



ENHANCING JOB PERFORMANCE: EXPLORING THE IMPACT OF EMPLOYEE LOYALTY AND TRAINING ON QUALITY HUMAN RESOURCES PRACTICES

İŞ PERFORMANSINI ARTIRMA: ÇALIŞAN BAĞLILIĞI VE EĞİTİMİN KALİTELİ İNSAN KAYNAKLARI UYGULAMALARINA ETKİSİNİN İNCELENMESİ

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ABSTRACT

The current phase of globalization brings significant challenges to both private and public sectors globally, driven by rapid technological advancements and intense competition. In this context, the effectiveness of organizations depends crucially on the quality of their workforce and workplace practices. However, existing studies on job performance often overlook the pivotal roles of employee loyalty and training programs in fostering quality human resources. This study addresses this gap by examining how quality human resources practices influence job performance, with a focus on the mediating role of employee loyalty and the contribution of training and development programs. Using Partial Least Squares Structural Equation Modeling (PLS-SEM) and survey data from 175 individuals in Ghanaian public hospitals, our findings underscore the significant positive impact of both employee loyalty and training and development opportunities on job performance. Moreover, we reveal that employee loyalty fully mediates the relationship between quality human resources and job performance. Furthermore, our results indicate that the association between employee loyalty and job performance is moderated by the availability of training and development opportunities. These findings emphasize the importance of prioritizing training and development programs to enhance employee loyalty, thereby improving job performance.

Keywords: Quality Human Resource, Employee Loyalty, Training And Development, Job Performance, Ghana.

ÖZET

Küreselleşmenin gelinen aşaması dünya çapında hem özel sektörde hem de kamu sektöründe önemli değişikliklere ve zorluklara neden olmaktadır. Bu, teknolojideki hızlı gelişmelerin yerel ve dünya çapındaki rekabetle birleştiğinde iş ortamını nasıl yeniden şekillendirdiğini ve performansı, bağlılığı, eğitim ve gelişim yatırımlarını nasıl hayati hale getirdiğini vurguluyor. Bir kuruluşun uzun vadeli başarısını belirleyen en önemli faktörlerden ikisi, işgücü ve iş performansına ilişkin önceki çalışmalar, İK yetkinliğinin kurumsal hedeflere ulaşmak için gerekli olmasına rağmen, çalışan sadakati ve eğitim programlarının, iş performansının iyileştirilmesi için kaliteli insan kaynaklarının artırılmasında oynadığı kritik rolleri vurgulamak için yeterince yapmamıştır. Bu çalışma, kaliteli insan kaynağının iş performansı üzerindeki etkisini araştırarak, çalışan bağlılığının aracılık rolünü ve eğitim ve gelişim programlarının bu dinamiğe katkı sağlama rolünü dikkate alarak yeni veriler ortaya koymuştur. PLS-SEM 4'ü kullanarak ve Ganalı kamu hastanelerinden 175 kişiyle anket yapılarak elde edilen bulgularımız, iş performansının çalışan bağlılığının yanı sıra eğitim ve gelişim fırsatlarından da önemli ölçüde ve olumlu şekilde etkilendiğini göstermiştir. Bulgular aynı zamanda kaliteli insan kaynakları ile iş performansı arasındaki ilişkiye çalışan bağlılığının aracılık ettiğini göstermiştir. Ayrıca sonuçlar, çalışan bağlılığı ile iş performansı arasındaki pozitif bağlantının eğitim ve gelişim olanakları tarafından yönetildiğini göstermiştir.

Anahtar Kelimeler: Kaliteli İnsan Kaynağı, Çalışan Bağlılığı, Eğitim Ve Gelişim, İş Performansı, Gana.

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1. GİRİŞ

The current phase of globalisation is causing significant changes and difficulties in both the private and public sectors worldwide (Toan, 2023). This emphasises the impact of competition and advanced technology progress on the corporate landscape, emphasising the increased importance of elements such as performance, loyalty, and training and development (Annamalah, 2023). Because job requirements are constantly shifting, it is essential for the organisation to have the correct strategy by being creative and able to innovate. The company's response to this situation requires quick action. In order to develop novel concepts, strategies, techniques, and products, workers need to be resourceful, self-reliant, optimistic, and proactive (Htet et al., 2023). That is to say, everyone agrees that HR plays a crucial role in a company's overall performance. In the bid to underwrite to the significance of HR processes at the workplace, this study explores how job performance can be boosted.

Employees, are one of the most important factors in determining the long-term viability of an organisation. The calibre of HR plays a role in efforts to achieve the goals and objectives of the organisation (Susano et al., 2023). As a result, businesses need to oversee and nurture their human resources in a competent and organised way. Businesses must also consider the manner in which employees feel about their jobs, how they are physically and emotionally involved in their workplaces, along with the way they behave with regard to their loyalty to their employers (Susano et al., 2023; Mohsin et al., 2022; Hartika et al., 2023).

Employee loyalty is a psychological disposition characterised by a strong sense of identification and a deep commitment to their employer (Meschke & Meschke, 2021). Employee loyalty (EL) improves corporate performance, which in turn enhances individual job performance (JP). Qualified individuals unquestionably display exceptional work proficiency, attitude, and behaviour that is an integral component of the quality of human resources (Helmi et al., 2022; Jaiswal & Sharma, 2023). JP is significantly impacted by the opportunities for training and development (T&D) (Niati et al., 2021; Sugiarti, 2022).

In the field of human resource management (HRM), training and development (T&D) refers to a range of resources, procedures, and activities aimed at enhancing employee performance. This framework provides employees with the opportunity to broaden their knowledge-base and increase their skill sets (Armstrong & Taylor, 2023; Muchtar et al., 2022; Kalangit et al., 2022). Through work training and human resource development programmes, employers may inspire and shape employee behaviours and attitudes (Shamim, et al., 2016). This assertion demonstrates how training and development, as a person's process, can alter people's expertise, attitudes, behaviours, and abilities in ways that help people grow as people rather than merely focus on skills (Aktar & Pangil , 2018).

According to Al Hakim et al. (2019) and Rowden and Conine (2005), training and development that can benefit employees can affect their satisfaction and loyalty (Vuong et al., 2021). Unfortunately, present studies on JP have not established how EL and T&D are captious to improving the quality of human resources to magnify job performance. Although studies have demonstrated that the interaction between quality human resources and employee loyalty enhances performance (Cachón-Rodríguez et al., 2022; Chen et al., 2022), it is uncertain how these central elements interrelate to form an environment favorable to enhance job performance, to obtain competitive advantage.

Extant literature on quality human resource, job performance, employee loyalty, and training and development have been heralded in silos (Guillon & Cezanne, 2014; Darmawan et al., 2020; Santos et al., 2022). A conceptual model interconnecting all these constructs is lacking, and furthermore, none of the existing related investigations have been conducted in sub-Saharan Africa. This study seeks to elucidate the complex mechanisms by which quality human resources influence job performance and the involvement of employee loyalty, training and development in this process. Recognising these patterns in the setting of sub-Saharan Africa may also help design personalised tactics and initiatives and add to the larger literature on performance, offering an increasingly comprehensive and diversified stance that goes outside Western-centric ideas.

The study offers a comprehensive framework that demonstrates how job performance is impacted by their interaction, in contrast to earlier research (Darmawan et al., 2020; Santos et al., 2022) that have examined quality human resource, job performance, and employee loyalty in isolation. For managers, policymakers, and other stakeholders, this framework offers a more widespread knowledge of the elements increasing job performance as well as relevant practical recommendations. The mitigating impact of T&D opportunities in work performance studies has not been examined in any previous research. We conclude by adding to research on factors influencing job performance in emerging nations.

This study is based on the Social Exchange Theory, which serves as a theoretical framework for examining how the quality of human resource management practices, employee loyalty, and training and development programs jointly influence job performance in an organisational context.

2. REVIEW OF THE LITERATURE AND ESTABLISHMENT OF A HYPOTHESIS

This study is grounded on the social exchange theory associated with Homman (1958). The Social Exchange Theory suggests that individuals participate in relationships or interactions by evaluating the costs and benefits involved. Within an organisational framework, this theory posits that employees maintain a feeling of allegiance and dedication to the organisation when they perceive that the organisation invests in them through diverse methods, such as quality human resource management practices, training, and opportunities for growth (Bonnet et al., 2013). By encouraging a reciprocal relationship, this investment motivates staff members to make positive contributions to the company, which improves work performance (Halbesleben & Wheeler, 2015).

March and Simon's (1958) inducement-contribution framework is applicable and offers further understanding when social exchange occurs in an employer-employee relationship. March and Simon (1958) argue that for an organisation to survive and keep functioning, employer must make substantial contributions to provide incentives that are then seen as satisfactory by employees, thus motivating them to make the contributions that are required. Employers who can effectively manage these incentives and contributions are more likely to establish stronger social exchange ties with their employees, which in turn leads to increased performance (Gould-Williams & Davies, 2005).

When employees understand HR practices as demonstrating appreciation, involvement, and acknowledgment, they start to view themselves as engaged in a social exchange rather than a strictly transactional connection (Strom et al., 2014). For instance, the implementation of thorough and meticulous recruitment and selection processes can effectively convey to employees that the organisation holds them in high esteem. The performance review of high-performance work systems (HPWS) is expected to involve commendation and potentially prospects for advancement. Employees may perceive empowerment in making decisions, generous compensation, and comprehensive benefits as a kind of acknowledgement of their worth to the organisation. Intensive training also serves as a demonstration of the organisation's interest in and dedication to the employee, indicating how they are valued for their contribution to the company's continued existence and prosperity (Sisodia et al., 2003). These factors serve as motivation for top-tier individuals to stay with the organisation and excel in their performance (Way, 2002).

2.1 Relationship Between Quality Human Resource And Job Performance

The effective implementation of plans and policies aimed at captivating, fostering, and retaining talented individuals is referred to as quality human resource management (QHRM) practices (Darmawan et al., 2020; Santos et al., 2022). Processes for hiring and selecting employees, developing their skills, managing performance, and creating pay and rewards schemes are a few examples of these practices. According to Santos et al. (2022), the idea of the quality of human resources is no longer limited to those who can see with their eyes and capitalise on gross energy like raw materials, land, water, muscle energy, and so on. Instead, it includes those who are capable of developing fiercely competitive, and revolutionary value through the utilisation of the most advanced energies like cognitive ability, inventiveness, and thoughts. The dedication of every staff member to complete their work, improve themselves, and encourage their coworkers to do the same is a quality of human resources (Kundu & Vora, 2004). On the basis of the foregoing understanding, it can be said that the quality of human resources refers to people, also known as labour, employees, or human potential, who work for organisations and contribute significantly to the accomplishment of organisational goals. These people's skill levels are influenced by their level of training, integrity, and expertise.

The main goal of human resource development is to raise employee standards to the point that individuals can successfully carry out their duties in the future (Sims, 2006). Lu et al. (2023) and Karman (2019) contends that the fundamental ideas for enhancing human resources consist of boosting employee motivation and facilitating faster and more committed acquisition of information, skills, abilities, and adaptability. Recognising that employees' cognitive levels and capabilities vary, the best strategy for human resource development is to tailor interventions to specific client requirements (Albrecht et al., 2015). The organisation can benefit from knowing how development programmes affect personnel both before and after they are put into place. Human resources are regarded as the company's most significant asset because they are in charge of executing business operations and policies (Tien et al., 2021). The productivity of a company's human resources is critical, and there are many things to take into account that may affect this effectiveness. The quality of human resources can be impacted by a variety of elements, including education and training, lifestyle decisions, health and wellness, environmental factors, and cultural settings, consistent with Stone et al. (2020).

Organisational behaviour and human resource management (HRM) areas have both conducted substantial research into job performance (Singh & Ramdeo, 2023). According to Taouab and Issor (2019), activities instead of results alone deserve to be given more weight in definitions of performance. Employees may disregard other crucial behaviours in favour of seeking the shortest way to attain those outcomes if you only concentrate on their results. According to Bakker and Wang (2020), performance is defined as the visible behaviours that employees engage in. According to Bakker et al. (2022) job performance (JP), includes a broad variety of behaviours connected to work that employers want employees to exhibit. JP is defined by Motowidlo, Borman, and Schmit (1997) as activities or behaviours that promote organisational aims and objectives, as advanced by Nguyen et al. (2020). Murphy (2020) emphasises that evaluating performance often includes taking measures that are especially pertinent to the goals of the organisation.

After examining a number of studies, researchers found contradictory results about the connection between the quality human resources and job effectiveness. For instance, a multiple-regression analysis conducted by Saharuddin Ukkas et al. (2019) found no substantial proof in relationship between the quality human resources and work performance. On the other hand, Andreas Santoso et al. (2022) and Didit Darmawan et al. (2020) discovered a significant and positive link between the QHRM and JP. These observations led us to develop the following hypothesis.

H₁: Quality human resource influence employees' job performance.

2.2 Employees' Loyalty, Quality Human Resource And Job Performance

A psychological propensity, such as a sense of identity with affinity to or devotion to the organisation, is employee loyalty (Meschke & Meschke, 2021). EL is the unrelenting commitment and enthusiasm shown by staff members to their employer (Kumari & Ubnare, 2023). Employees that are loyal to the company have greater propensity to express higher levels of job satisfaction and show a strong dedication to the company (Dhir et al., 2020). Thus, it is clear that in order to protect the reputation of the organisation they work for, employees must put up their very best effort when doing their duties. Beyond completing one's job obligations and responsibilities, loyalty entails performing tasks competently and with great enthusiasm while striving to produce the best results for the business (Sinambela et al., 2022).

One of the advantages of having loyal employees is that they have a genuine care for the corporation, an impression of possession, ongoing dedication, and enhanced efficiency to guarantee the company's long-term viability, greater drive, and improved competence and effectiveness (Hsu & Yang, 2022). Studies on how quality human resources affect EL have reported favourable results. For example, According to Khuonga et al. (2020), teamwork, pay, career advancement, relationship with manager, working environment, working conditions, and fringe benefits all had a positive impact on employee motivation. However, those elements had an indirect impact on employee loyalty through the mediation of employee motivation in addition to employee motivation. They went on to say that workplace motivation, career advancement, and atmosphere all had a direct impact on EL. Once more, a strong and favourable connection between QHR and EL was found by Santoso et al. (2022) and Darmawan et al. (2020).

In order to nurture maximum productivity for the benefit of the business, it is the company's job to ensure that it encourages each person in meeting their responsibilities successfully (Phuong & Le Ha, 2022). In order to improve employees' performance, corporate rules act as guides to encourage job-related directions and discipline (Muchiri, 2022). Participation from employees is crucial for developing a sense of commitment to their jobs. EL comprises a variety of factors that have an impact on both specific employees and teams. These components include following rules, exhibiting a sense of duty towards the firm, being open to collaboration, feeling like you belong, and showing a sincere interest in the task (Basheer et al., 2019).

According to various studies, EL has a favourable association with a distinctive contribution to determining job performance (JP) (Abdullah et al., 2021; Blanco-Gonzalez et al., 2020; Huynh & Hua, 2020). Raaper and Brown (2020) looked at the relationship between EL and JP. Their study looked at workplace data from the UK in 2004 to determine the positive effects of EL on JP. The obtained data demonstrated that EL affected JP. Similar to this, Ateeq et al. (2023) used SmartPLS 4 in their study on EL and JP in Bahrain to examine potential connections between EL and JP as well as the indirect effects that job satisfaction has on both. According to research, EL has a significant impact on both JP and satisfaction at work. In addition, Phuong and Tran (2020) looked at the relationships between satisfaction with work, EL, and JP in the Vietnamese hotel sector. In this study, data from 315 hotel employees in Danang, Vietnam, were analysed across multiple groups using structural equation modelling (SEM). According to empirical findings, JP is positively impacted by EL.

The motivation and involvement of employees in what they do can be increased by using QHR practices. If workers feel that their employer is concerned about their professional development, they are significantly more inclined to feel loyal to the organisation, offers a positive work environment, and stands by their efforts (Gupta et al., 2022). Employee motivation and engagement might increase as a result of this loyalty, resulting in better work output. Effective HR procedures can help with employee preservation. If workers feel appreciated and supported, they are going to stay with a company longer (Bharadwaj & Yameen, 2021). Due to their improved organizational citizenship, these committed employees may willingly go beyond what is necessary in the duties of their jobs to assist coworkers and advance the organisation's goals. The performance at work may benefit from these additional efforts. EL and confidence can be increased through QHRM practices (Fahim, 2018). Workers have the tendency to create a sagacity of trust as well as dedication for the company when they believe it cares about their well-being, progress, and career development. Improved JP might emerge from increased discretionary effort and a willingness to support the organization's objectives brought on by this loyalty.

Employee loyalty can serve as a mediator between the relationship between QHR and JP by influencing employees' motivation, engagement, retention, organisational citizenship conduct, trust, and commitment. For example, Darmawan et al. (2020) found that EL mediated the relationship between QHR and JP. Employers who make strong human resources investments are more likely to develop devoted staff members, which in turn may improve work performance. We therefore anticipate that EL will have intervening impact on the link between the exogenous and endogenous constructs (QHR and JP) in this investigation. Thus, the following hypotheses were developed:

H_{2a}: Quality human resource directly and significantly influence Employee loyalty

H_{2b}: Employee loyalty directly and significantly influence Job performance

H_{2c}: Employee loyalty functions as a mediator between the Quality human resource and Job performance relationship

2.3 Moderating Role Of Training And Development Opportunities In The Relationship Between Employees' Loyalty And Job Performance

One of the most popular mechanisms for enhancing human capital is training (Ngoc & Tien, 2023). Training is frequently referred to as an actionable measure with the goal of enhancing the elements that affect how well each employee performs at their work (Rousseau & ten Have, 2022). Organisations are also thought to use training as a strategy to enhance their essential resources for the purpose to accomplish their goals and get an edge over their competitors (Malik, 2020). The massive, billion-dollar investments made by organisations in training are indicative of its importance (Zaman et al., 2021). These expenditures are motivated by the belief that training is likely to enhance worker productivity, raise profitability, lower staff turnover, raise customer satisfaction, and optimise motivation among workers (Nguyen, 2020).

Getting a grasp of knowledge, skills, procedures, and practices is the primary goal of T&D (Hussain et al., 2023). In fact, one of the pillars of HRM is T&D due to how it can improve performance at personal, team, and corporate levels (Lu et al., 2023). Mohammed et al. (2022) underline that training focuses on present jobs while development equips workers for prospective positions in the future. The primary goal of T & D is to assist the company in achieving its overarching goal. Through a variety of instructional tactics and activities, firms make formal, ongoing efforts known as T & D to increase the productivity and sense of fulfillment of their staff.

Studies on the connection between performance and training have produced encouraging findings. For instance, a positive association was found between training effectiveness, JP, workplace environment, and work performance by Chapagain et al. (2022) in their investigation of the intermediary role of workplace environment in the relationship between training effectiveness and work performance. Training effectiveness was found to have the greatest impact on work performance. In a similar study, Sandamali et al. (2018) looked at the connection between executive level employees' performance and training and development. The results showed an encouraging correlation between T&D and employee performance for executives.

Providing T&D initiatives reflects a company's dedication to the long-term success of its personnel (Stofkova & Sukalova, 2020). EL is increased and turnover rates are decreased when employees have opportunities for growth and continual learning (Sibonde & Dassah, 2021). Organizations ensure an elevated standard of job performance throughout their workforce by keeping competent and experienced personnel. When employees are able to keep up with shifting market conditions and technology advancements, they are far more probable to perform effectively at work and show loyalty. The results for performance and loyalty can be improved by organisations through enhancing skills, increasing fulfilment with work, fostering engagement, reducing turnover, and fostering adaptability (Riyanto et al., 2021).

Initiatives in T&D equip employees with the skills, knowledge, and resources they need to accomplish their jobs well. Organisations can establish individualized development plans by recognizing the requirements and goals of each individual employee. With this strategy, it is ensured that employees get training and development opportunities that match their interests and professional objectives. Employee loyalty and motivation to deliver their best work are more likely when they believe that their development is tailored to meet their needs. By improving job-related skills, boosting motivation and engagement, developing a positive organisational culture, and resolving skill gaps and job fit, in the relationship between EL and JP, T&D can serve as a moderator. Organisations can have a good impact on both performance and loyalty by investing in staff development, resulting in a win-win situation for both factors. For instance, Akpoviroro (2022) studied the impact of e-learning on employee growth and training, and they found that it is a helpful step for accelerating learning and decreasing employee downtime, which enables employees to manage more responsibility. We therefore anticipate T&D to strengthen the positive relationship between EL and JP and so outlined the following hypothesis:

H_{3a}: Training and development directly and significantly influence Job performance

H_{3b}: Training and development moderates the positive link between EL and JP

3. MATHERIAL AND METHODS

Study design

The study utilised a descriptive research design to systematically examine the influence of effective human resource management practices on employee job performance. The study specifically investigated the mediating effect of employee loyalty and the moderating effect of training and development in this relationship. This methodology was used because it can thoroughly characterise and analyse the variables being studied, offering insights into their relationships in actual organisational situations (Al-Ababneh, 2020; Obeng, 2023). The utilisation of a descriptive research design allowed for the thorough investigation of intricate phenomena, resulting in the acquisition of valuable insights that can be applied to both theoretical development and practical implementation within organisational contexts.

Study population and sampling technique

The study specifically targeted staff from some selected public hospitals in Ghana with a total population of 327, recognising their crucial importance in the country's health sector. The research focused on these hospitals to obtain useful insights into QHRM practices and JP. This study aims to provide a thorough understanding of EL, as well as T&D opportunities, within the health sector. The method employed in this study facilitated the use of a manageable sample size, which in turn allowed for a thorough analysis and interpretation of the data. This technique also contributed to the enhancement of internal validity. Furthermore, the study participants were chosen from public hospital personnel because of their significance and presence in the healthcare industry, which offers a great framework for investigating the impact of human resource management techniques. In addition, the various roles and experiences of employees in the essential public service environment provide valuable perspectives on the wider implications of the study's results for organisational management, staff wellness, and industry stakeholders.

Sample size

The formulas developed by Yamane in 1967 were used to calculate the sample size for the research study. The selection of this formula was based on the study's constraint of a small sample size. Presented here are the mathematical equations.

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

Where "n" is the sample size

Where "N" is the population under study

Where "e" is the confident interval or margin of error. The margin of error is estimated to be 5% at 95 confident intervals.

$$\begin{aligned} N &= 327 / (1 + 347(0.05)^2) \\ &= 327 / 1.8675 \\ &= 175 \end{aligned}$$

In all a simple size of 175 was used for the study.

The study employed convenience sampling to select 175 employees from the selected public hospitals in Ghana. This approach enabled effective data gathering by providing convenient access to participants within the desired population. The option of convenience sampling was made possible by the desire to ensure that there were no major time or resource constraints in organisational research (Mweshi et al., 2020). Moreover, it facilitated the incorporation of a varied sample of hotel personnel, thus augmenting the study's generalisability. Through the use of convenience sampling, this study provides significant insights into the organisational behaviour and innovation literature of the health sector.

3.1 Measures And Scales

We utilised an electronic survey administered using Google Forms to get data from participants. In the current study, the latent variables were assessed using established scales from the literature. The construct of Quality Human Resource (QHR) was and evaluated using a set of 9 items that were adopted from Darmawan et al. (2020). The Job performance (JP) construct was measured using 6 items that were adopted from Darmawan et al. (2020). The Employee Loyalty (EL) construct was measured using 8 items that were adopted from Darmawan et al. (2020). Finally, employees' turnover intentions were assessed using 5 items that were adopted from Newman et al. (2011). Likert scales with a five-point range from strongly disagree (1) to strongly agree (5) were used for all of the measurement items.

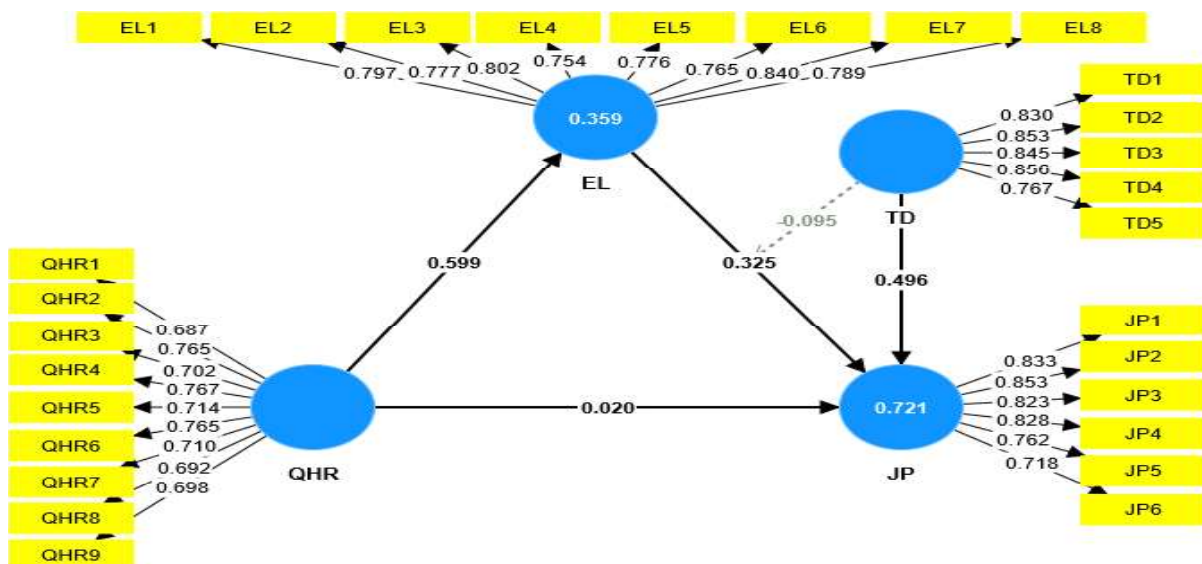
3.2 Data Analysis And Method

Both a measuring model and a structural model were used to assess the construct validity and research hypotheses. SmartPLS 4 statistical software for measurement and structural models was used to analyse the acquired data. Factor loading, AVE, CR, and Cronbach's alpha were used to assess the indicators' validity, convergence, and reliability. In order to evaluate sample estimates' accuracy, including bias, variance, confidence intervals, and prediction errors, the study employed the bootstrapping approach. To assess the hypotheses, the study used structural equation modelling (SEM). While convergent validity assessed the degree to which a trait was accurately measured by its indicators, discriminant validity assessed the degree to which the measures of other qualities were disconnected in the model.

3.3 Measurement Model

The complete sample was examined, and any items with factor loadings less than 0.60 were removed before assessing the constructs' reliability and validity. The measurement model's results are shown in Figure 1 below. An assessment of the measurement model allows us to determine the extent to which the predictor variable influenced the result variables in the study.

Fig. 1: Measurement Model



Output of measurement model, QHR- Quality Human Resource, JP- Job Performance Innovation, EL- Employee Loyalty, TD- Training and Development

Table 1 demonstrates the findings from the direct model evaluation for the study's constructs, including factor loadings, VIF, Cronbach's alpha, CR, and AVE. According to Afthanorhan et al. (2020), factor loadings for the constructs' components should be higher than 0.60 in order to fulfil the specified standard. All factor loadings met this condition, as shown in the table. The VIF indicator was also used to evaluate collinearity, with Hair and Alamer (2022) recommending that ideal VIF values should be lesser than 3. All VIF values came within the range of 1.054 and 2.851, so we can say that the suggested model did not contain collinearity. Through the computation of Cronbach's alpha, CR, and AVE, the study additionally evaluated the construct reliabilities and validities. According to Nazari et al. (2020), a Cronbach's alpha value of 0.70 or higher is often considered as ideal. In this study, the EL, JP, QHR and TD constructs had alpha values of 0.913, 0.890, 0.886 and 0.888, respectively, indicating high levels of internal consistency and reliability.

Table 1: Model Assessment (Direct Model)

Construct reliability and validity						
Construct	Factor	Loading	VIF	α	CR	AVE
	EL1	0.797	2.426	0.913	0.929	0.621
	EL2	0.777	2.067			
Employee Loyalty	EL3	0.802	2.465			
	EL4	0.754	1.970			
	EL5	0.776	2.204			
	EL6	0.765	2.476			
	EL7	0.840	2.621			
	EL8	0.789	2.511			
Job Performance	JP1	0.833	2.371	0.890	0.916	0.647
	JP2	0.853	2.785			
	JP3	0.823	2.244			
	JP4	0.828	2.477			
	JP5	0.762	1.954			
	JP6	0.718	1.711			
Quality Human Resource	QHR1	0.687	1.674	0.886	0.908	0.523
	QHR2	0.765	2.112			
	QHR3	0.702	1.742			
	QHR4	0.767	2.013			
	QHR5	0.714	1.753			
	QHR6	0.765	1.959			
	QHR7	0.710	1.590			
	QHR8	0.692	1.680			
	QHR9	0.698	1.611			
Training and Development	TD1	0.830	2.145	0.888	0.918	0.691
	TD2	0.853	2.454			
	TD3	0.845	2.304			
	TD4	0.856	2.409			
	TD5	0.767	1.799			

VIF-Variance Inflation Factor, α -Cronbach's Alpha, CR-Composite Reliability, AVE-Average Variance Extracted

According to Hair Jr et al. (2021), levels of composite dependability more than 0.70 are regarded as satisfactory. The data were reliable, as seen in Table 1 above, where all CR values were greater than 0.80. Additionally, the AVE values confirmed the existence of convergent validity. Desirable AVE values should surpass 0.50, according to Tian et al. (2023). All of the AVE values in the table were higher than 0.50, proving that convergent validity had been established successfully.

Table 2 displays the findings of the HTMT ratio and the Fornell and Larcker criterion intended to evaluate discriminant validity, indicating the degree to which a variable is different from others. A desired HTMT value, according to Khan et al. (2022), is less than 0.90, and all of the study's HTMT values, which varied from 0.448 to 0.897, satisfied this requirement. According to the Fornell and Larcker criterion, each column's top value should be higher than its bottom value (Waqar et al., 2023). We can draw the conclusion that the suggested model has discriminant validity on the basis of the findings.

Table 2: Discriminant validity

Fornell-Lacker Criterion				Heterotrait-Monotrait (HTMT) Ratio						
Construct	EL	JP	QHR	TD	Construct	EL	JP	QHR	TD	TD x EL
EL	0.788				EL					
JP	0.718	0.804			JP	0.794				
QHR	0.599	0.647	0.723		QHR	0.649	0.721			
TD	0.651	0.801	0.714	0.831	TD	0.718	0.897	0.800		
					TD x EL	0.448	0.614	0.620	0.621	

N=175, EL- Employee Loyalty, JP- Job Performance, QHR- Quality Human Resource, TD- Training and Development

According to Table 2, the collinearity statistics were examined by assessing the inner VIF values. To determine collinearity, the inner VIF values were compared to the recommended threshold of 3, as suggested by Hair and Alamer (2022).

Table 3: Collinearity statistics (inner-VIF values)

	VIF
EL -> JP	1.853
QHR -> EL	1.000
QHR -> JP	2.358
TD -> JP	2.622
TD x EL -> JP	1.663

N=175, EL- Employee Loyalty, JP- Job Performance, QHR- Quality Human Resource, TD- Training and Development

Based on the table, inner VIF values ranged between 1.000 and 2.622, indicating that there is no collinearity present in the model.

4. RESULTS AND DISCUSSIONS OF HYPOTHESES TESTING

The evaluation of structural path is the process that comes after assessing the measurement model in order to determine the statistical significance of the path coefficients.

H₁: Quality human resource influence employees' job performance.

H_{2a}: Quality human resource directly and significantly influence Employee loyalty

H_{2b}: Employee loyalty directly and significantly influence Job performance

H_{3a}: Training and development directly and significantly influence Job performance

H₁ evaluates whether quality human resource directly and significantly influence job performance. The findings showed that the association between quality human resources and work performance was insignificant (B=0.017, t=0.283, P=0.389). Hence, H₁ was not accepted. Our results support the work of Saharuddin Ukkas et al. (2019), who found no conclusive relationship between the QHRM and work performance, and they are in direct opposition to those of Andreas Santoso et al. (2022) and Didit Darmawan et al. (2020), who found a strong and positive relationship between the calibre of human resources and work performance.

H_{2a} evaluates whether quality human resource management directly and significantly influence Employee loyalty. According to the results, human resource quality is positively correlated with employee loyalty. (B=0.599, t=10.623, P<0.01). Thus, H_{2a} was accepted. The findings of the study support existing study such as Khuonga et al. (2020), who reported a direct positive relationship of team spirit, compensation, career development, relationship with manager, working environment, working condition, and fringe benefit on employee motivation. And also, Santoso et al. (2022) and Darmawan et al. (2020), who identified a significant and positive relationship between QHR and EL.

H_{2b} examines whether employee loyalty directly and significantly influence Job performance (B=0.326, t=5.204, P<0.01). The results depicted a significant and positive influence of employee loyalty on job performance. Hence, H_{2b} was accepted. The results of the study corroborate those of previous research, including that of Santoso et al. (2022) and Darmawan et al. (2020), who found a positive and statistically significant correlation between QHR and EL.

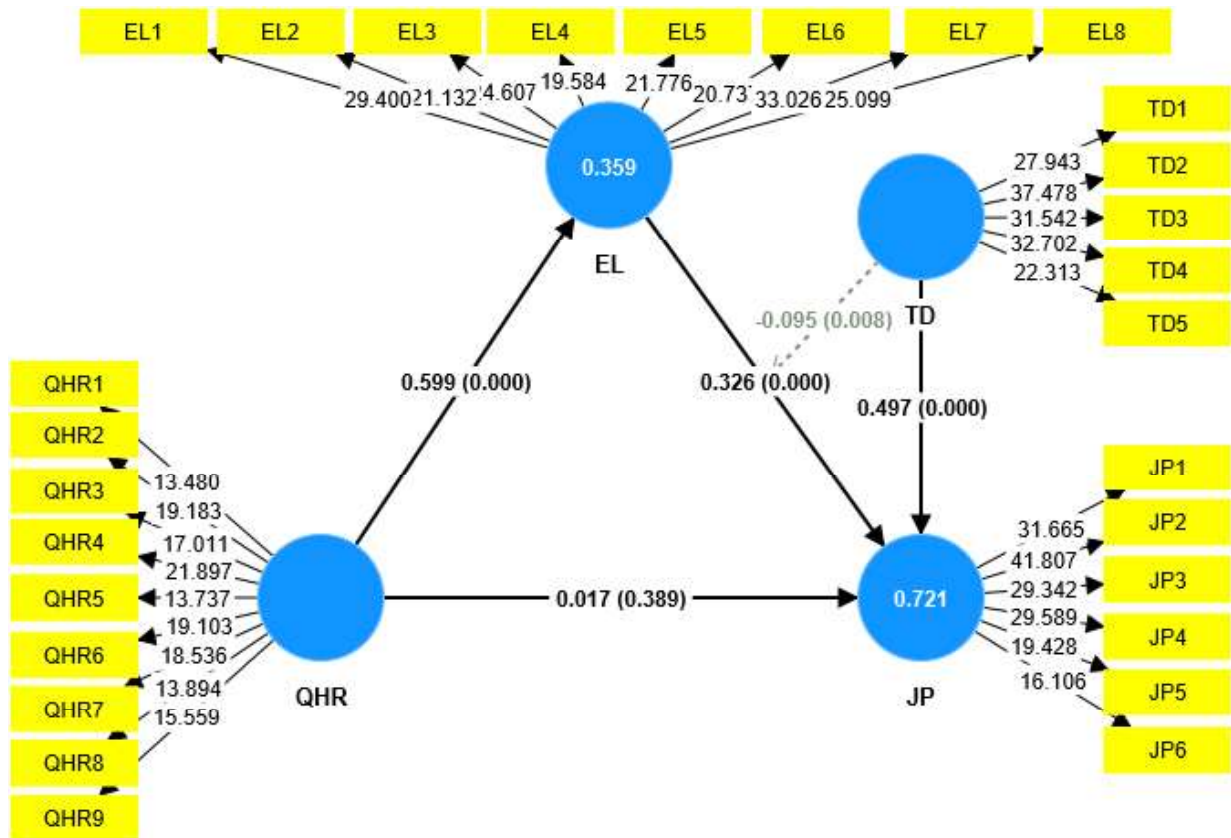
H_{3a} examined whether Training and development directly and significantly influence job performance. The structural model is shown in Figure 2, and the direct effect results are shown in Table 4. Training and development had a significant and direct impact on job performance, as shown by the results (B=0.497, t=7.889, P<0.01). In light of this, we accepted H_{3a}. These results are consistent with those found by Chapagain et al. (2022) and Sandamali et al. (2018), who found that training efficiency, job satisfaction, and productivity all improve together in a healthy work environment. Oductivity all improve together in a healthy work environment.

Table 4: Direct Effect

Path	H	β	M	SE	T statistics	P values	Decision
QHR -> JP	H ₁	0.017	0.027	0.062	0.283	0.389	Rejected
QHR -> EL	H _{2a}	0.599	0.602	0.056	10.623	0.000	Accepted
EL -> JP	H _{2b}	0.326	0.321	0.063	5.204	0.000	Accepted
TD -> JP	H _{3a}	0.497	0.494	0.063	7.889	0.000	Accepted

N=175, EL- Employee Loyalty, JP- Job Performance, QHR- Quality Human Resource, TD- Training and Development, SRMR = 0.075, H- Hypothesis, B- Beta Coefficients, M- Sample Mean, SE- Standard Error

Fig. 2 Structural Model



4.1 Mediation Analysis

H_{2c}: Employee loyalty mediates the positive relationship between Quality human resource and Job performance

In order to determine how much of an impact employee loyalty has on the correlation between quality human resources and job performance, a mediation analysis was conducted. Table 5 shows that there was no statistically significant relationship between QHR and JP. The total effect of QHR on JP was significant (B=0.213, t=3.050, P<0.01). The impact of QHR on JP was significant after the mediator was taken into account (B=0.195, t=4.398, P<0.05). This shows that TD fully mediates the relationship between QHR on JP. Hence, H_{2c} was accepted. This confirms extant literature such as Darmawan et al. (2020).

Table 5: Indirect Effect Results

Total Effects (QHR -> JP)			Indirect Effect of QHR on JP						Percentile bootstrap 95% confidence interval			
β	T-value	P-value	Direct Effects (QHR -> JP)			Hypothesis	Indirect Effect		T-value	P-value	Lower	Upper
			B	T-value	P-value		B	SE				
0.213	3.050	0.000	0.017	0.283	0.389	QHR -> EL -> JP	0.195	0.044	4.398		0.132	0.279

N=175, EL- Employee Loyalty, JP- Job Performance, QHR- Quality Human Resource, TD- Training and Development, SRMR = 0.076, H- Hypothesis, B- Beta Coefficients, M- Sample Mean, SE- Standard Error

4.2 Moderation Analysis

H_{3b}: Training and development moderates the positive relationship between employee loyalty and job performance

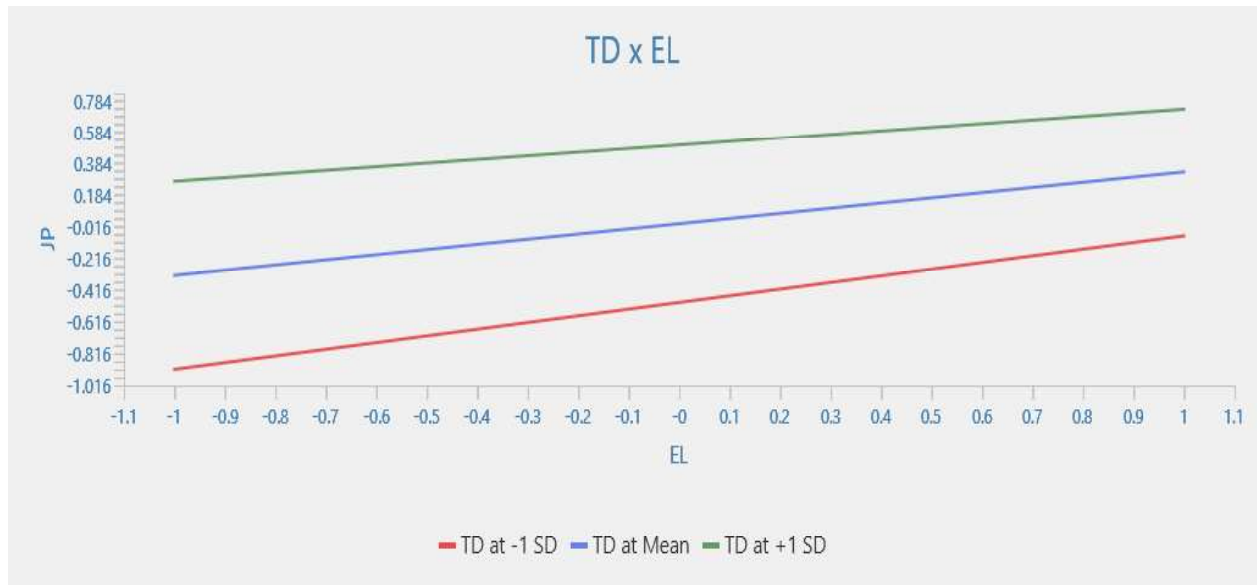
Training and development were examined as a potential moderator of the connection between employee loyalty and productivity in the workplace. The JP R square value was 0.589 when the moderating impact (TD x EL) was excluded. This suggests that 58.9% of the variation in JP may be attributed to EL and TD. The moderator was able to boost the R squared to 0.721. The R-squared value rose by 13.2 percentage points. In other words, EL and TD account for 72.1% of the variation in JP. It was also determined that there was a negative but statistically significant moderating effect of TD on the connection between EL and JP (B= -0.095, t=2.438, P<0.05). The results show that TD moderates the positive relationship between EL and JP. Thus, H_{3b} was accepted. Further, slope analysis is presented to better understand the nature of the moderating effects as shown by Fig 3. The findings indicate that the favourable association between EL and JP moderated by TD. Therefore, we must accept H3b. To further clarify the nature of the moderating effects depicted in Fig. 3, slope analysis is provided. According to the findings, TD helps to partially mitigate the favourable association between EL and JP. H_{3b} was so approved. In addition, slope analysis is provided to clarify the nature of the moderating effects as depicted in Fig 3. The findings imply that low training and development reduces the impact of EL on JP. The relationship's pattern is depicted in Fig. 3. The moderating results of a straightforward slope test in Table 6 show how EL affects JP. Between low and high levels of training and development possibilities, there are considerable differences.

Table 6: Moderation Analysis Results

Path	Hypothesis	β	M	SE	T statistics	P values	Decision
TD x EL -> JP	H _{3b}	-0.095	-0.094	0.039	2.438	0.008	Accepted

N=175, EL- Employee Loyalty, JP- Job Performance, QHR- Quality Human Resource, TD- Training and Development, SRMR = 0.076, H- Hypothesis, B- Beta Coefficients, M- Sample Mean, SE- Standard Error.

Fig.3: Slope Analysis



5. CONCLUSION

This study's objective was to investigate the link between QHRM practices and JP while simultaneously considering the mediating effects of EL and moderating role of T&D. Our findings add to the ongoing discussion by revealing the factors that influence JP in the public hospitals in Ghana. Our analysis of key factors of job performance complements and challenges previous research in this area. To the best of our knowledge, this research is the first attempt to investigate the connection between the QHRM practices and JP in the Ghanaian public hospitals. This study is significant since there has been little research done on the implications of QHRM on JP in the Sub-Saharan area, although the effects of human resource practices on individuals and organisations have been thoroughly examined (Brefo-Manuh & Anlesinya, 2023; Salas-Vallina et al., 2021; Adula et al., 2022). This is especially true in the developed world compared to developing nations.

Contrary to earlier studies (such as Darmawan et al., 2020; Santoso et al., 2022), which examined the direct relationship between QHR and JP and EL and T&D, the current research presents implications by illuminating the critical role that training and development plays in boosting employee loyalty to maximise performance at both the individual and organizational levels. The results indicate that T&D is a way to enhance their essential resources in order to achieve their goals as an individual and an organization and get a competitive advantage.

5.1. Theoretical Implications

The study's findings strongly correspond to the core principles of social exchange theory (SET). The correlation between EL and JP, which is influenced by QHRM practices and comprehensive T&D initiatives, reflects the principles of reciprocity and mutual benefit inherent in social exchange relationships. The study highlights the significant influence of organisational practices on determining employee behaviour and performance outcomes. The study also offers subtle insights into the diverse role that HRM plays in promoting JP. EL plays a crucial role in connecting QHRM practices and work performance. This emphasis highlights the strategic need for fostering and preserving EL as a cornerstone of company success. Moreover, the study underlines the critical significance of training and development interventions in increasing work

performance. These efforts not only help employees acquire new skills and improve their competencies, but they also play a significant role in the connection between EL and JP. This ultimately leads to better performance outcomes in organisational settings. The study's significance is underscored by placing these findings within the context of Ghanaian public hospitals, highlighting their broader relevance and applicability. This statement emphasises the importance of the relationship between QHRM practices, EL, and JP in public healthcare organisations. These insights provide extremely helpful direction for creating strategic HR initiatives that are specifically designed for similar organisational circumstances. This research essentially highlights the significant implications for organisational management strategies targeted at optimising employee performance and organisational effectiveness within the context of Ghanaian public hospitals by clarifying the complex interactions between social exchange theory and the study's empirical findings.

5.2. Practical Implications

Organisations, particularly in the healthcare industry, should give priority to implementing strategies that focus on nurturing and maintaining EL. Allocating resources to activities that foster employee engagement and dedication has the potential to greatly boost JP. Although there may not be an immediate connection between HRM practices and JP, recognising the intermediary influence of EL highlights the need for strong HR practices. This implies that the effects of HR practices may not be immediately apparent but might be observed through increased loyalty, ultimately influencing job performance indirectly. Organisations, especially public hospitals, might enhance and tailor training and development programmes to maximise their impact on work performance. Customised training programmes that target specific areas of skill deficiency and are in line with employees' career growth ambitions have the potential to provide substantial enhancements in performance. By recognising the impact of SET, organisations can adjust their HR strategy to cultivate mutually beneficial connections. Promoting a culture that fosters mutual support, recognition, and commitment can strengthen positive employee perceptions and enhance JP. To acknowledge the connection between EL and the QHRM, organisations should find a middle ground between investing in HR practices that improve loyalty and those that directly affect JP. Implementing this well-balanced strategy has the potential to optimise the overall efficiency of the organisation. Periodic evaluations of the efficacy of HR initiatives, combined with a readiness to modify methods based on empirical evidence, are essential. The study underscores the ever-changing nature of HR connections, emphasising the necessity for continuous assessment and modifications in HR practices. By implementing these practical implications, public hospitals and other organisations in Ghana, and possibly even beyond, can optimise their HR strategies to strengthen employee loyalty, improve job performance, and assure long-term organisational success in the healthcare sector.

5.3. Limitations and Recommendation For Future Research

It is important to note that there are certain limitations to this research. To begin, the study was limited to public hospitals in Ghana and was done there alone. Therefore, it is essential to acknowledge that the key factors addressed in this study may display varying degrees of consistency depending on the specific geographical location and the kind of company. Future research should test the model in a variety of contexts to further bolster the reliability of these results. Also this study represents a single moment in time since it used cross-sectional data. This means that the potential for data to alter over time and its inherent dynamic character are

not being adequately recorded. Future study should use longitudinal data to assess changes over time to solve this problem and reduce endogeneity issues. The current sample size limits the validity of a study's results by reducing its generalisability, reliability, and statistical power. Furthermore, the study's results could not fully reflect the larger population from which the sample was taken. To put it another way, the findings might not apply or be generalisable to a larger group. To get around these restrictions and improve the reliability of their research, future researchers may use larger sample sizes. To better understanding of the QHRM and JP relationship, future researchers can introduce other mediating and moderating variable for the current framework. Suggested few variables such as leadership and management style, team dynamics and social support, job autonomy, and organizational culture and climate.

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