DOI: https://doi.org/10.67894/bjms.2022.5aaxyurg

Moderating Effect of Perceived Career Opportunity on the Relationship between Aspects of HRM Practices and Employee Job Performance

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ABSTRACT

Empirical studies on the relationship between Aspects of HRM practices and employee's job performance revealed mixed findings, thus suggesting the need for introducing a moderating variable. This study examined the moderating effect of perceived career opportunity on the relationship between aspects of HRM practices (specifically, compensation, job autonomy and career planning) and job performance. Based on 296 data from local government employees in northern Nigeria, our findings (from the first model) using Partial Least Square-Structural Equation Modeling (PLS-SEM) revealed that compensation, job autonomy and career planning practices are all positively and significantly related with employees' job performance. Also, the results of the interaction model (when the moderator was introduced) revealed that compensation, job autonomy and career planning practices relate to employees' job performance when the employees perceived high career opportunities within the organization. The study further demonstrates that Career Motivation Theory (CMT) explained when and how (under what condition) do these HRM practices relate with employees' job performance.

Keywords: *HRM Practices, career opportunity, job performance, job autonomy, compensation*

Introduction

Empirical studies on aspects of Human Resource Management (HRM) particularly within the domain of strategic HRM have revealed inconsistent (mixed) findings on the relationships between different HRM Practices and job performance of employees in organization. For instance, when some empirical studies like Suteerawut, Vanno, and Khaikleng (2016) and Saragih (2011) reported significant and positive relationship between job autonomy and employee performance arguing that organization(s) that allowed employees to enjoyed greater job autonomy these employees therefore tend to consider themselves more skillful, creative and thus perform their tasks more efficiently and effectively. On the contrary, a study from Seppänen, Pajarre, and Kuparinen (2015)found no significant relationship between job autonomy and employees' job performance. Similarly, with regards to the compensation practice, mixed findings were also reported. For example, when several studies (Akhter, Siddique, & Alam, 2013; Baloch, Ali, Kiani, Ahsan, & Mufty, 2010) revealed significant positive effect of compensation on employee performance, contrarily, prior empirical studies from Bowra, Sharif, Saeed, and Niazi (2012) and Rizal, Idrus, Djumahir, and Mintarti (2014) revealed that no significant relationship. In addition, mixed results were also revealed on the relationship between career planning practice and job performance. For instance, when studies from Khalid, AbdulRehman, and Ilyas (2014) and Cho and Yoon (2009) found no significant relationship between career

planning and job performance, in another way, studies of Nadarasa (2013) and Marwat, Qureshi, and Ramay (2006) revealed significant positive relationship between career planning practice and job performance. Thus, it can be conclude that these findings are inconclusive and suggesting the need for introducing a moderating variable (Baron & Kenny, 1986). The introduction of moderator variable is expected to reconcile these inconsistent findings by providing clear explanation as to why or under what condition(s) does the relationships between these HRM practices relate to increased employees' job performance. In this regard, the present study considered perceived career opportunity to moderate the relationship between HRM practices (compensation, job autonomy and planning practice) and job performance of employees in organization. According to Kraimer, Seibert, Wayne, Liden, and Bravo (2011), when employees perceived valued career opportunities present in their organization, they are more likely to have greater motivation of working hard toward the attainment of organizational goals. To the best of knowledge of the researcher, no study had ever considered the moderating role of career opportunity on the relationship between compensation, job autonomy and career planning practices and employees' job performance. Therefore, this study is expected to extend the literature by examining the influence of these HRM practice on employee job performance and the extent to which their relationships increased the level of employee job performance.

In view of these, the main objective of this study is to empirically test the moderating influence of perceived career opportunity on the relationships between compensation, job autonomy, career planning and employee job performance.

Literature Review and Hypotheses Development

Conceptualizing Employee Job Performance

Employee Job Performance as conceptualized by Murphy (1989) is the extent to which an individual (employee) engage in behavior that contribute the achievement of goals associated with his/her job in organization (p.185). This conceptualization, is in line with Campbell (1990) assertion that employees' job performance entails all actions or behaviors that are relevant to the organizational effectiveness.

HRM Practices and Employee Job Performance

The influence of HRM practices on employee job performance depend to a larger extent on the employees' perception and response to the practice(s) (Kaveri & Prabakaran, 2013). Previous studies on individual HRM practices had revealed that several individual practices exerted significant influence on employees' job performance. Therefore, our main concern will be on individual practices rather than bundle.

From the theoretical perspective, studies on the effect of HRM practices and various individual outcomes including employees job performance (Alfes, Shantz, & Truss, 2012; Snape & Redman, 2010) usually situated their theoretical base within the context of social exchange theory. According to social exchange theory (Blau, 1964), in organizational setting, when the employees perceived that their organization invested in them through HRM practices (i.e. by providing adequate rewards, more freedom to decide on the best way to do their job and better career planning/development opportunities), such employees tend to reciprocate with positive behaviours that will benefit the organization by exerting more effort in discharging assigned responsibilities (Alfes, Shantz, Truss, & Soane, 2013).

Compensation

Compensation entails any form of pay or reward(s) given to or received by employee from their employer (Dessler, 2008). Compensation practice plays an important roles in organizations that includes signaling to the employees of their importance to the organization, attracting potential job incumbents and above all retaining the existing employees and encouraging them to put their best (Gerhart & Rynes, 2003). Previous studies on compensation and employee job performance (Samnani & Singh, 2014), revealed mixed results. With some studies (Akhter *et al.*, 2013; Baloch *et al.*, 2010) reporting significant positive relationship, while on the contrary, findings other studies (Bowra *et al.*, 2012; Rizal *et al.*, 2014) indicated no significant relationships. Still, scholars (Dulebohn & Werling, 2007; Samnani & Singh, 2014) believed that adequate compensation practice in organizations had over the years continued to play an important role in explaining why employees are productive in their work place. In sum, compensation practice represents a critical and effective driver that promotes positive employee behaviours including job performance (Sweins & Kalmi, 2008). Consistent with the above arguments, social exchange theory and empirical evidence that supported positive relationship between compensation practice and employee job performance, this study hypothesize that:

Hypothesis 1: Compensation practice is positively related with employee job performance.

Job Autonomy

Job autonomy as HRM practice represent the degree to which a given job in organization provides the employee substantial freedom, discretion and independence in the scheduling and deciding the procedures that will be used to discharge the assign responsibilities (Breaugh, 1999). Previous studies on job autonomy and employee job performance revealed mixed results. For instance, when a significant positive relationship was reported from the studies of Cho and Yoon (2009) and Saragih (2011), other studies like Seppänen *et al.* (2015) found no significant positive relationship between job autonomy and employee job performance. Langfred and Moye (2004) opined that job autonomy promote employees' job performance as employee that enjoyed autonomy in work place perceived themselves as more resourceful and capable in discharging the task assigned. Relatedly, Gellatly and Irving (2001) revealed that employees that were granted more autonomy perform better than their counterpart that received less autonomy. In line with the aforementioned assertions this study hypothesizes that:

Hypothesis 2: Job autonomy practice is positively related with employee job performance.

Career Planning

Career planning practice from the organizational perspective implied continues process of identifying and matching employees' potentials with available opportunities within the organization and geared them toward the attainment of organizational goals. It also align the interest and skills of employees with organizational requirements that ultimately lead to high performance (Nwuche & Awa, 2011). Like other HRM practices discussed above, empirical studies on career planning and employee job performance also revealed mixed findings (Khalid *et al.*, 2014; Nadarasa, 2013). In this study, it is argued that employees are more attracted to organizations that provide good career planning and opportunities for regular advancement. Accordingly, it is expected that presence of good career planning will serve as a signal to the employees that the organization care and valued their contribution as supported by social exchange theory (Blau,

1964). And employees in return are motivated to exert high performance in discharging their assigned responsibilities. Upon these assertions, the study developed the third hypothesis that:

Hypothesis 3: Career planning practice is positively related with employee job performance.

Moderating Effect of Perceived Career Opportunity

Perceived Career Opportunity as defined by Kraimer *et al.* (2011) represent the employees' perception of the degree to which a given work assignment or job opportunities that marched employees' career interests and goals are present and available in their current organization. The study anticipated the perception of employees' career opportunity within his/her present organization to moderate the relationship between the three HRM practices (compensation, job autonomy and career planning) and employees' job performance. Thus, since earlier on (in the first, second and third hypotheses) this study expect a positive relationships between the HRM practices and employee job performance, in this section it is expected that perceived career opportunity would moderate these relationships so that the relationships will be stronger (more positive) when the perception of career opportunity is high than when it is low. Based on the argument of social exchange theory, we argued that organizational HRM practices (compensation, job autonomy and career planning) serve as a signal from employers to the employees that the organization valued and recognized employees as important and employees are obliged to reciprocate the gesture with higher job performance (Blau, 1964).

Furthermore, career motivation theory (London, 1983; London & Mone, 2006) was used as the main underlying logic in explaining the reason why PCO might serve as the moderating variable on the relationships between the HRM practices (compensation, job autonomy and career planning) and employee job performance. In line with career motivation theory (London, 1983; London & Mone, 2006) which suggested that employees in organization when they perceived higher level of career opportunity present within their current organization, they tend to be highly motivated to exhibit high level of performance. Therefore, whenever valued career opportunities are perceived by employees in organization, the employees are bound to have greater motivation to work harder for the attainment of organizational goals. This further implied that when there is match between employees' career goals and the opportunities within the organization, employees will see high job performance as potentially important in achieving career goals (London, 1983), However, on the contrary, when the employees' perception of career opportunity is low, employees may not necessarily exert more effort in performing their jobs as the possibilities of accomplishing career goals within the present organization is low. In view of the aforementioned arguments and theoretical supports, the study develops the following hypotheses:

Hypothesis4: Perceived career opportunity will positively relates with employee job performance.

Hypothesis5: Perceived career opportunity will moderate the positive relationship between compensation practice and employee job performance, such that this relationship will be stronger (more positive) when perceived career opportunity is high than when it is low.

Hypothesis6: Perceived career opportunity will moderate the positive relationship between job autonomy practice and

employee job performance, such that this relationship will be stronger (more positive) when perceived career opportunity is high than when it is low.

Hypothesis7: Perceived career opportunity will moderate the positive relationship between career planning practice and employee job performance, such that this relationship will be stronger (more positive) when perceived career opportunity is high than when it is low.

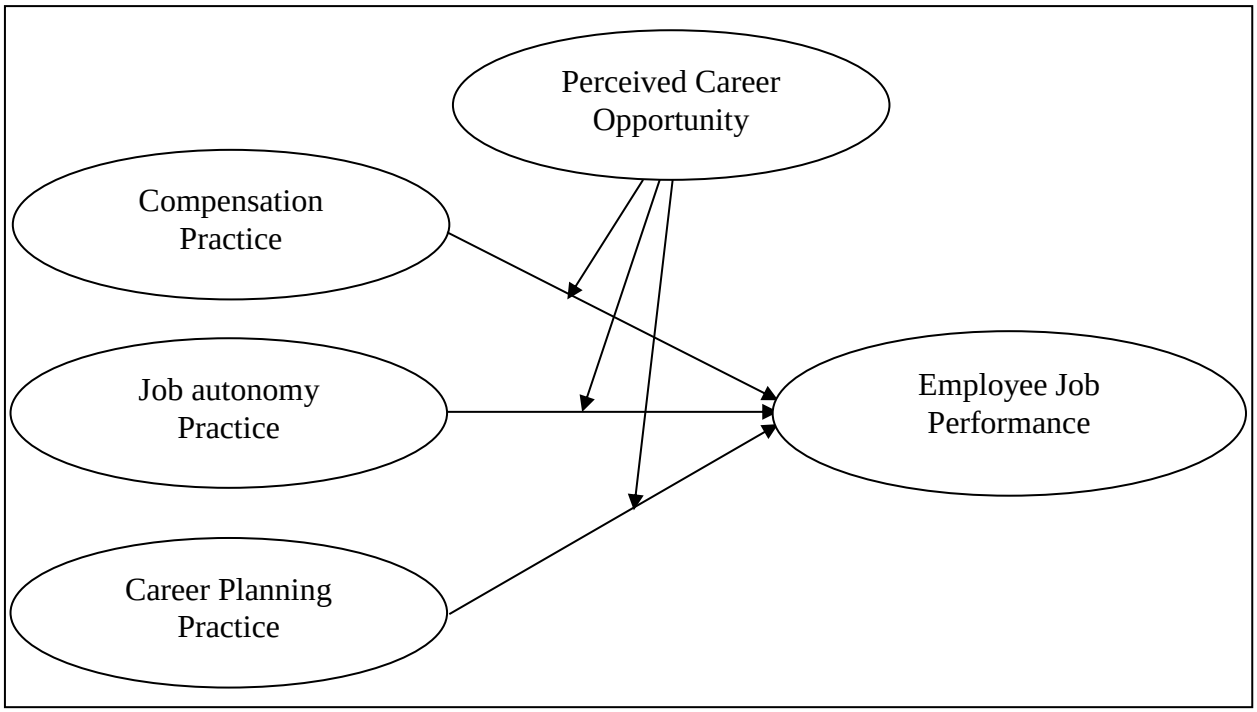

Figure 1: *Conceptual Model*

Method

Participant and Procedure

The participants that responded to the questionnaire administered are 296 local government employees that worked in the twenty-seven (27) local government areas of Jigawa state of Northern part of Nigeria. Each of the participants was provided with a copy of questionnaire and cover letter that explained the purpose of the research. In order to minimize common method, bias the participants were also informed that all their responses will be used confidentially and only for the purpose of the study. Additionally, respondents were also informed that there is no right or wrong answer to in all the questions. Out of the 296 participants, majority (243) representing 92% are male, while the female participants are only 22 representing 8%. Most of the participant (63%) worked for more than 7 years in the organization. In addition, 46% of the participant had Degree/HND as highest educational certificate and married participants constitute 83%.

Measures

All the five variables used in this study were measured using previously validated and reliable measures. In measuring *Employee Job*

Performance six items of task performance from Tsui, Pearce, Porter, and Tripoli (1997)was adapted. These scales were adapted because they measured performance at individual level using items that asked about the quality, quantity, efficiency and effectiveness of employees when performing the assigned jobs. For *compensation practice* six items from the work of Amin, Ismail, Abdul Rasid, and Selemani (2014) was used. To measure job autonomy, six items of work autonomy were adapted from Breaugh (1999). Seven items from the work of Amin *et al.* (2014) was also used to measure *career planning*. Lastly, three items were adapted from the study of Kraimer *et al.* (2011) in measuring *perceived career opportunity.* The study assessed all the five major constructs based on five Likert scale (1= Strongly Disagree to 5= Strongly Agree).

Analysis and Results

The study used Partial Least Square-Structural Equation Modeling (PLS-SEM) in the analyses based on the fact that PLS-SEM is considered the most appropriate method in estimating structural equation models particularly when analyzing complex models (Ringle, Sarstedt, & Straub, 2012) like the present model.

Model Estimation

SmartPLS version 2.0 (Ringle, Wende, & Will, 2005), was used in model estimation where the path model coupled with parameter estimation were computed (Henseler, Ringle, & Sinkovics, 2009). In reporting and evaluation of results, the study followed Chin, (2010) and Hair Jr, Hult, Ringle, and Sarstedt (2014) guidelines by firstly assessing the measurement model prior to evaluation of the structural model.

Measurement Model Assessment

Since all the five major constructs are reflective, this study started by assessing their reliability (i.e construct measure' indicators reliability and internal consistency), then the study looked at their validity (i.e discriminant and convergent validity). Here, out of the 28 items used 22 had recorded an outer loading from .70 and above with the exception of one item (i.e CPM05) whose loading was only .651. While, the remaining six items with lower loading were deleted as recommended by Hair Jr *et al.* (2014). This clearly indicates that the measurement model has attained a satisfactory level with regards to items or indicators reliability. Additionally, the measurement model exhibited high composite reliability with the lowest value having .829. Thus, suggesting that all the five constructs had strong internal consistency reliability (see Table 1). With regards to the average variance extracted (AVE), the measurement model indicates that all the five variables had AVE values above the minimum threshold of .50, thus providing support for convergent validity (see Table 1).

Table 1: *Item loadings, Reliabilities and Average Variance Extracted*

Variables	Items	Loadings	Composite Reliability	Average Variance Extracted (AVE)
Employee Job Performance	TSK01	0.706	0.864	0.514
	TSK02	0.716		
	TSK03	0.720		
	TSK04	0.720		
	TSK05	0.745		
	TSK06	0.700		
Compensation	CMP03	0.812	0.850	0.589
	CMP04	0.789		
	CMP05	0.651		
	CMP06	0.806		
Job Autonomy	AUT01	0.776	0.829	0.549
	AUT02	0.745		
	AUT03	0.738		
	AUT06	0.703		
Career Planning	CPL02	0.748	0.866	0.564
	CPL03	0.755		
	CPL04	0.760		
	CPL05	0.749		
	CPL07	0.743		
Perceived Career Opportunity	COP01	0.826	0.872	0.694
	COP02	0.847		
	COP03	0.827		

Furthermore, the study employed two methods in ascertaining discriminant validity. Firstly, the study observed the indicators' cross loadings where it was revealed that no single indicator had a loading higher than any of the opposing construct. Secondly, Fornell and Larcker (1981) criterion was employed, by examining each construct AVE and their correlations. Here, the results indicate that all the constructs' AVE are higher than its correlations with all of the other constructs (see Table 2). Based on these two methods of analyzing discriminant validity, the results suggested that all the five constructs in this analysis exhibit discriminant validity. In general, the assessment of the measurement model suggested that all the constructs measures are highly reliable and valid. Thus, providing ground for evaluating the structural model.

Table 2: ***Descriptive Statistics and Correlations among variables***

Variables	Mean	SD	1	2	3	4	5
1. Task Performance	4.07	.461	**.717**				
2. Compensation	3.98	.602	.585	**.767**			
3. Job Autonomy	3.94	.494	.500	.513	**.741**		
4. Career Planning	4.06	.516	.653	.514	.468	**.751**	
5. Perceived Career Opportunity	4.09	.684	.644	.468	.392	.671	**.833**

Note: SD= Standard Deviation and the bolded values are squared root of AVE

Structural model

The study followed a step by step approach in analyzing the structural model as recommended (Klarner, Sarstedt, Hoeck, & Ringle, 2013). In the first step, the study only focused on testing the significance of the main model (model 1) where the direct relationships between the three HRM practices including compensation, job autonomy and planning practices and employees' job performance were tested (without including the moderator). Subsequently, in step 2, the moderator was introduced in order to assess the interaction effects.

In order to assess the significance of the path coefficient of the structural models (both main and interaction models), the study applied bootstrapping procedure coupled with selecting 296 cases and 5000 bootstrap samples as recommended by scholars (Hair, Ringle, & Sarstedt, 2011; Hair, Sarstedt, Ringle, & Mena, 2012).

Table 3: *Path Coefficient of Main and Interaction Models*

Relationships	Model 1 (Main)	Model 2 (Interaction)
Compensation	.145***	.212***
Job Autonomy	.085***	.127***
Career Planning	.243***	.265***
Perceived Career Opportunity	.162***	.322***
Compensation * Perceived Career Opportunity		.177*
Job Autonomy* Perceived Career Opportunity		.219***
Career Planning* Perceived Career Opportunity		.339***
R^2	**.575**	**.606**
Q^2	**.293**	
F^2	Small effects for all	

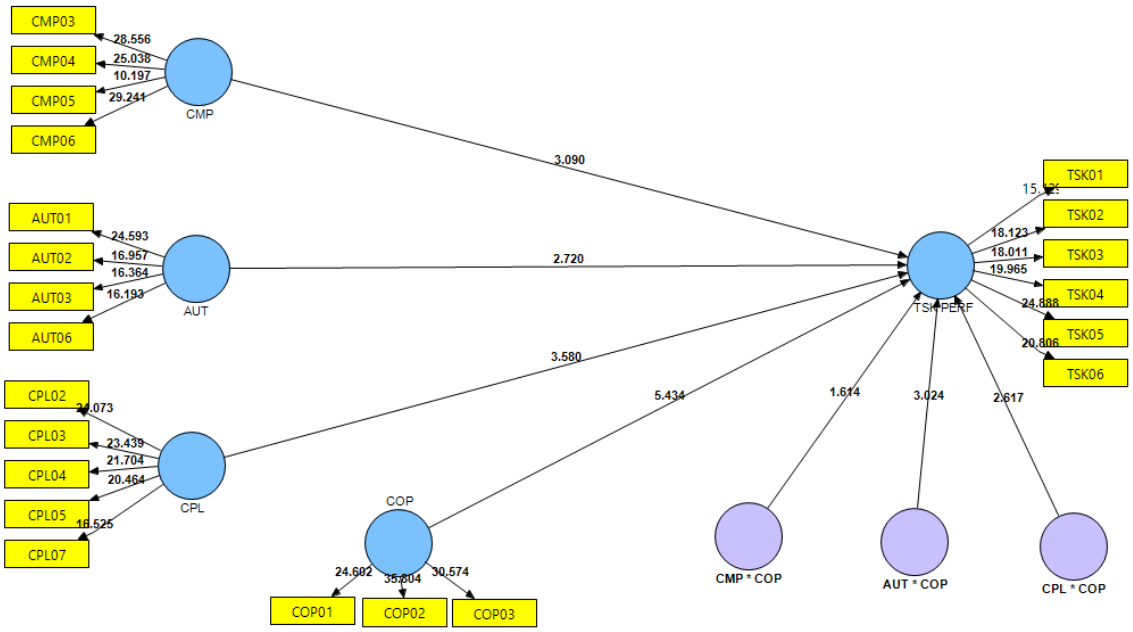

Figure 2: *Structural Model with Interaction*

Table 3 and Figure 2 as shown above illustrate the results of structural models (main and interaction). The first hypothesis, *H1* predicted that compensation practice is positively related with employee job performance and the result (see Table 3 Model 1) revealed that compensation practice had significant (β= .145, p<.01) positive relationship with employee job performance. Thus, hypothesis 1 was substantiated. The second hypothesis, *H2* predicted that job autonomy practice is positively related with employee job performance and similarly the result as shown in Table 3 proved that job autonomy practice had a significant (β= .085, p<.01) positive relationship with employee job performance. This also substantiates the second hypothesis *H2*. Furthermore, the study predicted that career planning practice is positively related with employee job performance *H3*. Findings on Table 3 revealed that career planning practice had significant (β= .243, p<.01) positive relationship with employee job performance. Therefore, hypothesis *H3* was strongly supported. Similarly, it was predicted in hypothesis *H4* that perceived career opportunity will positive relate with employee job performance, and as predicted, perceived career opportunity had significant (β= .162, p<.01) positive relationship with employee job performance.

After ascertaining the significance of the path coefficient of the first model (main model), the study also assessed the levels of the coefficient of determination popularly called R-square or R^2, predictive relevance Q^2 and effect size F^2. With regard to R^2, the research main model as shown in Table 3 explained .575 which is about 57.5% of the total variance in employee job performance. This clearly implied that all the three HRM practices including compensation, job autonomy and career planning plus perceived career opportunity put together explained 57.5% variance in employee job performance. This further revealed that the high R^2 value had also substantiate our model predictive validity (Hair *et al.*, 2012). also after running a blindfolding procedure as suggested by Chin (1998) and Henseler *et al.* (2009) to ascertain the model's predictive relevance (Geisser, 1974; Stone, 1974). This study model also recorded a predictive relevance Q^2 value of

.293, suggesting that the model had predictive relevance since .293 is greater than zero (Chin, 1998).

In testing the effects size, which indicate relative effect of a particular independent variable on the dependent variable, Cohen (1988) formula was used.

$$\text{Effect size:} \quad F^2 = \frac{R^2\text{Included} - R^2\text{Excluded}}{1 - R^2\text{ Excluded}}$$

Table 4: *Effect Size (f^2)*

Constructs	R^2 Included	R^2 Excluded	F-Squared	Effect Size
Compensation	.575	.539	.085	Small
Job Autonomy	.575	.563	.028	Small
Career Planning	.575	.543	.075	Small
Perceived Career Opportunity	.575	.528	.111	Small

Cohen (1988) classified the values of effect size into three 0.02, 0.15 and 0.35 to represent small, medium and large effect size respectively. Based on Cohen (1988) formula, findings in Table 4 revealed that all the exogenous variables recorded small effect sizes.

Testing the Moderating Effects

In testing the moderating effect, product indicator approach was applied to assess the moderating influence of perceived career opportunity on the relationship between compensation, job autonomy and career planning practices and employee job performance. Table 3 illustrates the results of the interaction model when the moderator (perceived career opportunity) was incorporated. The moderating hypothesis *H5* predicted that perceived career opportunity will moderate the positive relationship between compensation practice and employee job performance, such that the relationship will be stronger (more positive) when the employees perceived more career opportunities within the organization. Results from Table 3 and Figure 1 indicated a significant (β =.177, $p < .01$) positive interaction between compensation practice and perceived career opportunity.

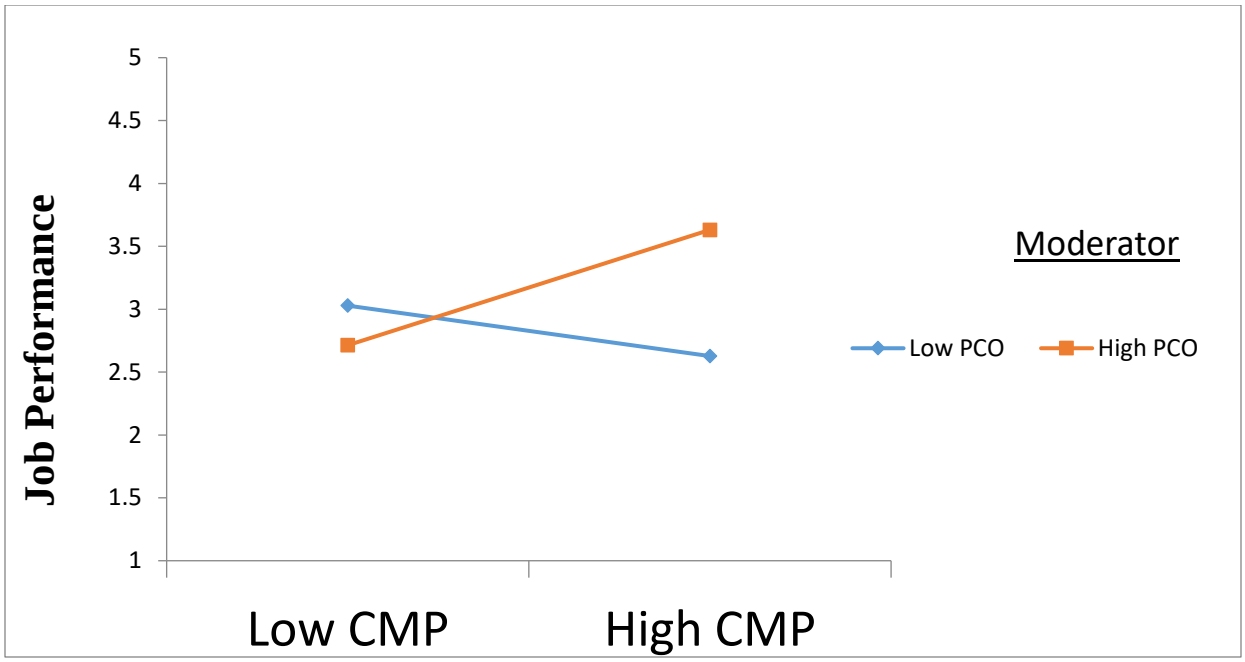

Figure 3: Interaction between compensation practice and perceived career opportunity in predicting employee job performance. **Note:** CMP= Compensation, PCO= Perceived Career Opportunity

The results further revealed that job autonomy had a significant (β =.219, p < .01) positive interaction effect with perceived career opportunity. Thus, providing empirical support to *H6* which predicted that perceived career opportunity will moderate the positive relationship between job autonomy practice and employee job performance, such that the relationship will be stronger (i.e. more positive) when the employees perceived more career opportunities within the organization.

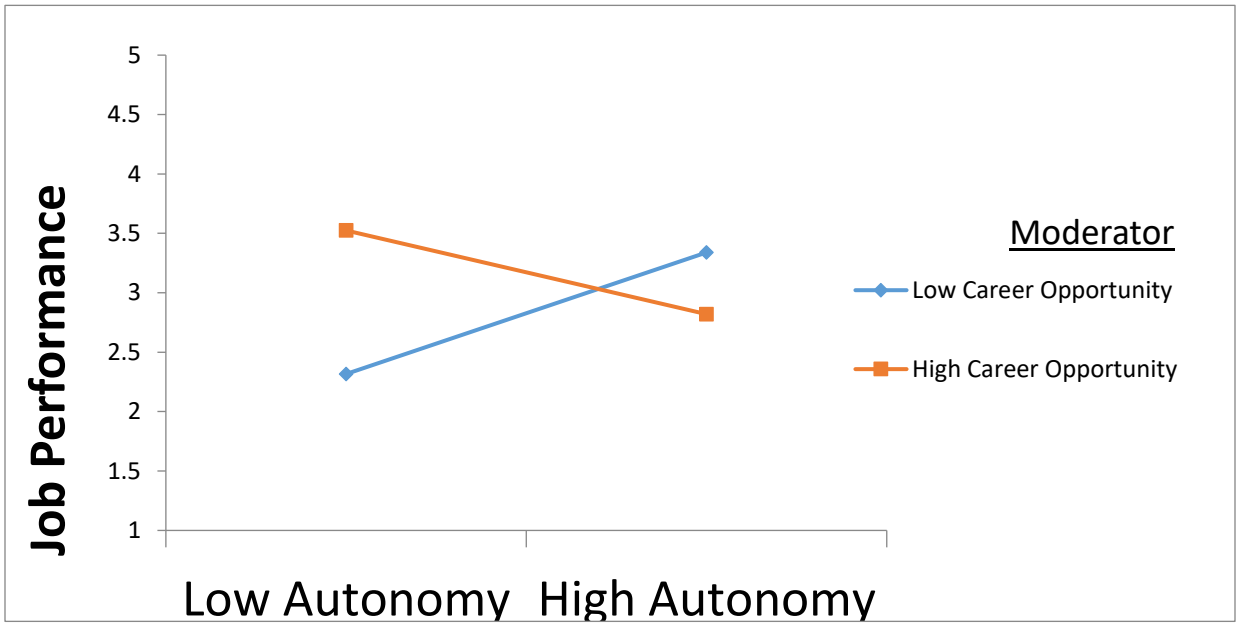

Figure 4: Interaction between Job autonomy practice and perceived career opportunity in

predicting employee job performance. **Note:** Autonomy = Job autonomy, PCO= Perceived Career Opportunity

Lastly, as predicted in hypothesis *H7*, career planning exhibit a significant (β =.339, $p < .01$) positive interaction relationship with perceived career opportunity. Thereby, proving that perceived career opportunity moderated the relationship between career planning practice and employee job performance, such that the relationship is stronger (i.e. more positive) when the employees perceived more career opportunities within the organization.

Figure 5: Interaction between Career Planning practice and perceived career opportunity in predicting employee job performance. **Note:** CPL= Career Planning, PCO= Perceived Career Opportunity

Discussion

The purpose of the study was to investigate the moderating influence of perceived career opportunity on the relationship between three HRM practices including compensation, job autonomy and career planning on employee job performance. But prior to the moderation/interaction test the study tested the direct relationships. Consistent with the first hypothesis *H1* the results proved that compensation had a significant positive influence on employee job performance. Thus, the findings are in line with previous studies (Akhter *et al.*, 2013; Baloch *et al.*, 2010) and contradicted the studies of Bowra *et al.* (2012) and Rizal *et al.* (2014). The findings implied that when organization provides adequate compensation to their employees, they tend to exert more effort by exhibiting high job performance.

The second hypothesis *H2*, as predicted it was also supported. The results revealed that job autonomy influence employee job performance. This implied that providing employees the freedom to use their own initiatives and schedule their task enabled them to feel they are in control of the task and as such perform optimally. This result concurred the previous findings of Saragih (2011) and Suteerawut *et al.* (2016), whilst contradict Seppänen *et al.* (2015) findings.

For the third hypothesis *H3*, the results indicated that career planning exerted strong positive influence on employee job performance, implying that when organization provides clear career planning and development it triggered employees to demonstrate high performance in response to the organizational good gesture. Here the results also supported the previous findings of Marwat *et al.* (2006) and at the same time contradicts the findings of Cho and Yoon (2009) and Khalid *et al.* (2014). The last direct hypothesis *H4* was also empirically substantiated as perceived career opportunity exerted significant positive relationship with employee job performance. This clearly implied that perception of career opportunities in organization make employees to demonstrate more positive behaviours in relation to their assigned jobs. This finding in inline with the previous study of (Kraimer *et al.*, 2011).

With regards to the moderating hypotheses, the interaction results revealed that perceived career opportunity moderated the relationships between all the three HRM practices; compensation *H5*, job autonomy *H6*, career planning *H7* and employee job performance, such that these relationships are stronger (i.e. more positive) when the employees perceived more career opportunities within the organization. Findings suggested that employees that perceived presence of better career opportunity couple with adequate

compensation, more freedom and good career planning in their organization are more likely to exhibit high job performance (Kraimer *et al.*, 2011). Findings also validated the career motivation theory (London, 1983; London & Mone, 2006).

Implications for Theory and Practice

Findings of this study have implications for both theory and practice. From the theoretical perspective, the result provides additional empirical evidence in the domain of career motivation theory (London, 1983) and social exchange theory (Blau, 1964). The career motivation theory provide the basis as to why perceived career opportunity may moderated the relationships between the three HRM practices and employee job performance arguing that individual (employees') work behaviours are to some certain degree been motivate by desire to attain career goals (London, 1983; London & Mone, 2006). The core tenant is that employees are motivated to exhibit high job performance in anticipation that they might be considered for future jobs that are consistent with their career goals within or outside their present organization (Kraimer *et al* 2011). Thus, this study provides that perceived career opportunity played an important moderating role that explained under which conditions do the three HRM practices increases employees job performance. In this regards, our study revealed that for organizations to enjoyed high performance of employee, the need for good HRM practices (compensation, job autonomy and career planning) and perception of career opportunities within the organization are very important. Under the conditions of high perceived career opportunity, our findings are in line with social exchange theory (Blau, 1964), as adequate compensation, more job autonomy and good career planning are strongly related with higher performance of employee in organization.

Managerial/Practical implications

With regard to management and practice, here also the study provides several important implications. As organizations need to enhances their employees' job performance, our findings suggested that organizations can promote employees' perception of career opportunities by providing good career path(s) within the organization that match employees' career goals. But, if the organizational career path(s) are not providing opportunities that match with employees' career goals, employees may seek to look for more alternative opportunities in another organization. And this kind of employees may not necessarily provide their best to the current organization while looking for other opportunities outside.

Additionally, for organizations to ensure that HRM practices are perceived positively by employees, the management should develop integrated HRM practices (particularly compensation, job autonomy and career planning) that enhance positive attitudes and performance of employees. Findings suggested that effective compensation, job autonomy and career planning practices put together had significant positive influence on employees' job performance. Moreover, any behavior that may oppose the perception of adequate compensation, more job autonomy and good career planning is likely to reduce the level of perceived career opportunities within the organization and as a result, undermine the positive implications of HRM practice for improved performance.

Findings further revealed that in organization, perceived career opportunity is an important construct that require further investigation both as moderating variable and also as main effect. This will enable the management of organization to better understand what really influence workers to exhibit high job performance.

Limitations and Suggestion for Further Research

Although this study's findings had provided several important implications, still the results should be evaluated against the background of its limitations. Firstly, the study relied on employees' self-report data in measuring all the variables under study and obtained our data at one point in time (cross sectional) this might raise some concern for possible common bias. As some employees may over or under report their performance, perception of career opportunity and HRM practices. Though the statistical analyses revealed that common method bias had not cause major concern still future studies need to employ objective measures instead of subjective so as to reduce possible common bias method. Furthermore, further studies using longitudinal design will provide clear explanations regarding the direction of causality.

Although the model explained 60.6% variance in employee job performance, still 30.4% remain unexplained suggested that some variables are missing in the model. Thus, the need for studies that will include other variables might improve the level of coefficient of determination (R^2).

Conclusion

Due to inconsistent results, the present study examined the moderating effect of perceived career opportunity on the link between HRM practices (compensation, job autonomy and career planning) and employee job performance findings revealed that all the three HRM studied exhibit significant positive influence on employee job performance. In addition, the results proved that perceived career opportunity is an important moderating variable the relationships. The results suggested that for organization to attain the highest level of employee performance, perception of career opportunity within the current organization that match employees' career goals couple with effective HRM practices particularly compensation, job autonomy and career planning are very important.

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