

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES
AND PROACTIVE PERSONALITY ON JOB PERFORMANCE AMONG
COMMERCIAL BANK EMPLOYEES**

BY

HEMA D/O SUBRAMANIAM

Thesis Submitted To

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Management**

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ABSTRAK

Kajian ini adalah untuk mengenalpasti pengaruh tiga dimensi amalan pengurusan sumber manusia dan personaliti proaktif terhadap prestasi kerja dalam kalangan pekerja-pekerja di bank komersial di Kuala Lumpur. Tiga dimensi amalan pengurusan sumber manusia yang digunakan dalam kajian ini adalah ganjaran dan faedah, latihan dan pembangunan dan penilaian dan pencapaian prestasi. Prestasi kerja diukur dengan menggabungkan prestasi tugas dan gelagat kewarganegaraan organisasi. Tujuan kajian ini menggabungkan dimensi amalan pengurusan sumber manusia dan personaliti terhadap prestasi kerja adalah untuk mengesahkan Modal Prestasi Kerja. Secara keseluruhan, seramai 120 orang pekerja bank komersial telah terlibat dalam kajian ini. Analisis regresi telah digunakan untuk menguji hipotesis kajian. Keputusan kajian ini menunjukkan bahawa due dimensi pengurusan sumber manusia iaitu latihan dan pengurusan prestasi dan ekuiti dalaman dan luaran tidak mempunyai pengaruh signifikan terhadap prestasi kerja. Walau bagaimanapun, ganjaran dan faedah serta personaliti proaktif dikenalpasti sebagai faktor yang mempunyai pengaruh signifikan terhadap prestasi kerja. Kajian ini juga memberi implikasi dari segi theoretikal dan praktikal.

ABSTRACT

This study examined the influence of three dimensions of human resource management practices which are compensation and benefits, training and development and performance appraisal and achievement together with proactive personality on job performance among the commercial bank employees in Kuala Lumpur, Malaysia. Job performance was measured by combining task performance and organizational citizenship behavior. The researcher's intention of merging dimensions of human resource management practices and proactive personality on job performance is to validate the Determinants of Job Performance Model by Cardy and Dobbins and Waldman (1994). A total of 120 commercial bank employees participated in this study. Regression analysis was performed to test the research hypotheses. The results of this findings revealed that the two dimensions of human resource management practices (i.e. training and performance management and internal and external equity) did not have a significant influence on job performance. However, compensation and benefits were found to have impacted job performance significantly. Similarly, proactive personality was found to have significant influence on job performance. This study provided theoretical and practical implications.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of study, the problem statement, research questions, research objectives, significance of the study and also the operational definition of the key terms used in this study.

1.1 Background of study

According to the Association of Banks in Malaysia (2015), the financial system in Malaysia is segregated into two categories which are financial institution and financial market. Banking sector is one of the strongest sectors in the service industry which, falls under the financial institution category. Based on the report of Central Bank of Malaysia (2014), banking sectors are licensed institutes under the Banking and Financial Institutions Act 1989 (BAFIA) that supervised by Central Bank of Malaysia. Banking sector in Malaysia is divided into finance companies, merchant banks, Islamic banks and commercial banks.

The banking sector in Malaysia was first established in Penang and Malacca in 1867 by the British merchant communities (Association of Banks in Malaysia, 2015). In those

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