

The impact of HRM Practices, Mediating Effect of Job Security on Employees' Performance In Electrical Manufacturing Industries at Penang, Malaysia

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Abstract

The purpose of this study is to identify the relationship between HRM practices on employees' performance mediated by job security in manufacturing industries. Methodology in this study was built where a questionnaire was designed for data collection to measure HRM practices related to compensation and benefits, training and development mediated by job security on employees' performance. Data were collected among employees in electrical manufacturing industries at Prai Industrial Estate and Bayan Lepas Industrial Zone, Penang, Malaysia which 6322 population, 361 samples, and 222 respondents were successfully collected and analyzed from 28 electrical manufacturing industries. A stratified sampling method was used to collect data and the data obtained were analyzed using SmartPLS version 3.7.8. The finding of study found that the direct impact between compensation and benefits, training and development on employees' performance has a significant relationship on employees' performance. The finding also shows that compensation and benefits, and training and development mediated by job security have a significant relationship to employees' performance. It is proved from SmartPLS analysis. The limitation of the research only covers the manufacturing industries. Apart from these limitations, this research has given a strong impact on the top management of manufacturing industries to design the strategy of human resource management functions to be more effective in improving the work performance among their employees.

Keywords: Human Resource Management, Compensation and Benefits, Training and Development, Job security, Employees' Performance.

1. INTRODUCTION

The purpose of this study is to identify the relationship between human resource management (HRM) practices, mediating effect of job security on employees' performance in manufacturing industries in Penang, Malaysia. Independent variables in this study are compensation and benefit, training and development, job security acting as job mediating and the dependent variable is employees' performance. Penang is a state in Malaysia that has 444 factories consisting of electronic, electrical, textile, and fabricated factories either in the Prai Industrial Areas or Bayan Lepas Industrial Zone (FMM21). Most investors came from Japan, America, Europe, Asia, and China which provided employment opportunities for more than 125000 job opportunities (FMM21). Out of a total of 444 manufacturing industries, there are 28 manufacturing industries which are electrical manufacturing industries. Electrical industries are industries that covered 6322 employees and are the respondents in this study. While human resource management is an activity that involved recruitment, compensation and benefits, training and development, industrial relations, employee relations, and, safety and health. All activities have their role in helping manufacturing industries in improving the work performance of their employees and the growth of industries. The success of an industry depends on how the role of human resources perform their activities mainly involving compensation and benefits, and training and development in improving their work performance especially in producing quality workers and productivity to generate high output for increased profits in industries. In addition, human resource management also plays a role to strengthen the close relationship between each employee and industries to create a peaceful work environment that can give satisfaction to each employee to continue working for a long time. In addition, job security is an important factor in industries where human resource management plays a role to ensure that an employee can keep them in the industries without any threat of dismissal. Through effective human resource management practices, career development also plays a role in improving employee performance because every employee who works hard with all the necessary skills will have a good career

development for promotion and salary increments based on their duties and responsibilities in these industries. Therefore, it is to the advantage of the manufacturing industries to allocate more investment involving financial remuneration and adequate training in enhancing human resource activities to be more effective in the growth of industries.

2. Research Objectives and Research Questions

2.1 Research Objectives:

1. To identify the relationship between compensation and benefits on employees' performance in manufacturing industries.
2. To examine the relationship between training and development on employees' performance in manufacturing industries.
3. To evaluate the relationship between job security on employees' performance in manufacturing industries.
4. To find out the relationship between compensation and benefits, and employees' performance is mediated by job security in manufacturing industries.
5. To find out the relationship between training and development, and employees' performance is mediated by job security in manufacturing industries.

2.2 Research Questions:

1. Is there any relationship between compensation and benefits on employees' performance in manufacturing industries?
2. Is there any relationship between training and development on employees' performance in manufacturing industries?
3. Is there any relationship between job security on employees' performance in manufacturing industries?
4. Is there any relationship between compensation and benefits, and employees' performance is mediated by job security in manufacturing industries?
5. Is there any relationship between training and development, and employees' performance is mediated by job security in manufacturing industries?

3. Literature Review

3.1 Compensation and benefits

Compensation and benefits are financial and non-financial rewards given to each employee for a job done by them as a reward for the work they do. Compensation and benefits are human resource activities in the organization that play a role in providing compensation to all employees, especially employees who have all the necessary skills in producing work productivity required by the organization especially excellent employees with extra job performance with the best allowances given (Zafar, Sarwar, Zafar & Sheeraz, 2021). Previous literature reviews indicated that there is a significant relationship between compensation and benefit on employees' performance. Every employee is motivated with financial rewards in return for the work they do (Kurnia & Ramdani, 2021). To get the remuneration provided by the organization, employees worked hard as possible so that their work performance meets the requirements of the organization. Based on previous studies also stated that the emphasis on financial rewards is an important element that should be given priority by organizations because financial rewards are the main factor why an employee works (Jufrizen, 2021; Prihantoko & Ferijani, 2021). In addition, the rewards given based on with the duties and responsibilities of an employee have a positive effect on job performance. This is because every employee feels their presence in the organization is an important asset in generating the growth of the organization (Liga-febrina, Agusra, Lussianda

& Susanti, 2021). Every employee also feels that their presence in the organization is highly valued by giving appropriate rewards for a job done. Apart from financial rewards, non-monetary rewards involving letters of appreciation are also a priority for employees to be given attention by the management of the organization. Any employee's best achievement is rewarded with a reward such as a letter of appreciation in appreciation of their accomplishments and good work performance (Marwanto,2021).Both financial and non-financial rewards have a role to play in improving the work performance of employees to move forward (Vizano, Sutawidjaya & Endri,2021).

3.2 Training and Development

Training and development are part of human resource management practices aimed at increasing the level of knowledge of employees through learning all the time. Training and development included training in the workplace, training outside the workplace, and continuous training through training needs analysis methods that are neatly arranged by the current requirements of the organization (Kuruppu,2021; Jeni,2021). The result of proper training and development can produce a level of quality and productivity of work when every employee who attends the training session knows their daily tasks through the improvement of their skills, competencies, and abilities in performing their daily tasks in the workplace. To achieve skilled workers, an organization has to provide adequate funding through annual allocations and withdrawals from HRDF for training purposes. All the provisions obtained allowed human resource management to emphasize training without any limits. The funds channeled for training purposes can be used fully to improve the skills of employees and their contribution to the progress of the organization as a result of the competencies gained through the training sessions that have been made (Aldhukair, Abunar, Road, Arabia, Aldhukair,Abunar & Training 2021).. Employees feel that the organization cares about their capabilities and this situation convinces them to continue working as skilled employees in producing their excellent work performance. Add addition, employees also need an interest in increasing their level of learning so that they become part of the skilled employees in their organization (Miko,2021; Osewe & Gindicha, 2021). Without a deep interest by the employees, any structured training failed in producing employees who are experts in all areas of the workplace. Therefore, training and development are important to be given due attention by the department of human resources because the work performance of employees can become the organization's income and generate maximum profits to the organization (Ismael, Othman, Gardi, Abdalla, Sorguli, Aziz, Anwar, 2021; Haji, Yussuf & Hamad, 2021).

3.3 Job Security

Job security is defined as the probability that employees keep their jobs with the organization for a long period with less probability of being unemployed for certain periods. While Ingaldi and Dziuba (2021) demonstrated job security referred to the "desire of a strong individual to be a member of an organization even if there is an opportunity to change jobs. Begum, Shafaghi and Adeel (2022) illustrated that job security denotes "the degree to which firms guarantee continuity of employment to their employees and, therefore, also the continuity of associated valuable job features such as promotion chances and long-term career opportunities. Organizations give job security to demonstrate that they value their employee's contributions, experience, and involvement and that they are willing to invest time and resources in these employees (Januartha & Adnyani,2018;Imam & Javed,2019). There is a significant relationship between job security and employees' performance. Employees who find their jobs have job security for the long term, each employee continues to strive to improve the quality and productivity of their work efficiently because their presence in the organization is safe from layoffs or downsizing company to save costs (Aldiabat, Bataineh & Abu-Hamour, 2018; Sanchez-Marin, Lozano-Reina & Beglaryan,2022).

3.4 Employees' Performance

Employees' performance refers to the quality and productivity of performance in handling their daily tasks given by the organization. To perform a task, employees need a good level of thinking, job knowledge, skills, capability, and desire to improve their work performance to be more professional in performing their daily responsibilities (Anwar & Abdullah,2021; Kougiannou & Ridgway,2021). Recognition of employees creates a positive, productive, and innovative organizational climate. In addition to looking at the factors of caring for employee welfare which is also recognized to affect the employee atmosphere in an organization which is based on various forms of welfare packages created by the organization in producing excellent levels of work performance. The recognition is given, actually encourages more action, and stimulates the thinking of an employee to believe that he or she has the potential and ability to continue to contribute to the progress and success of his or her organization. Employees' performance through recognition to employees is a form of recognition of the quality of work shown by the employees because quality employees are the main assets of an organization (Alghamdi,2021). The quality of work is how a job is executed and the output from it is the success of meeting the required expectations. If we look at the definition of quality itself is defined as a degree of excellence that is usually high or quality. The quality of work is very important in the management of an organization because, without it, the function, independence, and sustainability of the

organization can be disrupted (Saputro & Nawangsari,2021). Thus, having quality employees at all levels of employment in each department is hope because quality employees are a translation to the success of the organization in producing first-class human resources which in turn become a valuable asset for organizational excellence in the long run. Every employee feels that their organization pays attention to the importance of giving recognition to their ability in handling their daily tasks because it will directly create a new value for employees in the organization is the value to 'give more' and 'not count' while serving the organization (Kathukya & Machogu,2021).When employees can produce output as expected, this means that employees' performance is in a state of availability in handling whatever task is directed. Excellent employee performance has a positive impact on the performance of the organization to continue to grow in maximizing profits and wealth (Maharmeh,2021; Harun, Shahid, Othman, Badzli A Rahman & Gumbri,2021).

4. Conceptual Framework

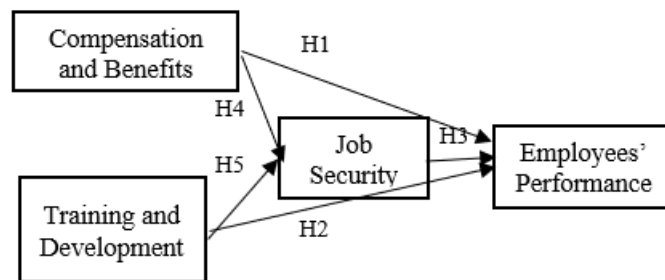
4.1 Independent Variables

- Compensation and Benefits
- Training and Development

4.2 Mediator – Job Security

4.3 Dependent Variable

- Employee' Performance In Manufacturing Industries



4.3 Hypothesis Development

1. There is a significant relationship between compensation and benefits on employees' performance in manufacturing industries.
2. There is a significant relationship between training and development on employees' performance in manufacturing industries.
3. There is a significant relationship between job security on employees' performance in manufacturing industries.
4. There is a significant relationship between compensation and benefits, and employees' performance is mediated by job security in manufacturing industries.
5. There is a significant relationship between training and development, and employees' performance is mediated by job security in manufacturing industries.

5. Methodology of Research

5.1 Research Design

In this study, a fully quantitative research survey was adopted and respondents comprise employees in the manufacturing firms. The research study was conducted to determine the impact of salary and wages, rewards and allowances on employees' performance.

5.2 Data Collection Instrument

The following Table shows the instrument measurements in this study:

Likert Scale Measurement

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Sources: De-Winter & Dodou, (2010)

5.3 Scope of Study/ Sampling

The scope of the study covers electrical manufacturing firms in Penang, Malaysia. There are 28 electrical manufacturing firms in this area. About 6322 employees are in the population of this study (FMM,2021). Penang electrical manufacturing firms covers Perai Industrial Estate and Bayan Lepas Industrial Zone was selected in this study because this area provided sophisticated technology of manufacturing firms consisting of electronic, electrical, textile, and fabricated products which the investors came from many countries especially Japan, America, China, and Europe (FMM,2021). Penang manufacturing firms contributed about 118 billion to the Malaysian economy (MIDA,2021). Based on the table of Krejcie and Morgan (1970), the number of a sample depends on the total population obtained by the researcher. The table shows the total sample selected based on the population, which is 361 samples of respondents.

Table 1: Determining Sample Size

N	S
5000	357
6000	361
7000	364
8000	367

Sources: (Krejcie & Morgan, 1970)

Note:

N=Population

S= Sample size

5.4 Stratified Sampling Technique / Method

A stratified sampling technique method is employed in this study and every employee in manufacturing industries has the chance to be selected as a respondent. A stratified sampling technique ($361/6322 = 0.057$) method was used for every employee in manufacturing industries to have the chance to be selected as a respondent. The data obtained were analyzed using SmartPls 3.7.8. For example, Wiring Electrical (M) Sdn. Bhd has 655 employees, the calculation to get the respondents is $0.057 \times 655 = 37.335 \sim 37$. Therefore, 6322 from the electrical manufacturing industries are a respondent in this study. All respondents among

employees from 6322 and 28 manufacturing industries are calculated with the same formula to get 361 samples with 222 respondents were successful for analysis.

5.5. Data Analysis

The data obtained were studied using SmartPLS version 3.7.8 to discuss the findings obtained. SmartPLS is highly recommended by statistical scholars in producing accurate analysis of the cause and effect relationship of each variable. SmartPLS is also referred to as a large multivariate analysis technique in social and psychological research. SmartPLS is capable of analyzing measurement model evaluation and structural model evaluation.

Table 1 shown the Loading, Composite Reliability (CR), Average Variance Extracted (AVE) value for each construct studied and the lowest value is 0.5088 and the highest value is 0.5566. These values are greater than 0.5 (> 0.5), confirming that the study construct is able to explain the mean change of variance within the items (Fornell & Larcker, 1981; Gefen & Straub, 2005; Henseler, Ringle & Sinkovics, 2009).

Table 1 Loading, CR & AVE Results

	<i>Loading</i>	<i>CR</i>	<i>AVE</i>
Compensation and Benefits		0.9098	0.5556
CB1	0.7493		
CB2	0.8102		
CB3	0.8077		
CB4	0.7552		
CB5	0.7385		
CB6	0.7221		
CB7	0.6778		
CB8	0.6840		
Training and Development		0.9076	0.5517
TD1	0.7326		
TD2	0.7048		
TD3	0.7254		
TD4	0.7384		
TD5	0.7322		
TD6	0.7779		
TD7	0.7623		
TD8	0.7648		
Job Security		0.9198	0.5868
JS1	0.6939		
JS2	0.7826		
JS4	0.7638		
JS5	0.8295		
JS6	0.8134		
JS7	0.7737		
JS8	0.7646		
Executives' Performance		0.9103	0.5594
EP1	0.7255		
EP2	0.8601		
EP3	0.7057		
EP4	0.7082		
EP5	0.7703		
EP6	0.7476		
EP7	0.7508		
EP8	0.6806		

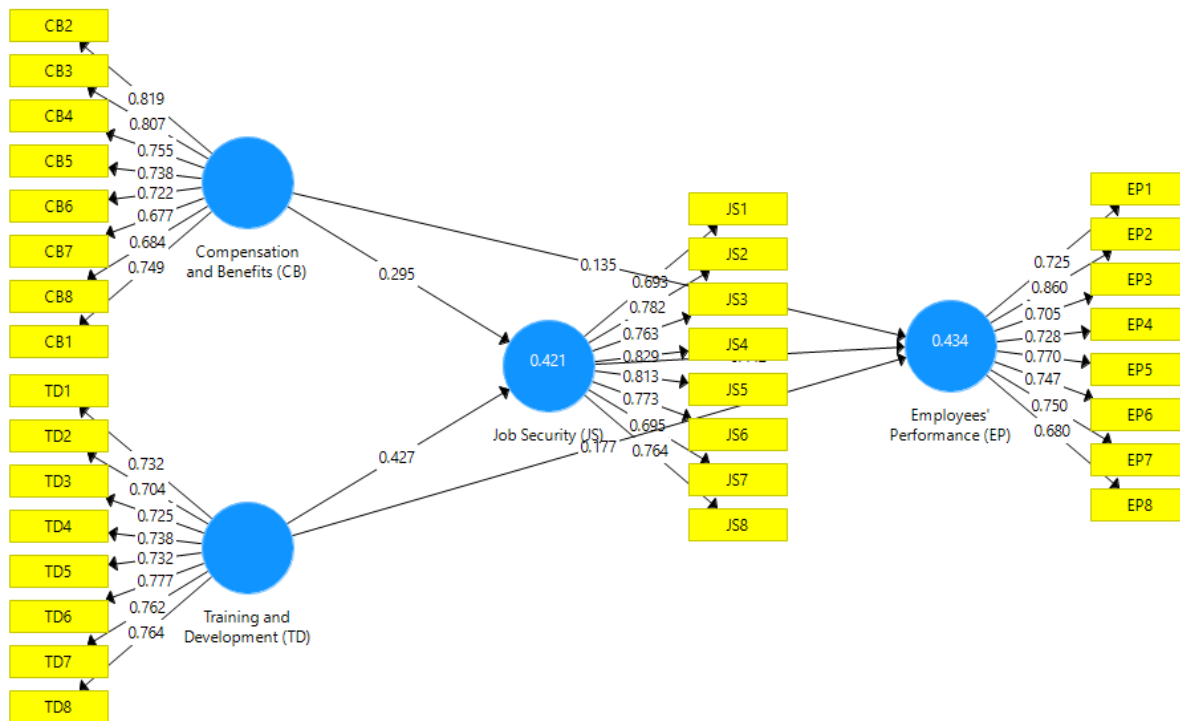


Figure 1: Structural Model Direct Effects

The discriminant validity test was measured through two methods, namely the Heterotrait-Monotrait (HTMT) criterion test and cross-loading (Henseler et al., 2009). Table 2 below shows the output from the HTMT analysis. The results can be calculated easily using the formula as in (Henseler, Ringle & Sarstedt, 2015).

Table 2 Discriminant Validity

Constructs	CB	EP	JS	TD
CB	0.7457			
EP	0.4866	0.7479		
JS	0.5538	0.6242	0.7655	
TD	0.6057	0.5266	0.605	0.7428

Note: Values in Bold face are the square root values of average variance extracted

5.6 Assessment of Structural Model

The findings for testing this direct effect model using SmartPLS software package version 3.7.8 that is through the structural equation model. This measurement aims to test the direct effect model and the effect model of the mediated variable. Therefore, empirical evidence has been used to construct a direct effect model as shown in Table 3.

Table 3 Summary of Hypotheses

<i>Relationship</i>	<i>Summary of Hypotheses</i>				<i>Decision</i>
	<i>beta</i>	<i>Std Error</i>	<i>T-Value</i>	<i>P-Value</i>	
CB ->EP	0.1399	0.0799	3.6928	0.0000	Significant
TD ->EP	0.1772	0.0826	2.1748	0.0000	Significant
JS -> EP	0.4426	0.0762	5.8015	0.0000	Significant
CB->JS ->EP	0.2953	0.0845	3.5016	0.0000	Significant
TD->JS-> EP	0.4274	0.0744	5.7938	0.0000	Significant

6. Result

6.1 Compensation and Benefits on Employees' Performance

The results obtained show that the compensation and benefits variables have a significant relationship with employees' performance in manufacturing industries. ($\beta = 0.139$; $t = 3.6928$; $p = 0.0000$). H1 Accepted. The results also showed that compensation and benefits contributed 13.9% ($R^2 = 0.139$) to changes in employees' performance in manufacturing industries.

The results showed that compensation and benefits had a positive relationship with employees' performance in manufacturing industries. Compensation and benefits play an important role in ensuring that every employee can focus fully on their daily tasks. Employees always take care of their compensation and benefits because every employee has a high level of satisfaction with the rewards they get as a result of the work they have done brilliantly. Compensation and benefits obtained by each employee by the high achievement of their work performance have a high impact on employees to work better.

6.2 Training and Development on Employees' Performance

The results obtained show that the training and development variable has a significant relationship with employees' performance in manufacturing industries. ($\beta = 0.177$; $t = 2.1748$; $p = 0.0000$). H2 Accepted. The results also showed that training and development contributed 17.7% ($R^2 = 0.177$) to changes in employees' performance in manufacturing industries.

The results showed that training and development had a positive relationship with the job performance of employees. Training and development are important factors in the success of employees. Training and development that aims to increase the knowledge of employees to improve the quality and productivity of work. High job performance is the result of training and development that is organized regularly for the benefit of employees in improving their skills at all times.

6.3 Job Security on Employees' Performance

The results obtained show that the job security variable has a significant relationship with employees' performance in manufacturing industries. ($\beta = 0.442$; $t = 5.8015$; $p = 0.0000$). H3 Accepted. The results also showed that job security contributed 44.2% ($R^2 = 0.442$) to changes in employees' performance in manufacturing industries.

The results showed that job security had a significant relationship with the job performance of employees. This shows that job security is an important factor in improving the work performance of employees. This is because job security guarantees them to continue working without any chance of termination of service either during the organization's decline in business or the organization reduces employees to save labor costs. The safety of employees work in the long term can increase their ability to continue to work harder to maximize the wealth of the organization.

6.4 The mediating effect of job security between compensation and benefits on employees' performance

The results obtained show that mediating effect of job security has a significant relationship between compensation and benefits on employees' performance in manufacturing industries. ($\beta = 0.295$; $t = 3.5016$; $p = 0.0000$). H4 Accepted. The results also showed that mediating effect of job security between compensation and benefits and employees' performance contributed 29.9% ($R^2 = 0.295$) to changes in employees' performance in manufacturing industries.

Based on the result above showed that mediating effect of job security have a positive impact between compensation and benefits, and employees' performance. Job security that guaranteed employees to work in the long-term and termination impossible to exist showed that job security is very important to improved job performance. This situation coupled with reasonable compensation and benefits make employees work more aggressive to advance themselves in specialist in aspect of skills needed for personal and organizational development

6.5 The mediating effect of job security between training and development on employees' performance

The results obtained show that the training and development variable has a significant relationship with employees' performance in manufacturing industries. ($\beta = 0.427$; $t = 5.7938$; $p = 0.0000$). H5 Accepted. The results also showed that training and development mediated by job security contributed 42.7% ($R^2 = 0.427$) to changes in employees' performance in manufacturing industries.

Based on the result above showed that mediating effect of job security has a positive impact between training and development, and employees' performance in manufacturing industries. Training and development included job security among employees and ensured employees learn more details about their daily tasks because job security guarantees them to be able to work with their organization for longer without any elements of their termination with the organization. This makes employees strive to work harder as a result of the training and development generated for them to improve the quality and productivity of work.

7. Conclusion

The conclusion of this study showed that there is a significant relationship between compensation and benefits, and training and development on employees' performance. The results also showed that there is a significant relationship between compensation and benefits and, training and development mediated by job security on employees' performance. The human resource department is very important in handling the needs of employees in the organization to ensure their ability in performing a task given by the industries as their responsibility to be implemented with excellent work results. Excellence in performing a job is necessary to the arrangement of human resource activities through the method of reviewing the performance of an employee after the performance appraisal is made. Emphasizing on the elements of job knowledge is very important to be given attention because without adequate job knowledge, employees have failed in performing their duties properly and adequate level of skills in handling their duties well in the workplace.

The conclusion also showed that compensation and benefits have a significant relationship with employees' performance. Every employee is motivated with financial rewards for them to continue to work diligently in handling their duties. The result of these studies also found that rewards should be commensurate with the duties and responsibilities performed by them. Employees who can produce quality and productive work with excellence are given financial rewards to attract the interest of employees around them to also work hard in producing work productivity as required by the industry. With appropriate rewards, every employee always strives with full confidence that their every effort in producing excellent work performance is rewarded commensurate with the work they do. In addition, besides financial rewards, rewards in the form of letters of appreciation and congratulations also have a high motivational effect when employees feel the organization values their accomplishments from time to time. Appropriate rewards provided positive results on the work performance of employees as a whole and contributed to improving organizational performance.

The result also showed that training and development have a significant relationship with employees' performance in manufacturing industries. Training is aimed at improving job knowledge through carefully planned learning through training need analysis that has been compiled after the level of the job performance of employees is known through performance appraisal made. The result showed that after the employee attended the training session, the employee has a high level of skills, competence in handling tasks, the ability to achieve job targets, and the ability to handle tasks well. Productive work results affect the career development of employees to be rewarded for their job performance either promotion or salary increase in return for their excellence in handling their duties well. The result of this study also showed that any training that is done is due to the strong interest of employees as to participation in the training sessions made. Employees' interest in the training is a driver of their work performance. Therefore, interest and effective training strategies are very beneficial to the work performance of employees. In addition, manufacturing industries also need a financial allocation for training made because sufficient financial allocation provided space for the human resource department to organize an effective and efficient training strategy for the development of their work performance to continue to excellence.

The result also showed that job security has a significant relationship with employees' performance in manufacturing industries. Employees are always motivated when they feel their job in the industry is safe from any termination of service for a long time. With commensurate rewards based on the duties and responsibilities they perform, in addition to the training provided by the industries to them, then employees become more confident to continue working to specialist all the necessary skills because job security guarantees them to remain in those industries without a chance to be discarded. The result also showed that prolonged job security guarantees have a positive impact on their job performance especially involving new tasks that they need to the specialist in the face of increasingly sophisticated and challenging technological changes.

The last conclusion stated that the success of an industry depends on the extent to which the human resources department plays its role in managing the human workforce towards quality and productivity employees through an effective reward system and training appropriate to their daily tasks. The result also showed that training that has nothing to do with an employee's job is a waste of time, money, and work productivity of employees because the training is not used and practiced in the workplace because it has nothing related to their job. The result also showed that job security that guarantees employees from dismissal over a long period also has a positive effect on employee job performance. Therefore, the role of the human resources department is very important in handling the daily affairs of manufacturing industries and ensuring the satisfaction of every employee as a result of rewards and training that meet the needs of the industries.

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