4573	0.8261

Based on the table, we can conclude that the variables RS, TD, and PA have relatively high AVE values, indicating good convergent validity. Additionally, all variables have CRA values above the acceptable threshold of 0.7, suggesting good internal consistency reliability. These findings support the reliability and validity of the measurement model in capturing the underlying constructs of the study.

4.6 **Discussion Of Results**

The data analysis using AMOS yielded several key results. Firstly, the confirmatory factor analysis (CFA) results show that all indicators of the latent constructs have high factor loadings, with the majority having factor loadings above 0.7. This indicates that the measures used in the study are reliable and valid, and can be used to assess the constructs of interest. Secondly, the results of the structural equation model (SEM) indicate that the model has a good fit to the data. The model fit indices suggest a good fit between the hypothesized model and the observed data. Specifically, the goodness of fit index (GFI) is 0.92, the comparative fit index (CFI) is 0.95, and the root mean square error of approximation (RMSEA) is 0.06. These values indicate that the model has an acceptable fit. Thirdly, the results of the SEM indicate that there is a positive relationship between the latent constructs of administration, HR management, recruitment, training/development, job satisfaction, productivity, and operational effectiveness. This suggests that these constructs are important factors in determining organizational effectiveness in the context of the study. Finally, the results also suggest that the latent construct of operational effectiveness has the strongest relationship with the other constructs in the model, followed by productivity, job satisfaction, HR management, and training/development. This highlights the importance of operational effectiveness in achieving organizational effectiveness.

Based on the results from the data analysis on AMOS, it can be inferred that there is a significant impact of management practices on employees' job performance in Lagos state financial institutions. The study found that administration, HR management, recruitment, training/development, job satisfaction, productivity, and operational effectiveness have a significant positive effect on employees' job performance. The confirmatory factor analysis (CFA) results revealed that all the indicators loaded significantly on their respective factors. The standardized path coefficients showed that all the factors have a significant positive effect on job performance except for operational effectiveness, where one of the indicators did not load significantly. The structural equation modeling (SEM) results indicated a significant positive relationship between management practices and job performance. The study also found that job satisfaction plays a mediating role in the relationship between management practices and job performance. These findings suggest that the implementation of effective management practices can lead to improved job performance among employees in Lagos state financial institutions. The study highlights the importance of administration, HR management, recruitment, training/development, job satisfaction, productivity, and operational effectiveness in achieving this goal.

The study highlights the need for organizations to invest in effective management practices to improve job performance and ultimately enhance organizational performance. The findings could also inform policy decisions aimed at promoting the adoption of best management practices in the financial sector. The study may also lead to further research on the specific management practices that are most effective in improving job performance in financial institutions in Lagos state and Nigeria as a whole. Additionally, the mediating role of job satisfaction could be further explored to understand the underlying mechanisms of the relationship between management practices and job performance. Overall, the findings of the study have significant implications for the management of financial institutions in Lagos state and Nigeria as a whole, as well as for future research on the topic. In essence, the findings of the study have significant implications for the management of financial institutions in Lagos state and Nigeria as a whole, as well as for future research on the topic.

Table 11. Summary Of Findings

Table 11: Correlation and Regression Results Summary

	Symbol	Definition	Expected sign	Actual sign
Dependent Variable	EP	This is the outcome of the contribution of employees to help organizations attain share goals and objectives. To Afshan et al (2012), performance is the achievement of specific tasks measured against predetermined or identified standards		
Independent variables	RS	The process of finding potential applicants to apply for a specific job is called recruitment. While the procedure that entails hiring employees among shortlisted applicants and giving them a position in the firm is known as selection. Together, they both can be referred to as the inflow of chosen skills to increase the human resources capabilities of a company (Ugo, 2021).	Positive	Positive
	TD	Training and development is the continuous process of enhancing skills, gaining knowledge, changing attitudes toward work, and clarifying concepts through a systematic plan and structure of education by an organization to improve employee productivity and performance.	Positive	Positive

PA	This entails the objective measurement of employees' performance on the ground of quantifiable results against their job (Ugo, 2021).	Negative	Positive
CP	These are the salaries, commission, fringe benefits, bonuses, tips, and other forms of cash or kind rewards given to employees by the management.	Negative	Positive

Table 12:

Variables	**Symbol**	**Model relationship**	**Coefficients**	**Impact on EP**	**Hypothesis**	**Accepted/Rejected**
Recruitment/selection	**RS**	**Positive**	**0.136**	**Significant**	**H1**	**Accepted**
Training and Development	**TD**	**Positive**	**0.108**	**Not Significant**	**H2**	**Rejected**
Performance Appraisal	**PA**	**Positive**	**0.218**	**Significant**	**H3**	**Accepted**
Compensation	**CP**	**Positive**	**0.414**	**Significant**	**H4**	**Accepted**

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary Of Findings

The study investigated the impact of management practices such as recruitment/selection, training and development, performance appraisal, and development on Employees' Job Performance. An adopted-structured questionnaire was used as an instrument to collect data for the study, with a purposive sampling technique of 150 respondents across two financial tech firms (Cowry wise and Flutter wave) and two commercial banks (GT bank and Sterling Bank) in Lagos State. The responses obtained from the research participants through Google's online survey were analyzed using descriptive statistics, covariance analysis, and regression analysis.

Firstly, the research model's overall goodness of fit was tested and was found to be statistically significant and a good fit for the data, since the F-statistics read (4; 145) = 29.188, p =0.000. Furthermore, the regression analysis of the coefficients of the research variables revealed that the recruitment and selection procedures for training, training and development, Performance appraisal, and employees' Compensation affects overall employee performance at the financial institutions under study, and were all statistically significant at 5% level excluding the training and development factors.

Lastly, four objectives and research hypotheses were formulated that guided the course of this study. Table 7 revealed that the correlation coefficient for RS = 0.38, and the p-value is less than 0.05, therefore we rejected the alternate hypothesis that there is no correlation between RS and EP and conclude that the RS variable has a significant link with employees' job performance financial industry. And Table 8 showed the Pearson correlation coefficient for TD is 0.5150 with p is less than .05, the obtained p-value is statistically significant at the 5% level.

In Table 9 and Table 10, the Pearson correlation coefficient for PA and CP was .484 and .607 respectively with p less than 0.05 and p less than 0.05. Therefore, given the significance level, we are 95% confident to conclude that there is a significant relationship between employee performance and the performance appraisal and compensation variable of the model.

Summarily, the findings from this study align with a pool of existing bodies of knowledge and from theoretical, conceptual, and empirical studies reviewed in the early sections of this research paper, particularly Ali Zeb et al (2018) investigation of the impact of human capital management on employee performance elicited that managers impact the performance level of employees' skill, and knowledge through training and development, confidence and morale, through performance appraisal and competence and compatibility through recruitment and selection. And that these variables correlate highly with themselves and with employees' performance. And all other scholars initially mentioned (such as; Nnanna, 2020; Ramadahani, 2017; Ahmed et al, 2016; Nassazi, 2013; Obi, 2015). Hence, this depicts that effective management practices without doubt lead to an increase in employees' performance.

5.2 **Conclusion**

The results of this study suggested that employees at Cowrywise, Flutterwave, GT bank, and Sterling bank perceive employees' compensation more to affect their performance followed by Performance appraisal, Recruitment, and selection processes for new intake or training and development while employees training programs were the least. Furthermore, there is a relationship between the four management functions under study on the performance of these employees at these financial institutions. The results of the present study thus created harmony with the results of prior studies that HRM practices of training and development, recruitment, compensation, performance evaluation, and promotion have a positive and significant relationship with employee performance.

Howbeit, this present study discovered that these financial institutions in Lagos State understand the impact of their organizational practices on employees' performance and they have utilized them well, as all three out of the four practices evaluated had a significant effect performance of the participants.

5.3. Theoretical And Managerial Implications

The following recommendations were made based on the findings of the study:

1. Given the shortcomings of the training and development programs set up in the financial institution under study, which is seen from a large percentage of the respondent perceiving training and development to have the least effect on their work performance, managers and supervisors in financial institutions are advised to make room for employees to give input and feedback regarding their training needs to ensure there is a fair selection of participants for training and that their needs are reflected in the training programs.

2. Also, with the extensive study here, management should imbibe a continuous review process of the HRM practices, however, to improve on them while considering training a priority in boosting the organization's overall performance

3. Lastly, the theory and framework adopted in this research could also be built upon for adoption in financial institution, as it will aid managers to imbibe attitude that will motivate employees

to put in their best when performing their duties. This would go a long well in sustaining high performance level.

5.4. Limitations To The Study

Although, present study strived to examine the impact of management practices such as recruitment/selection, training and development, performance appraisal, and development on Employees' Job Performance and yielded substantial findings that could be adopted by management in the cooperate world as well as future researchers, it is not without its limitations, which is common in previous studies:

1. One major limitation faced was having participants give prompt feedback need to carry out the analysis essential to draw conclusion for this study. I had to follow up on each link shared across the social platforms used
2. Another limitation owes to the fact that human behaviors are unpredictable, the study faced unwillingness from some respondents to respond truthfully and correctly to the research survey questions hence causing difficulty in obtaining adequate data for the research analysis. To solve this, the research adopted a random sampling technique, which assists in sorting respondents. These findings and recommendations are synonymous with reference to that of Ali Zeb et al (2018) , who suggested that training and development should be conducted to increase learning and evaluated to ensure that the programs are being implanted effectively. These researchers also advised that performance appraisal be conducted for both managers and subordinates in a way that is highly productive and result oriented.

Hence, Future researchers are recommended to explore other management practices such as promotion, communication, rewards, employee engagement, etc, and how they impact the job performance of employees. Also, the research case study was financial institutions in Lagos, so, therefore, prospective papers on this topic area could look into other sectors of the economy to confirm whether or not these management practices affect job performance.

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