

The Impact of Human Resource Management Practices on Sustainable Performance in the Banking Sector (a Comparative Study between Islamic and Conventional Banks)

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Abstract

This study aimed to investigate the current state of levels of sustainable performance in Islamic and conventional banks and also the current state of levels of sustainable performance in Islamic and conventional banks. The population of the study consisted of all employees working at Islamic and conventional banks in Lebanon. The study sample included (150) employees representing the population. The researchers adopted the analytical descriptive approach which relied on questionnaire for data collection. The study yielded several results, including the following: human resources management practices in the banking sector, from the viewpoint of the respondents, had a (high) score; levels of sustainable performance in the banking sector from the viewpoint of the respondents had a (high) score; and there were no statistically significant differences at (0.05) significance level among sample members' perceptions on the questionnaire's axes as whole, as regards the variables of Bank Type, Years of Experience, and Educational qualification. The study presented several recommendations, including the following: the need to pay attention to the outputs of human resources that have shown a certain effect on the performance of Lebanese banks and The need to set up a human resource planning mechanism based on the use of modern technological means in organizing and planning the human resources available in the bank.

Keywords: human resource management practices - sustainable performance - banking sector – Islamic banks - conventional banks.

1. Introduction:

Background

Maintaining sustainable performance and competitiveness is one of the main challenges that organizations have to address in order to attain success, especially in the light of the highly dynamic nature of contemporary business environments. Achieving sustainable performance is important for achieving organizational success. It is related to the achievement of profitability and protection of the market share. However, improving performance sustainability is a considerable challenge; it requires that the organization modifies its strategies in order to adapt to changing conditions (Abdulaziz-Alhumaidan & Ahmad, 2019, 26). One of the key areas of organizational management that play a significant role in improving the sustainability of performance is human resource management (HRM).

HRM is a set of practices carried out for managing employees' performance, stimulating

their motivation, and developing their abilities. The effective implementation of these practices can help the organization in maximizing employees' performance, leading to improving the organization's performance and attaining competitive advantage. Effective HRM is something that distinguishes successful organizations from unsuccessful ones (Šikýř, 2013, 44).

Through effective HRM practices, the organization can ensure the attainment of higher levels of competency and flexibility compared to competitors. This is achievable through implementing policies that can ensure hiring, retaining, and developing competent employees and directing their behaviors and actions with accordance to organizational goals. Thus, the organizational will be more capable of achieving higher levels of performance and sustaining competitive advantage in the market, especially if the adopted policies cannot be duplicated by others (Rawashdeh & Al-Adwan, 2012, 10592).

The nature of HRM practices differs based on the organizational philosophy. For example, conventional and Islamic banks adopt different approaches of HRM. While HRM practices in both types of banks share the same core responsibilities (recruitment and hiring, training, compensation, etc.), what sets the Islamic approach apart is that it adopts Islamic values, derived from Quran (sacred book of Islam) and Sunnah (sayings and actions of Prophet Muhammad – Peace Be Upon Him) (Razimi, 2017, 11).

Significance of the Study

First: Theoretical Significance

Farming the current state of levels of sustainable performance in Lebanese Islamic and conventional banks.

The present research may help competent officials and policymakers in introducing appropriate regulations and laws that would raise levels of performance and improve services provided to clients of Lebanese banks.

Second: Applied Significance

Results of the present research may help in introducing appropriate recommendations for improving the quality of services provided to clients of Lebanese banks.

Results of this research may help in designing and developing training programs that would improve professional competencies of employees of Lebanese banks in order to improve levels of performance and providing services with the highest levels of quality.

Third: Limits of the Study

Subject Limits

This research is limited to investigating the impact of human resource management practices on sustainable performance in the banking sector.

Temporal Limits: this research will be conducted, during the second semester of the academic year 2020.

Spatial Limits

This research is limited to the geographical scope for the field study in Lebanon.

Human Limits

The population of the research will consist of all employees at Islamic and conventional in Lebanon in the year 2020. The researcher will select a number of them as a random sample for the field study.

Definition of Terms

Human Resource Management

Human resource management is defined as a set of strategic practices aiming at employing people effectively and building a workforce characterized by competency and strong commitment, and that is for the purpose of attaining the organization's goals (Hecklau et al., 2016, 2).

Another definition of human resource management is that it is a strategic approach adopted by the organization for the purpose of managing people, who constitute the most valuable resource for any organization and who contribute to attaining its goals (Patro, 2013, 2689).

Sustainable Performance:

Sustainable performance is defined as a type of performance that focuses primarily on the long term, while ensuring stable returns for key stakeholders (Tonetti, 2019, 51).

It is also defined as performance of an organization in three main domains, which are the social, environmental, and economic domains (Ali et al., 2019, 2).

Banking Sector

The banking sector is the segment of a country's economy that is responsible for activities involving making investments and holding financial assets, leading to the generation of wealth in the economy (Awuor, 2018, 12).

It can also be defined as an economic sector that is dedicated to mediation in making financial transfers and that turns accumulated savings into investments, in addition to the adoption and provision of the appropriate instruments for establishing the financial system of the country (Ayaydin & Karakaya, 2014, 252).

2. Literature Review

The Nature of Contemporary Banking Sectors

Banking is one of the most important economic sectors globally. It is one of the main sectors driving the wheel of economy. Its importance lies in that it provides financial services to individuals and organizations alike, belonging to both the public and private sectors (Hamza & Khan, 2014, 444). Banks represent intermediaries between two groups of entities in society, which are the savers (depositors) and investors (borrowers) (Belias & Koustelios, 2014, 187).

In recent years, the banking sector has witnessed substantial growth and has turned into a knowledge-intensive sector. It has also become of a more dynamic nature and witnessed increased competition, and that is due to the increased

globalization in the market. These changes have resulted in the necessity that banks adopt innovative practices in order to create value and ensure higher levels of performance sustainability (Joshi et al., 2010, 154-155).

Differences between Conventional and Islamic Banks:

Conventional banks adopt a business model that is primarily based on financial transactions. The bulk of transactions in these banks involve borrowing from depositors and lending individuals and organizations seeking finance. The main way of making profit is through differences in interest rates. Conventional banks also make profits through the provision of other services (Shahid et al., 2010, 25).

With regards to Islamic banks, they operate based on the principles of shariah (Islamic law). They are distinctive for their promotion of risk sharing between depositors and the borrowers. These banks also charge "zakat" (obligatory charity tax in Islam) on all funds. The Islamic banking system upholds equality in financial transactions, in calculation of both profits and losses. Clients in general, both depositors and borrowers, are treated as business partners in all transactions (Shahid et al., 2010, 25).

Conventional banks charge interest rates, while the Islamic banking philosophy strongly opposes that principle. Instead, it endorses the principle of sharing profits and losses for generating income. Conventional banks do not base their operations on religious or moral values or principles, but they are managed as pure business organizations. Islamic banks, on the other hand, take into consideration the adherence to the rules and principles defined by the Islamic shariah. The Islamic shariah upholds a number of ethical values, such as fairness and freedom. Moreover, conventional banks treat clients as either depositors or borrowers. In Islamic banks, clients (both depositors and entrepreneurs) are treated as business partners. Another difference between the two types of banks is that in conventional banks revenues are generated with money, through lending and borrowing, while in Islamic banks they are generated through production, as funds are granted to entrepreneurs who intend to invest them in real production businesses, and the banks take a share of their profits (Usman & Khan, 2012, 254).

Importance of Human Resource Management in Modern Organizations:

Any organization aims at attaining competitive

advantage and achieving a superior level of performance compared to other competitors in the market. Achieving these goals is heavily reliant on the way an organization manages its human resources. The importance of HRM in that regard emanates from that it is concerned with managing people's talents, motivating them, empowering them, and working on fulfilling their various needs (Rawashdeh & Al-Adwan, 2012, 10591).

The role of HRM practices in improving organizational outcomes has received increasing attention within the last few years. In fact, it is widely propounded that HRM practices of a single organization may include both commitment- and performance-oriented practices, leading to raising the level of effectiveness of the organization (Kehoe & Wright, 2013, 367).

Moreover, HRM is a key factor influencing an organization's ability to achieve sustainable performance, and that is because it can help the organization attain sustainable competitive advantage. This is so because HRM helps the organization in managing its human resources that are characterized by being highly valuable, unique, and impossibility of being substituted (Rawashdeh & Al-Adwan, 2012, 10592).

Types of Human Resource Practices

Recruitment and Hiring:

A main priority for any HRM department in any organization is to recruit qualified employees and select the most suitable and talented from among them. Requirement and hiring (selection) are two complementary processes; recruitment involves launching a campaign for attracting applicants who meet certain criteria, while in the hiring process the employees who are deemed the most competent and suitable for achieving organizational goals are selected (Ogedegbe, 2014, 19).

Training and Development:

In the quest to achieve organizational goals, it is of utmost importance to provide employees with training. Training often targets employees who have the potential to become significant contributors to organizational success. Several aspects of organizational culture are reinforced and supported through training provision, and these aspects include the organization's values and mission as well as change management (Ogedegbe, 2014, 19).

Compensation:

One of the main functions of HRM concerns compensation, which is the provision of rewards

(both financial and non-financial) to employees. Rewards provided to employees are not equal in quantity or quality. There are various criteria by which the amounts and types of rewards are defined, and these criteria include the value of the job position to the organization, level of performance, amount of spent efforts, and the employee's contribution. Compensation should ensure fairness in treating and rewarding employees. Fairness of compensation practices influences employees' performance, as it influences their levels of satisfaction. An employee perceives rewards as fair if they feel that they concur with their contribution to the organization (Yean & Yahya, 2013, 196).

Employee Relations:

Employee relations is an area of HRM concerned with building and maintaining healthy and sound relationships between the organization's management and employees, with the purpose of boosting employees' morale and motivation and raising their levels of productivity. All these factors would create a work environment that maintains employees' job satisfaction and, thus, facilitate the attainment of organizational goals. This area of HRM is particularly important in cases when there is a pressing necessity for balancing the relationship between protecting and advocating employees' rights on one hand and maintaining their discipline on the other. In today's organizational environments, it has become no longer viable to rely on strict, punishment-oriented work policies, but it is rather more appropriate to resort to counseling. Building and maintaining healthy employee relations inspires more employee engagement, which is an important catalyst for raising the levels of productivity, employee retention, customer satisfaction, and maximizing the added value (Long et al., 2012, 635).

Job Definition:

Job definition is the process of preparing detailed descriptions of the purpose of job positions and the work responsibilities and duties that are expected to be performed by the individuals who will occupy these positions. The effectiveness of activities in this area of HRM necessitates preparing written documents explaining job responsibilities and duties. The preparation and provision of clear and detailed documents outlining the descriptions of job positions is important for preventing employment mistakes. In fact, there is a positive correlation between the effectiveness of job description procedures and the level of effectiveness of

an organization (Amin et al., 2014, 130).

Promotion:

Promotion is a process in which an employee is elevated into a higher level in the organization. It is often associated with an increase in the amount of wage. Promotion is a continuous process, and promotion decisions are based on two key factors, which are the employee's length of service in the organization and also the employee's level of competency. Promotion is of benefit and importance to any organization today because it is often associated with increased performance among employees (Ahmad & Shahzad, 2011, 5250-5251).

Overview of Sustainable Performance

In the broad sense, sustainable performance is the extent to which an organization is capable of fulfilling the expectations and needs of its key stakeholders on the long run, and that is by adopting effective management practices that would ensure raising the levels of awareness among employees, promote innovation, and introduce improvements into the organization (Stanciu et al., 2014, 341).

Sustainable performance is a multidimensional concept. The main dimensions of sustainable performance are the economic, environmental, and social dimensions (Radu, 2012, 454-455):

1. Economic performance: this dimension of performance encompasses all aspects related to the economic and financial elements of the organization's performance. Some of the measured elements of this dimension are financial that can be recorded in financial statements, while others are elements that have economic impacts but cannot be recorded in statements.
2. Environmental performance: this dimension of performance concerns the effects of the organization's operations on environment. These effects include those on natural resources, water, air, etc.
3. Social performance: an organization's social performance is the effects of its business operations on key stakeholders. It is worth noting that social performance may have effects on key intangible assets, such as reputation.

In contemporary organizations, there is an indispensable need for evaluating and analyzing the effectiveness of economic performance. Sustaining the attainment of value to stakeholders is among the main objectives any organization seeks to achieve. Basic indicators of economic performance

include return on equity, return on assets, return on capital employed, and return on sales. Environmental performance is a measurement of the organization's performance with regards to the extent to which it manages to meet the requirements of environmental standards. In order to improve environmental performance, the organization would normally adopt policies that can fulfill its environmental responsibility. Improving environmental performance can also yield positive economic outcomes to the organization. Environment-friendly technologies as well as environmental management systems would lessen the negative environmental outcomes that may accompany organizational development (Adamu et al., 2019, 183).

The social dimension of sustainable development is concerned with designing and adopting organizational practices that are congruent with the prevalent social values. There are several principles organizations aim to support in the context of improving social performance, and these principles include the "safe company" principle, promotion of occupational health, and establishing safety management systems. What gives social performance its significance is that it is mainly concerned with the organization's relationship with its employees (Adamu et al., 2019, 183).

Importance of Sustainable Performance:

The importance of sustainable performance to an organization stems from that it aims at attaining sustainable development for the organization. It is based on the notion of the importance of fulfilling the needs of the present time without lessening the

feasibility of the needs of the future time. It is a comprehensive development approach that takes into account the economic, environmental, and social considerations of development (Adamu et al., 2019, 183).

One of the main reasons for the significance of sustainable performance in organizations today is its association with attaining sustainable competitive advantage. Sustainable competitive advantage is one of the main enablers of success in modern organizations. It is attained when the organization adopts strategies that create value and that other competitors in the market cannot imitate it or find a substitute for and that can create the same value resulting from those strategies (Kim et al., 2012, 1612).

Sustainable performance is associated with improvement of an organization's competitiveness. One of the major reasons for that association is that sustainability-related measures (e.g., environmental standards) often trigger innovation in the organization, leading to developing production processes that are cost saving and yield products with higher value. Innovations introduced as a result will enable the organization to utilize resources more efficiently. This leads to high levels of productivity and, thus, improved competitiveness (Tan et al., 2011, 226).

Factors Influencing Sustainable Performance:

In general, sustainable performance in any modern organization is influenced by a number of positive (motivators) and negative (barriers) factors, both internal and external. The main factors influencing the level of performance sustainability are illustrated in Figure 1:

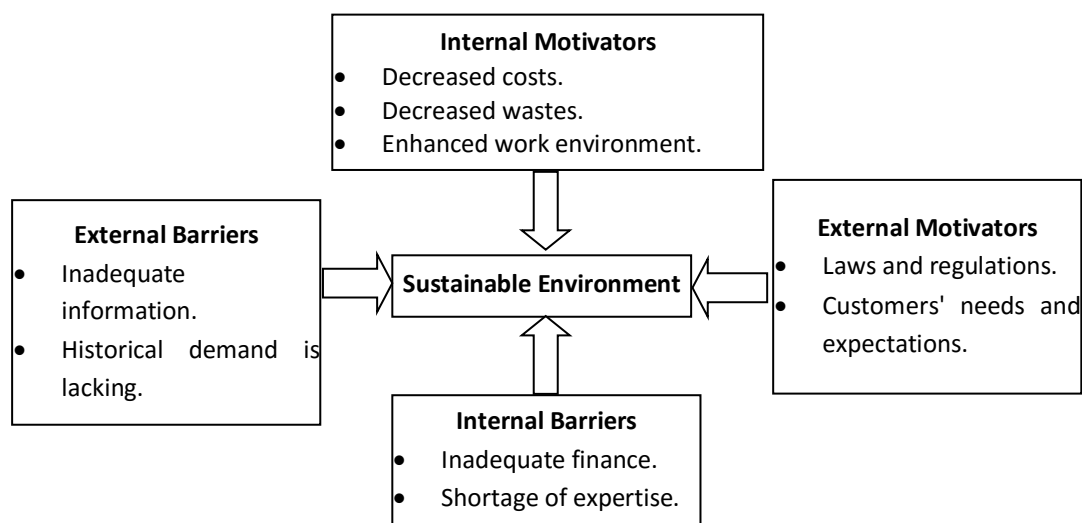


Figure 1: Barriers and Motivators of Sustainable Performance (Source: Natarajan & Wyrick, 2011, 4)

Another important factor influencing the ability to attain sustainable performance is organizational culture. Through adopting an organizational culture characterized by innovativeness and constructiveness, the organizational environment would become appropriate for maximizing performance and making efficient use of the organization's resources and assets, while taking into account economic, social, and environmental considerations (Abdullah et al., 2014, 118).

The Impact of Human Resource Management on Sustainable Performance

HRM is a comprehensive approach that can play a significant role in improving the sustainability of high performance, and that is due to its capability to improve organizational performance on several levels, which are as follows (Savaneviciene & Stankeviciute, 2012, 186):

1. Outcomes related to human resources: these outcomes can be view from several perspectives. From one perspective, they include both objective and subjective (i.e., perceptions) outcomes. From another perspective, they include behavioral, cognitive, and affective outcomes.
2. Organizational outcomes: these outcomes are yielded in the form of higher levels of efficiency, quality and productivity of work among employees.
3. Financial outcomes: indicators belonging to this group of outcomes include return on investments, larger volumes of sales, and growing profits.
4. Market-based outcomes: these outcomes are associated with the increase in the organization's stock prices.

The effects of HRM practices on these levels of performance are illustrated in Figure 2:

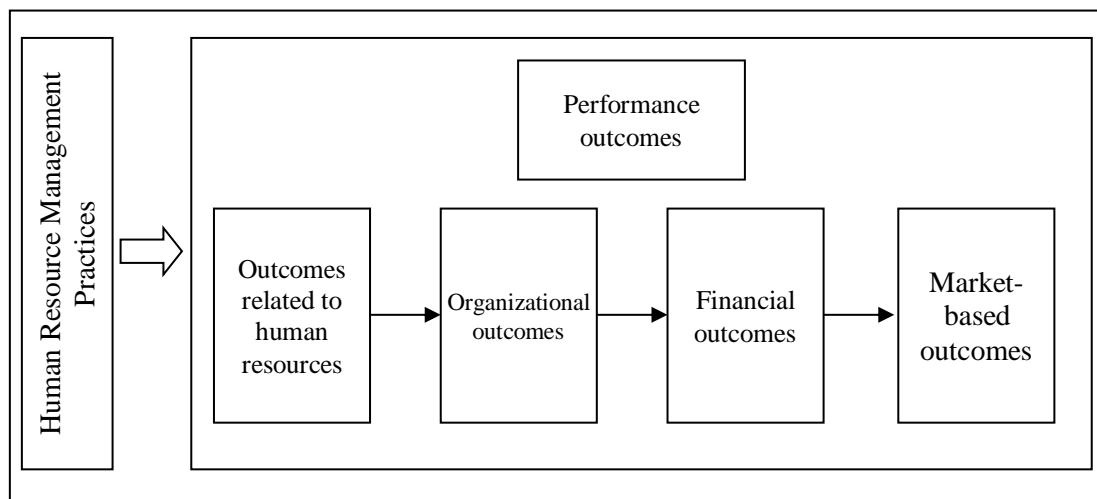


Figure 2: Effects of HRM Practices on Performance Outcomes (Source: Savaneviciene & Stankeviciute, 2012, 187)

Effective HRM practices are also associated with higher levels of financial performance and organizational productivity as well as lower levels of turnover. It also leads to higher levels of satisfaction among stakeholders and promoting innovation in the organization (Absar et al., 2010, 16).

There are several examples of how HRM practices can directly impact sustainable performance in organizations. For example, the introduction of incentives and training programs may help the company in promoting technological innovation among employees. Training is of particular importance, as it can play a significant role in developing administrative, process, and production innovation. Performance appraisal is another HRM practice through which an

organization can improve its innovativeness, as it may help in improving the level of administrative performance (Wong et al., 2013, 12).

Another of significant areas of effect of HRM practices pertains to employee attitudes. Employee attitudes are of importance and benefit for promoting an organization's level of performance. Employees with more positive attitudes are more motivated, committed, and satisfied. Thus, positive attitudes represent a link between HRM and sustainable performance of the organization (Katou, 2012, 138).

Differences between Human Resource Management Practices in Islamic and Conventional Banks

There are similarities between the conventional and Islamic approaches with regards to the selection process. Both approaches aim at selecting qualified candidates to occupy offered job positions. The conventional approach takes into consideration characteristics such as skills, knowledge, and experience. In the Islamic approach, competence is the main criterion for selecting employees, with strict prohibition of nepotism. The Islamic approach sets five main conditions for selecting candidates, and these conditions are experience, competency, reputation in the community, organizational fit, and shouldering responsibility. An essential part of the selection process is the interview. Both approaches are similar in the interview's main objective, which is to have observations and make sound evaluations of the level of knowledge and nature of attitudes exhibited by candidates when responding to questions. However, as in the recruitment process, there are differences between the two approaches in the selection process. The conventional approach does not adopt religious or spiritual rules for guiding the selection process. Instead, guidelines are derived from literature discussing topics related to conventional HRM. In the Islamic approach, on the other hand, selection is mainly based on the teachings set forth by Quran (sacred book of Islam) and Hadith (saying by Prophet Muhammad – Peace Be Upon Him) (Razimi, 2017, 11).

The Islamic HRM approach differs from the conventional approach in that the former adds certain considerations to training. In the Islamic approach, in addition to the traditional requirements of knowledge and skill development, there are also ethical considerations, as this approach focuses on cultivating Islamic values as a part of the training process. Therefore, training programs and activities in Islamic banks often use the help of religious trainers who possess adequate knowledge of Islamic values (Dhar et al., 2018, 55).

With regards to compensation, the both the Islamic and conventional HRM approaches are similar in that the values of compensation packages are calculated based on experience, qualification, and expertise. However, there are certain considerations that the Islamic approach pays special attention to. One of the most important of these considerations is that wage payment should be timely without any delays. Another consideration concerns the amount of payment. From an Islamic perspective, the wage paid to a worker must be of a sufficient amount that can cover the worker's basic life needs, including food, cloth, transportations, etc. The Islamic approach

also differentiates among employees based on the marital status; married employees often receive higher wages, and that is for the purpose of providing them with support for affording the additional life expenses associated with having a family (Dhar et al., 2018, 55-56).

3. Theoretical Framework Development:

Zyadat (2017) examined the relationship between achieving sustainability and levels of financial performance in Islamic banks, with Jordan being the targeted context. Results of the study indicated that achieving sustainability is of importance in attaining higher levels of financial performance. This is evident in the improvement of a number of financial measures, mainly including earnings per share and return on assets.

Dhar (2017) discussed the effect of Islamic HRM on the level of organizational performance in Islamic banks, while taking into account organizational commitment as a mediating variable. According to the results of the study, Islamic HRM practices positively impact organizational performance with the mediation of organizational commitment.

These results corroborate those obtained by Li et al. (2012). This study discussed the role HRM in IT departments can play in improving the levels of sustainable performance, with the mediation of organizational identity. Results of the study showed that effective HRM can help organizations in improving their levels of sustainable performance.

However, not all recent studies agree on the conclusion that HRM can help banking institutions in attaining higher levels of sustainable performance. Some studies highlighted the fact that HRM practices in contemporary organizations, in general, and banks, in specific, are ineffective for attaining higher levels of sustainable performance. Some factors responsible for this issue stem from the nature of organizational environments in banks, while others stem from issues intrinsic in the nature of HRM practices.

With regards to issues stemming from the nature of organizational environments in banks, Abbas et al. (2019) indicated that the organizational environment in Islamic banks is, in general, non-conductive to practices associated with promoting performance sustainability. This is a result of the fact that the organizational culture, adopted procedures, and general attitudes do not support innovation, knowledge sharing, and organizational learning. This situation would often lead to failure in maintaining performance sustainability in Islamic banks.

With regards to issues stemming from the nature of HRM practices, Bowra (2012) highlighted the problem of the possible failure of one HRM practice, namely compensation, in improving perceived performance among employees. According to results of the study, this problem is prevalent among Islamic and conventional banks alike, and it is attributed to the fact that HR departments often neglect the importance of designing wage structures by taking inflation into consideration.

Based on the above, the problem of the study can be demonstrated through the following question: "What is the impact of human resource management practices on sustainable performance in the banking sector?"

Questions of the Study:

- What is the current state of levels of sustainable performance in Islamic banks?

- What is the current state of levels of sustainable performance in conventional banks?
- What is the impact of human resource management practices on sustainable performance in Islamic banks?
- What is the impact of human resource management practices on sustainable performance in conventional banks?

Conceptual Framework:

The present study aims to investigate the correlation between HRM practices (independent variable) and sustainable performance (dependent variable) in Islamic and conventional banks in Lebanon. The study is also interested in investigating the influence of demographic variables (mediating variables) in this correlation. Thus, the conceptual framework of the study is as illustrated in Figure 3:

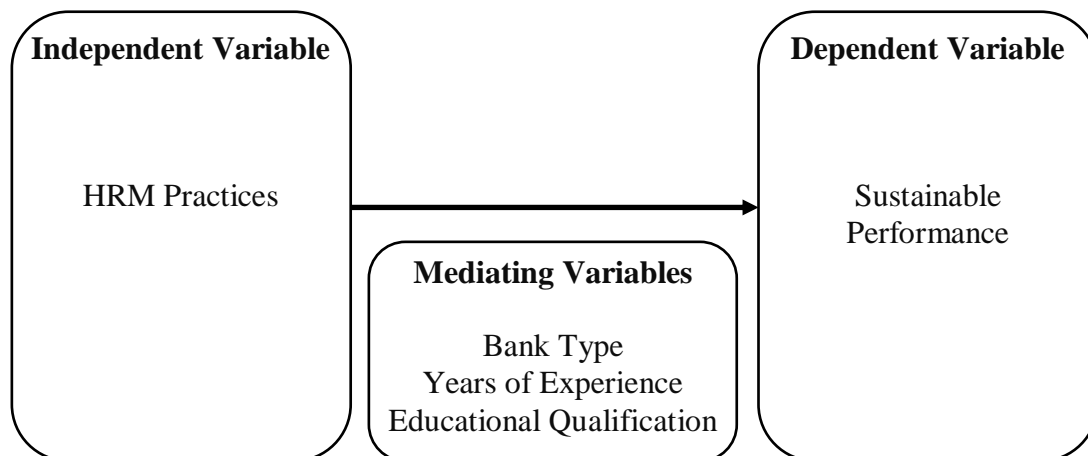


Figure 3: Conceptual Framework of the Study

4. Research Methodology

In order to achieve the objectives of the research; The researchers used the descriptive, analytical, relational approach as the study method, which is one of the forms of structured scientific analysis and interpretation to describe a specific phenomenon or problem and quantify it by collecting data and specific information about a phenomenon or problem, classifying it, analyzing it and subjecting it to careful study (Abdul Mo'men, 2008, 287).

Research Population and Sample

The current study population includes all employees working at Islamic and conventional banks in Lebanon. The study sample included (150) employees' population.

Sample Collection

The researchers adopted the random sampling method. It is a sampling method in which each member of the study population has an equal chance of being selected as a part of the final sample. The purpose of the random sampling method is to have an unbiased selection of sample members.

Characteristics of the Research Sample

Frequencies and percentages of respondents were calculated according to (Bank type- Years of experience- Educational qualification).

a) Distribution of the sample according to Bank type:

Table 1. Distribution of the Sample According to Bank Type

S	Bank type	Frequency	Percentage
1	Islamic Bank	75	50.0%
2	Conventional Bank	75	50.0%
	Total	150	100.0%

The table shows that (50.0%) of the sample work in an Islamic Bank, while (50.0%) work in a Conventional Bank.

b) Distribution of the sample according to years of experience:

Table 2. distribution of the sample according to years of experience

S	Years of experience	Frequency	Percentage
1	less than 5 years	38	25.3%
2	from 5 years to less than 10 years	64	42.7%
3	10 years and above	48	32.0%
	Total	150	100.0

Table (2) shows that (25.3%) of the sample have less than 5 years of experience; (42.7%) have between 5 to 10 years of experience; and (32.0%) have more than 10 years of experience.

c) Distribution of the sample according to Educational qualification

Table 3. Distribution of the Sample According to Educational Qualification

S	Educational qualification	Frequency	Percentage
1	Bachelor	56	37.3%
2	Master	90	60.0%
3	Doctorate	4	2.7%
	Total	150	100.0%

Table (3) shows that (37.3%) of the sample have a Bachelor degree, (60.0%) have a Master's degree and (2.7%) have a Doctorate degree.

Research instrument

Based on a thorough review of the existing literature a new questionnaire is prepared aimed at investigating the current state of levels of sustainable performance in Islamic and conventional banks and investigating the impact of HRM practices on sustainable performance in Islamic and conventional banks.

Description of the research instrument (the

questionnaire)

The newly structured questionnaire contains two sections:

The first section includes the primary data collected from participants namely (Bank type - years of experience – Educational qualification).

The second section records of the axes of the questionnaire, which consists of (30) statements distributed on two main axes:

The first axis: "human resources management practices in the banking sector", consisting of (20) statements distributed on 4 sub-dimensions:

- **First dimension: Transparency**
- **Second dimension: recruitment and hiring**
- **Third dimension: performance appraisal**
- **Fourth dimension: training and development**

Second axis: "levels of sustainable performance in the banking sector", consisting of (10) statements.

A five-level Likert scale (very high – high – medium – weak – very weak) was used.

Validity of the research instrument

1) The calculations for internal consistency of the research instrument:

a) Validity of internal consistency of the data collected

Internal consistency calculations was conducted based on the responses of the pilot sample of (30) employees, by calculating the Pearson correlation coefficient between the scores of each statement and the total degree of the axis to which the statement belongs, from the axes of the questionnaire, the results of which are shown in the following Table 4:

Findings in Table (4) reveals that the correlation coefficients were all statistically significant at the level of significance (0.01), and all correlation coefficients values were highly potent: "human resources management practices in the banking sector" between (.536**-.856**), as for the second axis: "levels of sustainable performance in the banking sector", coefficients ranged between (.607**-.887**); this indicates the availability of a high degree of validity of the internal consistency of the questionnaire statements.

b) General structural validity of the research model

Structural validity of the axes of the questionnaire was verified by finding correlation coefficients between the total score for each axis and the total sum of the questionnaire, and the results are explained in Table 5

Table 4. Pearson Correlation Coefficients between the Scores of Each Statement and the Total Degree of the Axis to Which the Statement Belongs, from the Axes of the Questionnaire

The first axis: "human resources management practices in the banking sector"					
Clause no.	Correlation coefficient	Clause no.	Correlation coefficient	Clause no.	Correlation coefficient
1	.688**	8	.706**	15	.730**
2	.631**	9	.652**	16	.856**
3	.668**	10	.789**	17	.808**
4	.634**	11	.825**	18	.611**
5	.694**	12	.702**	19	.714**
6	.653**	13	.536**	20	.706**
7	.816**	14	.784**		
The second axis: "levels of sustainable performance in the banking sector"					
Clause no.	Correlation coefficient	Clause no.	Correlation coefficient	Clause no.	Correlation coefficient
1	.881**	5	.711**	9	.607**
2	.802**	6	.851**	10	.629**
3	.767**	7	.791**		
4	.804**	8	.887**		

*statistically significant at (0.05) significance level.

Table 5. Correlation Coefficients between the Total Score for Each Axis and the Total Sum of the Questionnaire

S	Axis	Correlation coefficient
1	First axis: "human resources management practices in the banking sector"	.982**
2	Second axis: "levels of sustainable performance in the banking sector"	.938**

** Statistically significant at (0.01) significance level.

The results in Table (5) reveals that the correlation coefficients turned up with high values, which ranged between (.938** -.982**), all of

which were statistically significant at the level of significance (0.01); This indicates a high degree of structural validity of the questionnaire.

Table 6. Cronbach's Alpha Reliability Coefficient of the Questionnaire Axes

S	Axis	Number of clauses	Cronbach's Alpha coefficient
1	First axis: "human resources management practices in the banking sector"	20	.966
2	Second axis: "levels of sustainable performance in the banking sector"	10	.991
	Total	25	.973

Table (6) shows that the values of the reliability coefficients for the questionnaire axes came with high values, where the values of the reliability coefficients for the questionnaire axes ranged between (.966-.991) and the value of the total reliability coefficient of the questionnaire was (.973); the values of the reliability coefficients indicate the validity of the questionnaire for

application and the reliability of its results.

5. Findings and Analysis

Presentation and discussion of the main question

To answer this question, the mean and standard deviation of the total score for each axis of the questionnaire were calculated; the results are explained in Table (7):

Table 7. The Effect of Human Resource Management Practices on Sustainable Performance in Islamic and Conventional Banks

s	Axis	Mean	Standard deviation	Response degree
First axis: "human resources management practices in the banking sector"				
1	First dimension: Transparency	3.48	.592	High
2	Second dimension: recruitment and hiring	3.43	.702	High
3	Third dimension: performance appraisal	3.52	.627	High
4	Fourth dimension: training and development	3.76	.649	High
	The total score of the first axis	3.55	.539	High
Second axis: "levels of sustainable performance in the banking sector"				
		3.77	.565	High
	The total score of the questionnaire	3.62	.514	High

Calculations in Table (7) reveals that "human resources management practices in the banking sector" from the point of view of the sample members came with a (high) degree, where the total mean for the first axis was (3.55) with a (.539) standard deviation.

The order of the dimensions of the first axis was as follows:

Fourth dimension: (training and development) came in first place with (3.76) mean and (.649) standard deviation, followed in second place by third dimension: (performance appraisal) with a (3.52) mean and (.627) standard deviation, with first dimension: (transparency) in third place with (3.48) mean and (.592) standard deviation, and second dimension: (recruitment and hiring) came in last place with (3.43) mean and (.702) standard deviation.

The table also shows that "levels of sustainable performance in the banking sector" from the point of view of the sample was (high) with a (3.77) mean and (.565) standard deviation.

The researchers believe that in the scores of Table (7) "human resources management practices in the banking sector" have achieved a high degree, and this result may be attributed to the keenness of the administration of Islamic and traditional banks to constantly know the latest administrative methods in managing banks, especially with regard to (transparency - Training - employment - performance appraisal) and work according to it, which enhances HRM practices in the banking sector and makes it high.

This result corroborates the results presented by the study of Dhar (2017), which indicated that implementing effective HRM practices in contemporary organization is common and prevalent to a high degree.

It also appears from the results of Table (7) that levels of sustainable performance in the banking

sector have reached a high degree, and the reason for this may be the availability of professional competencies among most of the sample employees and the keenness of bank administrations to provide them with appropriate job experiences and competencies through continuous training and building teamwork culture among them.

Perhaps the reason for this is the feeling of most of the employees in Islamic and traditional banks, members of the sample, of belonging to the institution in which they work, and their eagerness to achieve the objectives of its management and work in the interest of the public benefiting from the operations that take place in the bank.

This result concurs with the results demonstrated by Zyadat (2017), who indicated that the degree of maintaining sustainable performance in modern organizations, particularly Islamic banks, is high.

How, this result contradicts the results presented by Abbas et al. (2019), who indicated that banks do not pay adequate attention to maintaining sustainable performance.

Discussion of study hypotheses: are there statistically significant differences (at 0.05 level) among the study sample for three base data (Bank type- Years of experience- Educational qualification)

First: are there statistically significant differences (at 0.05 level) among the study sample on Bank type

To reveal the differences in the responses of the sample members about the total degree of questionnaire axes according to (Bank type), the researchers applied the "Independent Samples Test" to clarify the significance of the differences in the answers of the research sample as shown in Table (8):

Table 8. The Results of the "Independent Samples Test" for the Differences in the Answers of the Research Sample about the Questionnaire Axes and the Total Score According to the Difference in Bank Type

Axis	Bank type	s Mean	Standard deviation	Df	"T" value	Sig.	Significance level
Frist axis: "human resources management practices in the banking sector"	male	75 3.60	.548	148	1.145	.254	Not significant at > 0.05
	female	75 3.50	.528				
Second axis: "levels of sustainable performance in the banking sector"	male	75 3.85	.531	148	1.598	.112	Not significant at > 0.05
	female	75 3.70	.591				
Total score	male	75 3.68	.514	148	1.385	.168	Not significant at > 0.05
	female	75 3.56	.512				

It is evident from the results shown in Table (8) that:

- Based on the findings; there are no statistically significant differences at (0.05) significance level among the research sample about "human resources management practices in the banking sector" according to Bank type.
- Based on the findings; there are no statistically significant differences at (0.05) significance level among the research sample about "levels of sustainable performance in the banking sector" according to Bank type.
- Based on the findings; there are no statistically significant differences at (0.05) significance level among the research sample about Bank type as a whole.

The researchers believe that this result from table (8) may be attributed to the fact that both males and females working in Islamic and

traditional banks in Lebanon have converging internal rules and regulations regarding HRM practices and their dimensions and that they achieve approximately the same level of job performance, which made their answers convergent despite the different type of bank they work at.

This result corroborates the results of the study by Bowra (2012), which indicated that perceptions of bank employees do not differ by type of bank.

SECOND: are there statistically significant differences (at 0.05 significance level) among the study sample on Years of Experience

To inquire into this, One Way Anova was tested to clarify the significance of the differences in the answers of the study sample according to the variable of (Years of experience). The results of the analysis were about what was included in the study axes, as shown in Table (9):

Table 9. Results of (One Way Anova) of the Differences in the Responses of the Study Sample about the Study Axes According to Years of Experience

Axis		Sum of squares	Df	Mean square	F	Significance level
First axis: "human resources management practices in the banking sector"	Between groups	.476	2	.238	.818	.443
	Within groups	42.805	147	.291	---	
	Total	43.282	149	---	---	
Second axis: "levels of sustainable performance in the banking sector"	Between groups	1.198	2	.599	1.900	.153
	Within groups	46.364	147	.315	---	
	Total	47.562	149	---	---	
Total score	Between groups	.403	2	.202	.760	.469
	Within groups	39.009	147	.265	---	
	Total	39.412	149	---	---	

It is evident from the results shown in Table (9) that:

- Based on the findings there are no statistically significant differences at the significance level (0.05) among the research sample about "human resources management practices in the banking sector" according to Years of

experience.

- Based on the findings there are no statistically significant differences at the significance level (0.05) among the research sample about "levels of sustainable performance in the banking sector" according to Years of experience.
- Based on the findings there are no statistically

significant differences at the significance level (0.05) among the research sample about the Years of experience variable as a whole.

The researchers believe that this result may be attributed to the convergence of the beliefs of most of the sample members about the impact of HRM practices in Lebanese banks, whether Islamic or traditional, on job performance. This result may be due to the direct contact of employees during work, which increased their ability to exchange and transfer experiences between them and the convergence of their levels of work requirements and how to improve it despite the different number of years of experience they have.

This result corroborates the results of the study by Bowra (2012), which indicated that there were no statistically significant differences among perceptions of bank employees, as regards the years of experience variable.

Third: are there statistically significant differences at the significance level (0.05) among the study sample on Educational qualification

To inquire into this, One Way Anova was tested to clarify the significance of the differences in the answers of the study sample vocabulary according to the variable (Educational qualification). The results of the analysis were about what was included in the study axes, as shown in Table 10:

Table 10. Results of (One Way Anova) of the Differences in the Responses of the Study Sample about the Study Axes According to Differences in Educational Qualification

Axis		Sum of squares	Df	Mean square	F	Significance level
First axis: "human resources management practices in the banking sector"	Between groups	.807	2	.404	1.397	
	Within groups	42.474	147	.289	---	.251
	Total	43.282	149	---	---	
Second axis: "levels of sustainable performance in the banking sector"	Between groups	.585	2	.293	.916	
	Within groups	46.977	147	.320	---	.402
	Total	47.562	149	---	---	
Total score	Between groups	.694	2	.347	1.318	
	Within groups	38.718	147	.263	---	.271
	Total	39.412	149	---	---	

It is evident through the results shown in Table (10):

- Based on the findings there are no statistically significant differences at the significance level (0.05) among the research sample about "human resources management practices in the banking sector" according to Educational qualification.
- Based on the findings there are no statistically significant differences at the significance level (0.05) among the research sample about "levels of sustainable performance in the banking sector" according to Educational qualification.
- Based on the findings there are no statistically significant differences at the significance level (0.05) among the research sample about Educational qualification as a whole.

The researchers believe that this result may be due to the convergence of laws and regulations to work within Lebanese banks, both Islamic and traditional, which increases the similarity of the practices of human resources management departments to a large extent, and perhaps the endeavor of each of these banks towards improving functional and administrative performance in it under the same general conditions and capabilities available in the country formed the similarity in

levels of performance to a large extent.

This result corroborates the results of the study by Bowra (2012), which indicated that there were no statistically significant differences among perceptions of bank employees, as regards the educational qualification variable.

6. Discussion:

The researchers believe that the high scores demonstrated in Table (7) "human resources management practices in the banking sector" have may be attributable to the keenness of the administration of Islamic and traditional banks to constantly know the latest administrative methods in managing banks, especially with regard to (transparency - Training - employment - performance appraisal) and work according to it, which enhances HRM practices in the banking sector and makes it high.

This result corroborates the results presented by the study of Dhar (2017), which indicated that implementing effective HRM practices in contemporary organization is common and prevalent to a high degree.

It also appears from the results of Table (7) that levels of sustainable performance in the banking sector have reached a high degree, and the reason

for this may be the availability of professional competencies among most of the sample employees and the keenness of bank administrations to provide them with appropriate job experiences and competencies through continuous training and building teamwork culture among them.

Perhaps the reason for this is the feeling of most of the employees in Islamic and traditional banks, members of the sample, of belonging to the institution in which they work, and their eagerness to achieve the objectives of its management and work in the interest of the public benefiting from the operations that take place in the bank.

This result concurs with the results demonstrated by Zyadat (2017), who indicated that the degree of maintaining sustainable performance in modern organizations, particularly Islamic banks, is high.

How, this result contradicts the results presented by Abbas et al. (2019), who indicated that banks do not pay adequate attention to maintaining sustainable performance.

With regards to the results demonstrated in Table (8), which indicate the lack of statistically significant differences among sample members' responses, as regards the gender variable, the researchers believe that they may be attributed to the fact that both males and females working in Islamic and traditional banks in Lebanon have converging internal rules and regulations regarding HRM practices and their dimensions and that they achieve approximately the same level of job performance, which made their answers convergent despite the different type of bank they work at.

This result corroborates the results of the study by Bowra (2012), which indicated that perceptions of bank employees do not differ by type of bank.

With regards to the results demonstrated in Table (9), which indicate the lack of statistically significant differences among sample members' responses, as regards the years of experience variable, the researchers believe that this result may be attributed to the convergence of the beliefs of most of the sample members about the impact of HRM practices in Lebanese banks, whether Islamic or traditional, on job performance. This result may be due to the direct contact of employees during work, which increased their ability to exchange and transfer experiences between them and the convergence of their levels of work requirements and how to improve it despite the different number of years of experience they have.

This result corroborates the results of the study by Bowra (2012), which indicated that there were no statistically significant differences among perceptions of bank employees, as regards the years of experience variable.

Results presented on Table (10) show that there were no statistically significant differences among sample members' responses, as regards the educational qualification variable. The researchers believe that this result may be due to the convergence of laws and regulations to work within Lebanese banks, both Islamic and traditional, which increases the similarity of the practices of human resources management departments to a large extent, and perhaps the endeavor of each of these banks towards improving functional and administrative performance in it under the same general conditions and capabilities available in the country formed the similarity in levels of performance to a large extent.

This result corroborates the results of the study by Bowra (2012), which indicated that there were no statistically significant differences among perceptions of bank employees, as regards the educational qualification variable.

7. Conclusion:

First: a summary of the findings

- Human resources management practices in the banking sector, from the viewpoint of the respondents, had a (high) score.
- The levels of sustainable performance in the banking sector from the viewpoint of the respondents had a (high) score.
- There are no statistically significant differences at (0.05) significance level in the opinions of the research sample about the questionnaire axes as regards the variables (Bank type - Years of experience - Educational qualification).

Second: research recommendations:

- The need to pay attention to the outputs of human resources that have shown a certain effect on the performance of Lebanese banks.
- The need to set up a human resource planning mechanism based on the use of modern technological means in organizing and planning the human resources available in the bank.
- The need to activate the policies of attracting, selecting and appointing distinguished employees to contribute to maintaining a high level of performance of the Lebanese banks of all kinds, Islamic and traditional.

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