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The Moderating Role of Tenure Between HRM Practices and Organizational Performance in Public Financial Institutions in Nepal.

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Abstract

This study aimed to examine the tenure effect on organizational performance and the moderating impact of tenure between HRM practices and organizational performance. 2251 officer-level employees of nine Nepalese public financial institutions were the population. Among them, 430 was the sample size. The purposive sampling method was used to select the sample. One-way ANOVA has been used to assess differences in organizational performance among tenure levels (less than 5 years, 5-10 years, and more than 10 years). Process Macro Model One (1) has been used to test the moderating effect of tenure on the relationship between HRM practices and organizational performance. The result unveiled that organizational performance significantly differs among the tenure levels of more than 10 years, 5-10 years, and less than 5 years. Tenure moderated the association between HRM practices and organizational performance in Nepal's public financial institutions.

Keywords: HRM Practices, Organizational Performance, Tenure, Nepalese Public Financial Institutions

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1. Introduction

Human resource management refers to the organization's functions that emphasize recruitment, management, and suggesting a direction to the people in the organization. It is the effective and efficient deployment of human resources to accomplish organizational objectives (Opatha, 2010). Human resource management practices assist managers in achieving organizational goals through practical management work and people in organizations (Boxall & Purcell, 2003; Guest, 2011). Training and development, communication, performance appraisal, empowerment, selection, participation in decision-making, and performance-related reward were considered human resource management practices (Aboramadan *et al.*, 2020; Taamneh *et al.*, 2018; Ko & Smith-Walter, 2013). A measure of an employee's length of service is called job tenure. The longer they have worked for an organization, the better they perform (McDaniel *et al.*, 1988). The correlation between organizational commitment and job performance was improved by tenure (Wright & Bonett, 2002). Organizational tenure strengthened the relationship between competency and performance (Tiraieyari & Uli, 2011). The association between company financial motivation and job satisfaction was strengthened by tenure (Al-Jalkhaf & Alshaikhmubarak, 2022). Tenure strengthens the influence of transformational leadership and job satisfaction (Muhajiroh & Noermijati, 2024). High performance work system improves job satisfaction through tenure in Pakistani universities (Bashir *et al.*, 2011). However, professional tenure does not improve the link between the HRM system and organizational performance in fashion styling industry organizations in Taiwan (Lu *et al.*, 2015). As a result, this study determined how tenure moderates the relationship between HRM practices and organizational performance in public financial institutions in Nepal.

2. Literature Review

HRM Practices

Human Resource Management (HRM) practices denote the comprehensive strategies and activities organizations implement to effectively manage their workforce (Armstrong, 2020). HRM practices are organizational strategies and actions aimed at effectively handling the workforce to enrich organizational goals (Armstrong & Taylor, 2020).

Organizational Performance

Organizational performance reveals the organization's ability to attain its strategic goals while preserving productivity and supporting growth. It is often used to gauge an organization's success in meeting strategic purposes and sustaining competitiveness (Kaplan & Norton, 1996). Organizational performance indicates that resources are being utilized optimally to achieve preferred outcomes (Richard *et al.*, 2009). Organizational performance is determined by organizational effectiveness and efficiency to attain objectives (Stoner *et al.*, 1995).

Social Exchange Theory

Social exchange theory (SET) emphasizes reciprocal relationships between employees and organizations. SET suggests that employees develop a relationship of trust and mutual

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obligations with their organization over time. SET is frequently referenced to explain workplace dynamics, including how tenure might moderate the influence of HRM practices on employee performance (Blau, 1964, Cropanzano & Mitchell, 2005).

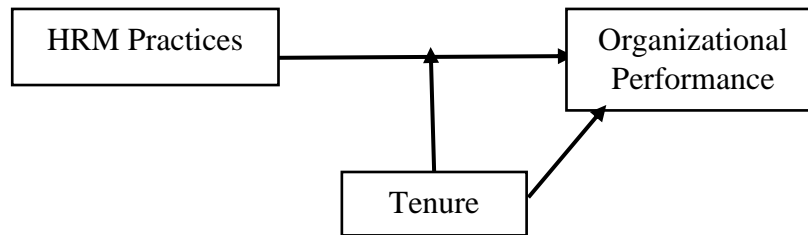
Tenure and Organizational Performance

Longer-tenure employees become more used to their jobs and acquire a better career level than their fresher employees. Therefore, their improved performance (Ng & Sorensen, 2008). Organizational knowledge is gained through employees' job tenure, which improves job performance of employees (Sturman, 2003). Ng and Feldman (2010) confirmed that organizational tenure was favorably associated with performance. Organizational tenure was significantly associated with organizational performance (Ko & Smith-Walter, 2013).

HRM Practices and Organizational Performance Moderated by Tenure

The association between job experience and job performance was moderated by length of experience (McDaniel et al., 1988). Tenure moderated on the relationship between organizational commitment and job performance (Wright & Bonett, 2002). Determining the moderating effect of organizational tenure on the connection between competency and performance was the goal. Organizational tenure was found to modify the association between competency and performance (Tiraieyari & Uli, 2011). Lu, et al. (2015) recognized staffing, training, involvement/ participation, performance appraisal, compensation/ rewards, and caring as the HRM system. The objective was to explain the moderating effect of professional tenure diversity on the association between HRM system and organizational performance in the fashion styling industries in the northern, central, and southern Taiwan regions. The result revealed that professional tenure diversity did not moderate the relationship between the HRM system and organizational performance. The objective was to examine the moderating effect of the nature of tenure on the relationship between HPWS and job satisfaction in universities of Pakistan. The finding unveiled that nature of tenure moderated the association between HPWS and job satisfaction (Bashir et al., 2011). Examining how tenure of service influences the link between psychological empowerment and employee performance in Malaysian public service employees was the goal. Employee tenure of service had a moderating influence on the connection between psychological empowerment and employee performance, according to the results (Ahmad et al., 2021). The aim was to ascertain the moderating influence of tenure on the association between company financial motivation and job satisfaction. Tenure was found to moderate the association between company financial motivation and job satisfaction (Al-Jalkhaf & Alshaikhmubarak, 2022). Examining tenure's moderating influence on the link between transformational leadership and job satisfaction was the goal. The impact of transformational leadership on job satisfaction was shown to be moderated by tenure (Muhajiroh & Noermijati, 2024).

Conceptual Framework



Source: Ko and Smith-Walter (2013) and Bashir, et al. (2011)

Hypothesis

H_1 : Tenure has a positive effect on organizational performance.

H_2 : Tenure moderates the association between HRM practices and organizational performance.

3. Methodology

A quantitative research approach was employed in this study. One-way ANOVA is used to test opinion differences among more than two groups (Byrne, 2007). It has been used to assess differences in organizational performance among tenure levels (less than 5 years, 5-10 years, and more than 10 years). SPSS PROCESS macro version 4.1 is applied to test moderating effect (Hayes, 2022). Process Macro Model One (1) has been used to test the moderating effect of tenure on the relationship between HRM practices and organizational performance. The primary data has been used. Generally speaking, each variable should have a sample size that is at least ten times the number of observations (Hair et al., 2019). 43 items were used in this study to measure seven constructs. As a result, 430 was the sample size. The sample was chosen from among the public financial institutions in Nepal using the purposive sampling technique. Tenure data has been gathered to obtain demographic information. Training and development, communication, empowerment, performance appraisal, performance-related reward, and selection have all been used to explain HRM practices. The five-item selection was drawn from the research of Moideenkutty et al. (2011) and Wei et al. (2010). To gauge training and development, five questions from research by Al Damoe et al. (2017) and Wei et al. (2010) were employed. Four items that were modified from the research of Hashim (2010) and Whiting et al. (2008) were used to measure the performance appraisal. Five items that were modified from the research of Ko and Smith-Walter (2013) and Wei et al. (2010) were used to measure the performance-related reward. The four communication-related factors were extracted from the research of Ko and Smith-Walter (2013) and Nassar (2017). Empowerment has been measured using four items that were adapted from the Boon et al. (2007) study. Sixteen items have been used to measure organizational performance (as explained by the perspectives of customers, internal business, pay and benefits, and innovation and technology)

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(Wang et al., 2015; Garg & Ma, 2005; Hartman et al., 2002). A seven-point Likert scale was used to collect all of the responses for this study, where 1 meant "strongly disagree" and 7 meant "strongly agree."

The estimated model is designed by involving TE (moderating variable) as the independent variable on the relationship between HRMP (independent variable) and OP (dependent variable). The estimated model of HRMP, TE, and HRMP * TE on OP is established as

$$OP = i_{OP} + b_1HRMP + b_2 TE + b_3 HRMP * TE + e_{OP} \dots \dots \dots i$$

Where,

OP = Organizational Performance, HRMP = Human Resource Management Practices, TE= Tenure, HRMP * TE = Interaction, i_{OP} = Intercept or Constant; b_1, b_2, b_3 = Beta (change), and e_{OP} = Error Term.

4. Results

Tenure Effect on Organizational Performance

Tenure is termed here as a categorical variable. Levels of tenure have three levels such as less than 5 years, 5-10 years, and more than 10 years. Organizational performance is a dependent variable. Levels of tenure effect on organizational performance through the One-Way ANOVA are given in Table 1.

Table 1

Levels of Tenure Effect on Organizational Performance Through the One-Way ANOVA

Tenure groups	Mean	Std. Deviation	N	Test of Homogeneity of Variances			ANOVA		
				Levene Statistic	df	Sig.	F	df	Sig.
Less than 5 Years	3.5414	.21849	90	63.159	2, 427	.000	258.793	2, 427	.000
5-10 Years	3.1317	.56937	200						
More than 10 Years	4.1328	.19560	140						

Group Differences				
Tenure groups	Mean Difference	Sig.	95% Confidence Level	
			Lower Bound	Upper Bound
Less than 5 Years to 5-10 years	.40964*	.000	.3037	.5156
5-10 Years to More than 10 Years	-1.00105*	.000	-1.1006	-.9015
Less than 5 Years to More than 10 Years	-.59141*	.000	-.6566	-.5262

**The mean difference is significant at the 0.05 level*

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A one-way ANOVA test exhibits that the organizational performance of employees differs across different tenure levels. Levels of tenure are divided into three levels (level 1: less than 5 years; level 2: 5-10 years; level 3: more than 10 years). One-way ANOVA test result suggests that organizational performance mean scores of all tenure levels differ significantly ($F_{2,469} = 258.793$, P-value = 0.000). Levene's statistic test is significant (P-value = 0.000), So "the equal variance is not assumed" is applied. To check for individual difference levels post-hoc, comparisons are assessed using Dunnett's T3. Thus, this test indicates that the mean score of less than 5 years employees ($M = 3.5414$, $SD = 0.21849$) significantly differs from the 5-10 years level of employees ($M = 3.1317$, $SD = 0.56937$); the mean score of 5-10 years employees ($M = 3.1317$, $SD = 0.56937$) differs significantly from more than 10 years level of employees ($M = 4.1328$, $SD = 0.19560$); and the mean scores of less than 5 years employees ($M = 3.5414$, $SD = 0.21849$) differ significantly from the more than 10 years level of employees ($M = 4.1328$, $SD = 0.19560$). Thus, there is a significant difference in the mean score of organizational performance across the tenure levels because the P-value (0.000) is smaller than the level of significance (0.05). Lastly, the post-hoc test shows that the mean score of organizational performance difference is significant among the tenure levels of more than 10 years, 5-10 years, and less than 5 years. Thus, H_1 (Tenure has a positive effect on organizational performance) is accepted. Therefore, organizational performance significantly differs among the tenure levels of more than 10 years, 5-10 years, and less than 5 years.

Moderating Effect of Tenure Between HRM Practices and Organizational Performance

SPSS PROCESS macro version 4.1 is applied to test the moderation as suggested by Hayes (2022). Tenure is categorical data. HRM practices and organizational performance are continuous data. Thus, tenure, HRM practices, and organizational performance-related data are transformed into mean-centered data by using mean values. Process Macro Model One (1) is used to examine moderation with a 95 percent confidential interval and 5000 bootstrap samples, as suggested by Hayes (2022). The moderating impact of tenure between HRM practices and organizational performance is revealed in Table 2.

Table 2

Moderating Effect of Tenure Between HRM Practices and Organizational Performance

Mode 1 Summary

	R	R-sq	MSE	F	df1	df2	p
	.7806	.6093	.1436	243.3110	3.0000	426.0000	.0000

Mode 1

	Coeff	se	t	p	LLCI	ULCI
Constant	3.4982	.0196	178.2937	.0000	3.4597	3.5368
HRMP	.0896	.0041	22.0584	.0000	.0817	.0976
TE	.1331	.0279	4.7726	.0000	.0783	.1879

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Int_1	.0391	.0084	4.6512	.0000	.0226	.0556
Test of Highest Order Unconditional Interaction						
	R2-chng	F	df1	df2	p	
X*W	.0181	21.6341	1.0000	426.0000	.0000	

Note: R-sq = R-Square, MSE = Mean Square Error, df1 = Degree of Freedom 1, df2 = Degree of Freedom 2, P = Probability Value, Coeff = Coefficients, se = Standard Error, t = t-value, ULCI = Upper Level Confidence Interval, LLCI = Lower Level Confidence Interval, HRMP (X) = Human Resource Management Practices, TE (W) = Tenure, Interaction (Int_1) = HRMP (X) × TE (W), R2-chng = R-Square Change

Regressing the HRM practices (HRMP), Tenure (TE), and Interaction (HRMP* TE) on organizational performance (OP), the estimated model is

$$OP = i_{OP} + b_1HRMP + b_2TE + b_3HRMP * TE + e_{OP} \dots \dots \dots i$$
$$\widehat{OP} = 3.4982 + .0896 HRMP + .1331 TE + .0391 HRMP * TE$$

The overall model shows that organizational performance is predicted by 60.93 percent of independent variables such as HRM practices, tenure, and interaction. Similarly, this estimated model has a good fit ($F_{(3, 426)} = 243.3110$, $P = .0000$). Thus, this estimated model (xi) is accepted. The coefficients of constant (3.4982), HRMP (0.0896), TE (0.1331), and interaction (0.0391) are positive in this estimated model.

HRM practices positively and significantly impact organizational performance ($\beta = .0896$, $t = 22.0584$, $p = .0000$). Tenure positively and significantly influences organizational performance ($\beta = .1331$, $t = 4.7726$, $P = .0000$). Interaction (HRMP × Tenure) positively and significantly impacts organizational performance ($\beta = .0391$, $t = 4.6512$, $P = .0000$); and the test of unconditional interaction (X*W) reveals that the change in R-square (.0181) increases due to interaction. Thus, this is also significant ($F_{(1, 426)} = 21.6341$, $P = .0000$). Therefore, the association between HRM practices and organizational performance is positively moderated by tenure. Thus, H_2 (Tenure moderates the association between HRM practices and organizational performance) is accepted. Therefore, tenure is vital in enhancing the association between HRM practices and organizational performance.

5. Discussion

This study's finding revealed that tenure positively effect on organizational performance in Nepalese public financial institutions. This result is consistent with the earlier study by Ko and Smith-Walter (2013), who found that organizational tenure was significantly associated with organizational performance. This fining also consistent with pervious study by Ng and Feldman (2010) confirmed that organizational tenure was favorably associated with performance. This study's result shows that tenure positively moderates the association between HRM practices and organizational performance in Nepalese public financial institutions. This study's finding is consistent with the former research of Bashir *et al.* (2011), who found that the association between HPWS and job satisfaction was moderated by tenure. However, this study's result is

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inconsistent with the previous finding of Lu *et al.* (2015), who recognized that professional tenure diversity did not moderate the relationship between the HRM system and organizational performance. This study's result supports the social exchange theory because tenure is necessary to improve the association between HRM practices and organizational performance.

6. Conclusion and Implication

In Nepalese public financial institutions, organizational performance differs among the tenure levels of more than 10 years, 5-10 years, and less than 5 years. More than 10 years' employees become more used to their jobs and acquire a better career level than their other years' employees (5-10 years, and less than 5 years). Therefore, more than 10 years' employees make a greater contribution in enhancing organizational performance than other level years' employees. Tenure plays a necessary role in improving the relationship between HRM practices and organizational performance within Nepalese public financial institutions. Further, managers can plan tenure as a moderator that are crucial in enhancing the relationship between HRM practices and organizational performance. Future research can include moderating variables including age, educational level, marital status, and gender.

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