

Job Performance: Modelling Human Resource Practices to Enhance Performance During Post-pandemic Covid-19

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Abstract: Malaysia has entered the endemic phase on April 1, 2022. However, employees had trouble in adjusting to work at office, after two years work at home. Their motivation is affected due to change of working environment. In order to prevent performance from declining, it is crucial to understand variables that can increase their job performance. The objective of this study is to identify the effect of compensation, training, and hybrid workplace on job performance. This study is quantitative research. 5-point Likert-scale questionnaire is used to collect data from the population of employees who is working in the financial sector in Selangor, with 384 sample size. The data is analyzed using SPSS software. However, only 118 data were collected. The results show that there is a significant positive effect of compensation, training, and hybrid workplace on job performance among employees. While conducting this study, the target for the respondents is limited to those who works in financial sector only in Selangor. This study is important for researchers to expand their understanding on the enhancement of job performance among employees in the financial sector in Selangor.

Keywords: Job Performance, Human Resource, Covid-19, Working, Environment

1. Introduction

The Covid-19 epidemic has spread across the globe, affecting practically all countries and regions. The epidemic was initially discovered in Wuhan, China, back in December 2019 (Pokhrel & Chhetri, 2021). Chinese scientists extracted an unknown viral sample from an infected person on January 7, 2020, and analyzed its genome by using the next gene sequencing technology. The virus shared 96.3 percent genetic similarities with a Yunnan bat coronavirus, RaTGg13, and 70% homology with a severe acute respiratory syndrome coronavirus, according to the researchers (SARS-Cov) (Elengoe, 2020).

Malaysia has entered the endemic phase on April 1, 2022. This is according to the announcement by the government on March 8 in the year 2022. According to the Federation of Malaysian Manufacturers (FMM), the exit strategy to take Malaysia through into transition to endemic phases of Covid-19 on April 1 comes at the perfect time to further support businesses and the economy (Bernama, 2022). Job performance has become a major problem for employers and employees because it is crucial to organizational productivity. Employees and employers have faced a variety of unique obstacles as a result of the company and industry closures that were established and mandated around the world to stop the virus from spreading (Anseel, Bamberger, Antonakis, & Bapuji, 2020).

The pandemic of Covid-19 has had a significant global impact on a variety of industries, including manufacturing, services, catering, oil and gas, and others. It has resulted in immeasurable financial damage (H. Basri, 2021). The pandemic of Covid-19 had in some way altered the employees' daily routine and activities, which in turn affected their motivation at work. Employees still need to adjust to changes that could negatively affect their ability (A. Razak & Muhamad, 2022). When the economy as well as international borders were reopened, Yvonne Tuah (2022) stated, "For Malaysia, the rate of the recovery of the economic is predicted to gather more impetus (Tuah, 2022). Planning for the transition back to the office is intensifying and given that many businesses have had significant changes in personnel over the past two years, the difficulty of integrating new team members and realigning existing staff arises. It is important to know the way the workplace adapts to support employees' well-being and develop how we communicate, exchange information, and find community in joint work in order to fulfil employees' changing expectations (Coleman & Ricker, 2022).

Employees are aware that their preferences and exciting working conditions will evolve over time (McLaurin & Bankert, 2022). Previously, on September 11, 2015, Media News suggested that structural issues come from a lack of employee training and competency. Malaysia seems to be out of step with changes in other Asia Pacific nations, in regard to the amount of workplace training supplied to the organization, in accordance with a research survey (A. Hamid, Surbaini, Hadi, & Zaaba, 2017). Employees have always had trouble adjusting to the new working environment when they work from home. Even though sophisticated technology makes it simpler for people to operate remotely (Prasad, Mangipudi, Vaidya, & Muralidhar, 202).

1.1 Scope of Study

This study is quantitative research and data is collected by questionnaire method. Quantitative method places and emphasis on precise measurement and also the statistical, numerical, or mathematical of data analysis, which can be gathered through survey, polls, and other types of research. The factors are compensation, training, and hybrid workplace. The respondents for this study are those who work in Selangor, in the financing sector. Estimates population in Selangor is 7 million, which has the largest population size in Malaysia. The financial sector is the largest sector, so it is crucial to the economy.

1.2 Significance of Study

This study will contribute and benefits human resource management, employers, employees, and all staff related to the finance sector. The findings from this study, they can uncover how to enhance their job performance, with compensation, training, and hybrid workplace. After working from home, and later needing to return to the office, employees have changes in lifestyle and working style. To adapt and adjust to the new phase and environment of working, employees can strengthen and improve themselves to enhance performance and reach goals.

2. Literature Review

This section provides an overview of Covid-19, the endemic phase, and employees' job performance. This discusses the effect of compensation, training, and hybrid workplace on enhancing employees' job performance.

2.1 Covid-19 in Malaysia

The threat of Covid-19 became more evident in Malaysia when, on January 23, 2020, Singapore reported its first imported Covid-19 case from Wuhan, China, which also the first positive case happened and reported. Eight close contacts were found in Johor, as a result of the first instance (Md Shah, *et al.*, 2020). The ministry of Health (MOH) in Malaysia recorded 5,251 Covid-19 cases as of April 17th, 2020. This case consists of 86 deaths and 2,967 cases of recovery. To present, the state of Selangor in Malaysia has experienced largest number of confirmed cases, with 1,338 cases. Because of the huge number of positive cases identified in certain locations, the government designated 27 districts as red zone, including Lembah Pantai (592), Hulu Langat (446), Petaling Jaya (366), Seremban (288), Kuching (255) and Kluang (221) (Elengoe, 2020).

2.2 Endemic Phase of Covid-19

The pace of return to normal varies among nations and communities, and it is never abrupt. It might not happen in 2022 or even later for Covid-19 deaths to return to normal seasonal influenza levels overall and by age group (Ioannidis, 2022). On April 1, Malaysia entered the transition to endemic phase of Covid-19. Malaysia's previous Prime Minister said the transformation to the endemic phase is an evacuation strategy that will help Malaysians to return to more normal life after two years of fighting the pandemic (Salim, 2022). Referring to prior studies, there are so many strategies that companies have implemented in facing Covid-19 pandemic and transition to the endemic phase of Covid-19. Increasing operational effectiveness and commercial performance is crucial. Dispense with risky new projects and sell non-profit assets, paying salaries, motivating people and redesigning the organization's working conditions are all steps taken in preparation for surviving the transition to the endemic phase (H. Basri, 2021).

2.3 Job Performance

Job performance has a significant impact on an organization's profitability. Organizational success depending on employee performance is crucial. The equipment, physical labor environment, meaningful work, standard operating procedures, rewards for good or bad systems, performance expectations, performance feedback, as well as knowledge, skills, and attitudes, could all have an impact on how well an individual performs their job (Al-Omari & Okasheh, 2017). Maintaining adequate levels of job or employee performance during uncertain times, like the Covid-19 partial shutdown, is a major problem for many firms. Organizations need high-performing personnel if they are continuing existing and sustaining themselves (Saleem, Muhammad, & Qureshi, 2021). By creating efficient strategies to improve performance, managers are able to increase employees' job performance by choosing the optimal combination of human resource (HR) practices, such as training and compensation (Lim & Ahmad, 2021). In addition, businesses are reevaluating the workplace setting in response to the transition to hybrid workplace. These HR practices involve establishing an atmosphere that enables workers to conduct their businesses anywhere they prefer (Thibodeau, 2022).

2.4 Compensation

The number of packages an organization offers to an employee in exchange for their labor is referred to as compensation in Kusuma Putra *et al* (2015)'s research (Kusuma, Prayoga, & Setiawan, 2019). In addition to that, the definition in the preceding literature, benefits, such as medical and insurance benefits, are considered compensation and are typically provided in non-monetary forms, such as salary and allowance from the employer (A. Azam, Jamaludin, A. Zaini, & Sheikh, 2022). A

methodical technique to giving employees financial value in exchange for their labor is called compensation. It may help with recruitment, work performance and job happiness, among other things. Wage and salary payments, incentives, and fringe benefits are only a few of the several types of compensation available (Mohanta, 2013).

The compensation system is a crucial and strategic policy since it has a direct impact on raising employee morale, productivity, and motivation in an organization (Marhawati, Pahlevi, & Sobarsyah, 2022). The concept of performance-related compensation should be taken into account in addition to the considerations of practically since higher employee performance results in higher compensation (Thaiefi, Baharuddin, Priyono, & Idrus, 2015). This relates to the perception of the plan as being fair within the company and in comparison, against other employers (Abebe, 2018).

2.5 Training

An organization's training programs for employees offer learning opportunities that are important for enhancing job performance. Effective training will improve the necessary knowledge and abilities, foster positive behavior, raise the standard of work, and lower tardiness and absenteeism, all of which support employee development and job performance (A. Razak & Muhamad, 2022). Organizations that had in-office training initiatives were unprepared when workers began working remotely. They are going digital, that was the obvious solution, and research conducted by the Training Industry has shown that many firms took this step (Findlay, 2021).

Through training, it helps boost leadership, management, and employees' abilities, or teaches them how to perform better overall. It could involve educating the workers on how to use new software or technologies. By favorably influencing employee performance through the development of employee's knowledge, skills, abilities, and behaviors, training has demonstrated to provide performance improvement-related advantages for the employee along with the company (A. Hamid, Surbaini, Hadi, & Zaaba, 2017).

2.6 Hybrid Workplace

Businesses should think about things like restricting the office to better meet their post-pandemic aspirations (Isa, 2021). In order to ensure that workers feel secure coming to work, organizations must examine their safety procedures. Employers may need to reassess their policies and procedures in light of the transition (Aufa, 2022). The workplace environment, in corresponding to Ramadhanty *et al.* (2020), is the setting that surrounds the employees both physically, such as lighting, facilities, room temperature, and layout, and also virtually, such as cooperative relationships, qualified colleagues, and supervisors that are simple to find (Ramadhanty, Saragih, & Aryanto, 2020). The hybrid workplace typically gives employees the chance to effortlessly combine work and life (Lee, 2022).

Considering the beneficial things, the pandemic taught the company about employee experience and performance, as well as paying attention to their employee's preferences for flexibility, they implemented hybrid working model in 2021. This was conducted by merging virtual and office workplace with more flexible working hours and working environments (Standard Chartered, 2021). Employee's capacity and adaptability to manage changes and the work dynamics become needed skills as the company and working environment grows more unpredictable (Chaudry, Jariko, Mushtaque, Mahesar, & Ghani, 2017).

2.7 Research Framework

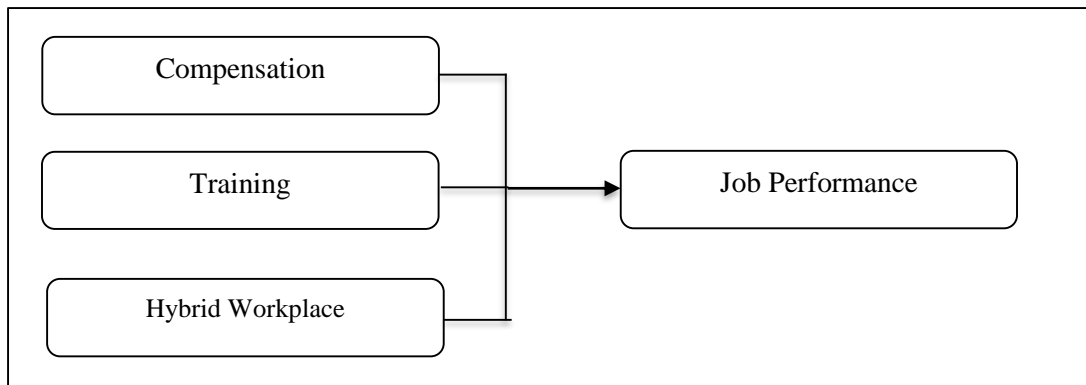


Figure 1: Research framework

3. Research Methodology

The path by which researchers must perform their research is known as research methodology. It demonstrates how these researchers construct their problem and purpose, as well as how they present their findings based on the data collected during the study period (Ababa & Silewey, 2019). This chapter introduces a framework for quantitative design and explains why this approach was chosen for the proposed study.

3.1 Research Design

The purpose of the research design is to offer a suitable framework for a study. The choice of research approach is a crucial decision in the research design process since it impacts how relevant information for a study is. The results of the study were collected; nevertheless, the research design procedure entails a number of interrelated steps (Ababa & Silewey, 2019). The research design that had been used in this study is quantitative approach. SPSS software will be used to analyze the collected data through survey questionnaire.

3.2 Population and Sampling

The population of the study are the employees who work in the financial sector in Selangor. The financial sector is one of the important sectors that improve the economy's growth. Among Malaysia's country, Selangor has the highest population which is about 7 million. Furthermore, Selangor continued to have Malaysia's largest economy, with an additional value of RM343.5 billion (2020: RM327.1 billion) (DOSM, 2022). The financial sector is one of the important sectors that improve the economy's growth.

From the population, there are 384 sample sizes from financial sector in this study. Since, Selangor population is more than 1 million, it is appropriate to have 384 sample size. This can refer to Krejcie & Morgan (1970)'s table in determining the sample size. In the economy, the financials' main goals are to advance the stability of financial and monetary that enable the economy to thrive sustainably.

3.3 Sampling Method

The technique used for this research is the random sampling method. This is because the population is based on a few criteria and randomly selects people from the financial sector. In financial organizations, like banking and insurance, each member has an equal chance of being included in the sample. The data collection used for this research is primary data.

3.4 Research Instruments

Questionnaire is the research instrument used in this research. A set of questionnaires is prepared to collect data and information from respondents. The questionnaire consists of three parts, which are demographic section, respondent's working preference, and to specify respondent's level of agreement by using 5-Point Likert Scale method.

Table 1: Research instruments

Item	Description
Demographic	Analysis of population's characteristics.
Working Preference	Multiple Choice is provided regarding current and preference workplace.
Dependent and Independent Variables	5-point Likert Scale is used to identify respondent level of agreement.

3.5 Data Analysis

Data analysis is the procedure of carrying out specific calculations and evaluations in order to extract pertinent information from data collected. To arrive at certain findings, the data analysis could entail numerous processes. It is an activity with the goal of producing answers to research questions. The feasibility of the study is validated by conducting a pilot that replicates all the steps in the main study. The total respondents for pilot study are 50 and was analyzed by SPSS.

Table 2: Results of pilot study

	Cronbach's Alpha	Distributed Questionnaire	Number of Respondents
Compensation	0.860	50	50
Training	0.867	50	50
Hybrid Workplace	0.886	50	50
Job Performance	0.737	50	50

According to Pallant (2001), a Cronbach's Alpha's value of at least 0.6 is regarded as reliable and respectable. Overall, those values in the table above are good; thus, the questionnaire was proved reliable. This result demonstrated the great internal consistency and dependability of the pilot study (Wong & Yamat, 2020).

To assess the internal consistency, or reliability, of the testing equipment, the Cronbach Alpha reliability test is carried out in SPSS. When it is created utilizing several Likert Scale responses, it is most frequently used to access the reliability of the scale (Chetty & Datt, 2015). Validity explains how effectively the data set pertains to the subject of the investigation. Measure what is meant to be measured is the essence of validity (Taherdoost, 2016). A construct's idea is translated or reflected through an operational measure in the theoretical assessment (Edwin, 2019).

If a parametric or non-parametric test must be applied, the normality assumption must be verified. The literature offers several methods to check for normalcy. One of them is the value of skewness and kurtosis (Orcan, 2020). Skewness is a metric for a distribution's asymmetry, and kurtosis is a metric for how peaked it is. The majority of statistical software programs include skewness and kurtosis values together with associated standard errors (Kim, 2013).

One of the most commonly cited obstacles to nurses integrating research findings into their practice

is difficulty understanding statistics. This limits their ability to engage in practice that is supported by research data (Marshall & Jonker, 2010). By explaining the relationship between variables in a sample or population, descriptive statistics are used to organize summarize data. In addition to measuring frequency, tendency, dispersion, and location, descriptive statistics also contain categories of variables; nominal, ordinal, interval, and ratio (Yellapu, 2018).

The broadest definition of correlation is a measure of a relationship between variables. When two variables vary in magnitude, they do so either in the same direction (positive correlation) or the opposite direction (negative correlation) in correlated data. Correlation coefficients describe the links between variables. Pearson correlation is a metric for the linear relationship between two randomly distributed variables with a normal distribution. Two variables have a monotonic relationship, which is described by a Spearman rank correlation. It is helpful for continuously dispersed non-normal data (Schober, Patrick, Boer, & Schwarte, 2018).

It is possible to determine statistically which of those factors actually has an effect by using regression analysis. Those variables referred to as factors in regression analysis. The fundamental element you are attempting to comprehend or anticipate is your dependent variable. Then there are the independent variables, which are the elements you believe have an effect upon your dependent variable (Gallo, 2015).

4. Data Analysis

Data and findings were collected through a survey questionnaire and has been analyzed and discussed. The study goals that were mentioned in Chapter 1 were used to build the questionnaire. The IBM Statistical Package for Social Science (SPSS) Statistics was used to examine the data that had been gathered. The conclusion was supported by the research findings, which also served as its foundation. As a result, there are demographic, descriptive, correlation analysis, and regression analysis which were carried out for the research's findings.

4.1 Reliability Analysis

Table 3: Reliability test

	Cronbach's Alpha	Distributed Questionnaire	Number of Respondents
Compensation	0.865	384	118
Training	0.858	384	118
Hybrid Workplace	0.926	384	118
Job Performance	0.625	384	118

As shown in the table above, the coefficient of Cronbach's Alpha for the reliability for real study shows a high value. Thus, the value shows good consistency with the high level of reliability.

4.2 Demographic Analysis

Table 4: Demographic analysis

	Variable	Frequency	Percentage %
Gender	Male	46	39.0
	Female	72	61.0
Age (years old)	18 – 22	25	21.2
	23 – 27	39	33.1
	28 -32	17	14.4
	33 – 37	8	6.8
	38 years and above	29	24.6
Ethnicity	Malay	88	74.6
	Chinese	25	21.2
	Indian	2	1.7
	Other	3	2.5
Level of Education	High School	12	10.2
	Diploma	15	12.7
	Degree	83	70.3
	Master	8	6.8
	PhD	0	0
Employment Status	Part-Time	25	21.2
	Full-Time	93	78.8
Salary	RM3000 and below	62	52.5
	RM3001 – RM4000	19	16.1
	RM4001 – RM5000	11	9.3
	RM5001 – RM6000	5	4.2
	RM6001 and above	21	17.8
Marital Status	Single	68	57.6
	Married	48	40.7
	Divorced	2	1.7

4.3 Results of Normality Test

Table 5: Normality test using skewness and kurtosis

Variable	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Compensation	-0.567	0.223	0.439	0.442
Training	-0.923	0.223	0.154	0.442
Hybrid Workplace	-1.238	0.223	1.783	0.442
Job Performance	-0.930	0.223	1.093	0.442

According to Table 5, the sample successfully applies the normality assumption for skewness because the values are within the range. When using the statistics of the standard error of mean, the acceptable range for skewness is between -3 and +3, and the acceptable range for kurtosis is between -10 and +10 (M. Griffin, 2013). Therefore, it is obvious that the distribution is normal, and a parametric test may be used to look at the correlation between variables.

4.4 Correlation Analysis

Table 6: Correlation of compensation on job performance

		Compensation	Job Performance
Compensation	Pearson Correlation	1.000	0.493**
	Sig. (2-tailed)		<0.001
	N	118	118
Job Performance	Pearson Correlation	0.493**	1.000
	Sig. (2-tailed)	<0.001	
	N	118	118

** Correlation is significant at the 0.01 level (2-tailed)

As shown in Table 6, there is a significant positive relationship between the correlation of compensation and job performance of employees in the financial sector, with the value 2-tailed <0.001. Pearson Correlation's value, 0.493, indicates a moderate positive relationship between compensation and job performance.

Table 7: Correlation of training on job performance

		Training	Job Performance
Training	Pearson Correlation	1.000	0.475**
	Sig. (2-tailed)		<0.001
	N	118	118
Job Performance	Pearson Correlation	0.475**	1.000
	Sig. (2-tailed)	<0.001	
	N	118	118

** Correlation is significant at the 0.01 level (2-tailed)

According to Table 7 above, the Pearson correlation value is 0.475 which signifies the moderate positive relationship for both variables. In addition, the value for significance of 2-tailed is <0.001, thus it shows the correlation is highly significant. From this, it shows that there is a positive relationship between training and job performance.

Table 8: Correlation of hybrid workplace on job performance

		Hybrid Workplace	Job Performance
Hybrid Workplace	Pearson Correlation	1.000	0.412**
	Sig. (2-tailed)		<0.001
	N	118	118
Job Performance	Pearson Correlation	0.412**	1.000
	Sig. (2-tailed)	<0.001	
	N	118	118

** Correlation is significant at the 0.01 level (2-tailed)

Table 8 above, it presents the value of Pearson correlation, which is 0.412, this shows the moderate positive relationship between hybrid workplace and job performance. Next is the value for the 2-tailed significant results <0.001. Overall, this indicates the correlation between both variables is a significant positive relationship. Hence, there is a relationship between hybrid workplace and job performance.

4.5 Regression Analysis

Table 9: Simple linear regression between compensation and job performance

Variable	Beta	Standardized Coefficient	
		t	Sig.
(Constant)		12.980	<0.001
Compensation	0.493	6.107	<0.001

Table 9 presents the simple linear regression between compensation and job performance. It is found that compensation have significant positive effect on job performance with ($\beta=0.493$, $p=<0.001$).

Table 10: Simple linear regression between training and job performance

Variable	Beta	Standardized Coefficient	
		t	Sig.
(Constant)		7.327	<0.001
Training	0.475	5.815	<0.001

Table 10 presents the simple linear regression between training and job performance. It is found that training have significant positive effect on job performance with ($\beta=0.475$, $p=<0.001$).

Table 11: Simple linear regression between hybrid workplace and job performance

Variable	Beta	Standardized Coefficient	
		t	Sig.
(Constant)		15.354	<0.001
Hybrid Workplace	0.412	4.864	<0.001

Table 11 presents the simple linear regression between hybrid workplace and job performance. It is found that hybrid workplace has significant positive effect on job performance with ($\beta=0.412$, $p=<0.001$).

Table 12: Multiple regression of IVs on DV

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
Compensation	0.493	0.243	0.237	1.66900	37.297	<0.001
Training	0.475	0.226	0.219	1.68828	33.815	<0.001
Hybrid Workplace	0.412	0.169	0.162	1.74858	23.660	<0.001

Table 12 shows that F statistic for compensation is 37.297 with P-value of <0.001, which indicates a significant value. Furthermore, for training's F statistic is 33.815 with P-value <0.001. The F statistic for hybrid workplace is 23.660 with P-value of <0.001. The significant values show that there is effect between independent variables with R=0.493 for compensation, next is R=0.475 for training, and lastly

$R=0.412$ for hybrid workplace. The variance in overall job performance; R square for compensation is 0.243 and 23.7% in real population. As for training, the R square is 0.226 and 21.9% in real population (Adjusted R square). Lastly, for hybrid workplace, R square is 0.169 and 16.2% for real population (Adjusted R square). Based on the table, the most significant item is the R square. R square summarize on the total percentage of variance presents by compensation, training, and hybrid workplace.

5. Conclusion

The last chapter summarizes the results of this study and discusses the findings and data of this project research. The research question of this study has been answered. The overview and summary of the research process will be discussed in Chapter 5.

5.1 Discussion of the research findings

There is a significant positive effect of compensation on job performance at significant level $\alpha=0.01$. As a result, compensation significantly influences job performance (Akter & Husain, 2016). According to Kadir et al. (2019), to ensure the success of an organization, an employee's job performance is crucial. The level of an employee's job performance may be raised with the aid of compensation and benefits (A. Kadir, Sehan, Al-hosani, & Ismail, 2019).

There is a significant positive effect of training on job performance at significant level $\alpha=0.01$. Benefits of training include increased performance and retention of employees, as well as measurable increase in motivation (Iqbal, Tian, Akhtar, & M. Sohu, 2019). Through training programs can improve their skills, as well as help them advance in their careers and job performance (Saldanha, 2022).

There is a significant positive effect of hybrid workplace on job performance at significant level $\alpha=0.01$. In a hybrid workplace arrangement, employees should feel comfortable switching between the workplace and their homes without experiencing any productivity loss. When aligning personal objectives with those of your team, division, company, employees may gain a better understanding of their role within the organization and how it aligns with its mission and vision as a result of great performance (Chellapa, 2021).

5.2 Limitation of Study

Although the present study has several limitations, they provide guidance for future research. There are a number of limitations on this study, that will be emphasized along with suggestions for additional research. The first limitation is that lack of studies from the past. Since endemic phase happened only in year, 2022, and employees started to work at office since then, so there are not many studies from the past that can relate to. Next is the number of respondents that do not meet the population's need. The lack of respondents in this study may affect the sampling error. Also, it may not cover the whole population of employees in the financial sector. As for the scope, it is limited to Selangor and employees who work in the financial sector only.

5.3 Study Recommendation

Firstly, a company could provide strategies towards benefits for all workers, and they must evaluate their latest offering and consider ways to enhance their training and development programs. Furthermore, creating such living environment in workplace, like team building, collaboration, communicate with employees. It is important to work in a hybrid surrounding to enhance and improve job performance. Lastly, compensation, such as non-monetary and indirect compensation provided to employees, is also known as rewards. A company could attract their employees with benefits compensation. They could also plan how to attract them, such as outline how the company divides up remuneration into salary and so on.

5.4 Future Studies

It is important for future researchers to explore and reach out to field experts, so they can be guided related to the research. Furthermore, future researchers could study more and observe the relationship between HR practices and job performance. They can expand their studies or research by implementing human resource practices in order to improve job performance.

5.5 Conclusion

This study focused on how HR practices are enhancing job performance. HR practices are composed of compensation, training, and hybrid workplace, that affect how well employees in the financial sector accomplish their job performance. The statistical analysis summary and the conclusion of the hypothesis are included in this chapter. For the benefits of future researchers, the limitations and recommendations are listed. The enhancement of employee's job performance through compensation, training, and hybrid workplace, is directly tied to HR practices. The factor's positive connection demonstrates the role that human resource practices play in enhancing job performance.

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