

Full Length Research Paper

Impact of human resource practices on employee perceived performance in banking sector of Pakistan

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The main endeavor of this study is to examine the relationship and nature of relationship between the employee perceived performance and human resource (HR) practices (compensation, performance evaluation, and promotion practices) in the banking sector of Pakistan. Survey of 235 banking personnel was conducted through personally administrated questionnaire to investigate the impact of HR practices on employees' perceived performance. The relationship and nature of relationship is calculated by applying the Spearman's correlation matrix and multiple regression analysis. The Spearman's correlation results demonstrate that, the employee perceived performance and HR practices has the positive and significant relationship. The regression results indicate that the two HR practices: performance evaluation and promotion practices are significant but the compensation practices are not significant. Moreover, this study provides help for top-management of banking sector to design or revise their HR policies and make practices to attain high employee performance.

Key words: Employee perceived performance, HR practices, banking sector, Pakistan.

INTRODUCTION

Performance of any organization largely depends on the performance of its employees. Successful organizations are increasingly realizing that there are number of factors that contribute to performance but human resource is clearly the most critical (Mello, 2005). In spite of the size and nature of an organization, the activity it undertakes, and the environment in which it operates, its success depends on its employees' decisions and their behavior. To evaluate performance of employees in organization is one of the major purposes of employing human resource practices. In the competitive environment of modern era organizations are persistently improving performance of their employees by improving HR practices. Caliskan (2010) acknowledged that HR practices are one main source of competitive advantage. Many researchers have proven that HR practices have a significant and positive relationship with employees' performance (Delery and Doty, 1996; Guest, 2002; Harley, 2002; Huselid, 1995; Qureshi et al., 2006; Tessema and Soeters, 2006). From

last two decades, focusing on HR practices has been an imperative and decisive area for organizational performance. Effective HR practices improve the performance of organization and lead to higher profits. Datta et al. (2003) found that best use of HR practices reveals a stronger association with efficiency of firm. Human resource management (HRM) practices have significant association with accounting profits of banks (Delery and Doty, 1996). Pakistan is an under researched country (Aycan et al., 2000). In Pakistan, little research has been done to explore the association between HR practices and employee performance in banking sector. Banking sector of Pakistan is playing basic role in the development of country's economy. Modern banking system is necessary to tackle the needs of such a developing country (Zaidi, 2005). From last five years, growth and turnaround in Pakistan's banking sector has been incredible and classified as best performing sector of Pakistan (Akhtar, 2007). According to OSEC business network Switzerland February 2011 report, "Banking sector of Pakistan comprised of 36 commercial banks (including 25 local private banks, 4 public sector commercial banks and 7 foreign banks) and 4 specialized

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banks. Among these banks, there are 6 full-fledged Islamic banks" (Consulate General of Switzerland, 2011).

Researchers have singled out Pakistan banking sector for study as in Pakistan both conventional banking and Islamic banking co-exist. Pakistani banking sector normally focus only on domestic money market and because of this reason Pakistan did not affected severely by the recent failures of banking sector worldwide such as Lehman brothers (Zingales, 2008). Conventional banks have grip in Pakistan's money market but are also focusing to provide Islamic banking services to maintain customer's confidence in their institute. Islamic banking is an aspect of banking which is gaining quite a bit of attention world wide after the current global financial turmoil. Wilson (2000) revealed that Islamic banking in west is also attracting the interest of non-muslims to join this growing sector. Other reason to focus upon banking sector is that this sector is biggest employer of fresh graduates. As this sector provide reasonable compensation to employees as compared to other sectors. Pakistan is an Islamic country, in past due to religious issues (interest) the tendency to join banks was significantly low among local graduates. But now due to very rapid growth of Islamic banking, many Pakistani commercial banks also started giving the Islamic banking services which motivated the fresh graduates to join this sector. On the basis of these facts researchers went on to investigate the impact of HR practices in banking sector of Pakistan by utilizing response of employees through survey. The objective of this paper is to examine the relationship between HR practices and employees perceived performance in banking sector of Pakistan. However there are number of factors which affect employees' performance but current study focus on the relationship between three HR practices (performance evaluation, promotion and compensation) and employees' perceived performance. Hence, findings and results of this study will help the banking sector to improve or revise their strategies for HR practice. The remaining paper is prepared as follows: literature review, data and methodology of paper, empirical results of the study and the conclusions of this study.

LITERATURE REVIEW

Human resource policies and practices of an organization are significantly important forces for determining behavior and insolvency of employees. Managing HR has many forms of continuation but human resource management practically in organizations is to make use of people and maintain employment relations. Developing countries now consider effective HR more crucial component in their development strategies than ever before (Bennell, 1994; Budhwar and Debrah, 2001; Hilderbrand and Grindle, 1997; Kiggundu, 1989; Praha, 2004; WorldBank, 1994). Most of researchers illustrated that declining of

real incomes, hard working conditions, political intervention and deprived management from decades created cadres of public servants in most of developing countries resulted constantly de-motivation and dispirited (Baron and Kreps, 1999; Das, 1998; Jaeger et al., 1995; Kiggundu, 1989).

Cohen et al. (1997) had summarized problems of HR in developing countries: low levels of salary, deficiency of useful performance values, lack of ability to fire people, small number of incentives for excellent performance, employment measures that do not catch the attention of properly skilled people, promotion guidelines based more on seniority than on actual performance of employees, deliberate promotion and lack of compensation against hard work, deficient and uncomfortable management by supervisors and lack of motivating tasks. Budhwar and Debrah (2001) revealed that many developing countries face unintentional barriers in the way of development due to outdated and unproductive human resource management (HRM) systems. In recent times, the major focus on HRM writing has been to elaborate the significance of efficiently administering human resources of enterprises (Ahmad and Schroeder, 2003; Delaney and Huselid, 1996; Ichniowski et al., 1997).

Many researchers have recognized numerous HR organizing practices that significantly influence performance. Pfeffer (1994) supported the employ of sixteen HRM-related implementations to attain better performance. Delery and Doty (1996) classified seven human resource interconnected practices. Most of researchers have resulted that cluster of HR practices had significant affect on performance than those individual practices functioning in segregation (Arthur, 1994; Baron and Kreps, 1999; Huselid, 1995; MacDuffie, 1995). In other words, an effective employment of those particular practices fallout in high performance transversely all nature of organizations or state. As will be explained, in this study, researchers' utilize three HR practices that they presume influence employee performance. Paauwe (1998) and Guest (1997) found that performance is a comprehensive and multipart observable fact. Tessema and Soeters (2006) have conducted study on eight HR practices consist of staffing and assortment procedures, selection practices, guidance, reward, promotion, and employees' performance, complaint procedure and allowance or social security in relative with the perceived performance of employees. Qureshi et al. (2006) conducted research related to Pakistan regarding impact of human resource practices on organizational performance and concluded that HR practice system influence business performance through outcomes of employees.

Caruth and Handlogten (2001) explained: "Employees are encouraged when they are financially rewarded directly fasten to their performance". Leonard (1990) believed that the companies get more increase in return on equity than those corporations which ignores the adequate long-term incentive plans. Singh (2004)

demonstrated that remuneration is a behavior sustains method of employees with trade policy of the firm. Tessema and Soeters (2006) have concluded that positive correlation exists between employee performance and compensation practices. Shahzad et al. (2008) found positive relationship of reward practices with the performance of university teachers in their research results. Researchers can build up assumption by the help of theoretical study that compensation practices are related with performance of employees. Though, this relationship needs to be tested in employees of banks in Pakistan.

H₁: Compensation practices are positively related with perceived performance of employees of banking sector in Pakistan.

The structure in which performance of employees are evaluated once in a year without granting continuous attempts to provide feedback and training, it is only a performance appraisal, it is not the performance management system (Byars and Rue, 2007). The performance assessment is believed to be a "systematic description" of an employee's strengths and weakness (Mello, 2005). Performance assessment and compensation plays important role in developing companies' process by enhancing efficiency (Abeysekera, 2007). Datta et al. (2003) found that workers will make use of more exertion with fewer restrictions if adequate performance management (PM) system is in job and is consistent with the compensation method attached to the managing of performance system. Coens et al. (2000) declared that performance evaluation is a mandatory process under which we rate, evaluate or depict from the rater all or a group of employee's work attitudes or quality within a particular time period and the outcomes are retained by the corporation. Performance evaluation is purely a part of "bigger whole" (Halachmi, 2005). As many researchers concluded that performance evaluation and employee perceived performance have strong relationship (Baloch et al., 2010; Becker and Huselid, 1998). There exist a positive relationship between performance evaluation and perceived employee performance (Tessema and Soeters, 2006). On the basis of aforementioned arguments it will be tested that there is an association between performance evaluation and employee perceived performance of employees in banking sector.

H₂: Performance evaluation is positively related with perceived performance of employees of banking sector in Pakistan.

Promotion constantly go with a remuneration increase, either it is made within a grade or to the superior grade. A continuous procedure, which totally relies on the span of service and professional "competency", is accepted at the moment of promotion to higher step in the job within a grade promotion. Tessema and Soeters (2006) concluded that there is a positive association between

promotion practices and employee performance. Shahzad et al. (2008) have suggested that there is positive relationship of promotion practices with the university teachers' performance. With the help of literature hypothesis was generated to properly test the relationship between promotion practices and employee perceived performance in employees of banks in Pakistan.

H₃: Promotion practices are positively related with perceived performance of employees of banking sector in Pakistan.

Theoretical framework of the study

In this theoretical framework employee perceived performance is the dependent variable while HR practices (compensation practices, performance evaluation and promotion practices) are independent variables Figure 1.

DATA AND METHODOLOGY

In this study a multi-stage random sampling technique is used. In the first stage a simple random sample of 3 public and 19 private banks of Pakistan was selected for data collection. The list of all these banks specified in Appendix 1. Selection of the sample is done through lottery method of simple random sample selection methods (Cochran, 1977). Researchers numbered all the 36 commercial banks on paper slips and then mixed these slips. Researchers choose one slip and similarly mix others again and again to reach a reasonable sample of 22 banks for this study. In the second stage, stratified random sampling is used for selecting the employees from the sample banks. The reason for preferring random sampling technique is that it gives equal chance to each bank operate in the Pakistan and also helpful in generalization of the results of sample back to population (Castillo, 2009).

The collection of data from the sample banks were done in a research survey through a personally administered questionnaire. Researchers distributed 300 questionnaires to the employees of randomly selected public and private banks of Pakistan and received 235 completed questionnaires out of 300 which contain 78.33% response rate enough for empirical analysis. The reason for adopting personally administered questionnaire is that this approach has higher response rate as respondent's quires can be solved on spot. After collecting the data from personally administered questionnaire data is entered, arranged, processed and results are generated through Statistical Package for Social Science (SPSS 16) software. The measures for this study were adopted from Tessema and Soeters (2006). Measures include employees' performance (perceived), compensation practices, performance evaluation and promotion practices (Tessema and Soeters, 2006). Main reason for adopting these measures is that they were well tested on internal consistency and all measures had cronbach's alpha in the range of 0.73 to 0.82. The cronbach's alpha of Tessema and Soeters (2006) and this study are given in the Table 1. Descriptive statistics of all variables consisting of their average, maximum value and minimum value also specified in Table 1.

Variables in this study were measured through some items. The four variables consisting of employee perceived performance and three HR practices, which can be measured by items as specified in questionnaire of Appendix 2. The Likert scale is used in

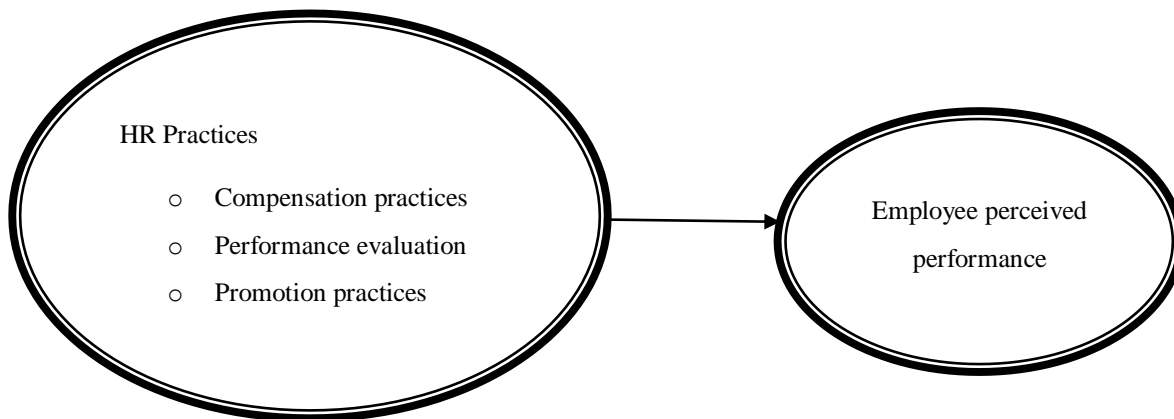


Figure 1. Theoretical framework.

Table 1. Cronbach's alpha and descriptive statistics.

Variable	Alpha ^a	Alpha ^b	Mean	Max.	Min.
Employee perceived performance	0.74	0.70	3.76	1	5
Compensation practices	0.82	0.89	2.97	1	5
Performance evaluation	0.73	0.85	3.34	1	5
Promotion practices	0.74	0.78	3.10	1	5
Tenure			6.38	39	0.16
Gender			0.77	1	0

^aCronbach's alpha of Tessema and Soeters, 2006; ^bCronbach's alpha of this study.

questionnaire, consisting of scale that had five different options: 1 for strongly disagree to 5 for strongly agree. Employee perceived performance was measured using a 4-item five point likert scale. The HR practices like compensation practices was measured using 6-item, performance evaluation was also measured using 6-item and promotion practices was measured by using 3-item five point likert scale.

Employee perceived performance is dependent variable and other three variables (HR practices): 1) compensation practices, 2) performance evaluation, and 3) promotion practices are independent variables in this study. In order to find true and actual relationship between employee perceived performance and HR practices two demographic variables namely Tenure and Gender were used as control variables.

Details of the respondents are shown in Table 2. The majority of respondents fit in the private sector were 71.5% while only 27.5% respondents fit in the public sector. Most of the respondents belonging to non-manager grade were 66.4% while only 33.6% respondents belonging to manager grade. 77% respondents had masters degree, 21% were graduates and only 1.7% had other qualifications. Male respondents were 75.7% while only 24.3% are females.

Histograms of total and current job experience of respondents are also given in Figure 2.

In this study to calculate the exact relationship and nature of the relationship, the correlation and multiple regression analysis are used. The prime reason for adopting these techniques is to test hypothesis as described earlier while other reason is that in order to investigate the relationship between employee perceived performance and HR practices. Many previous studies used same

techniques of correlation and multiple regression analysis to examine relationship between employee perceived performance and HR practices (Baloch et al., 2010; Qureshi et al., 2006; Shahzad et al., 2008; Tessema and Soeters, 2006).

Multiple regression model

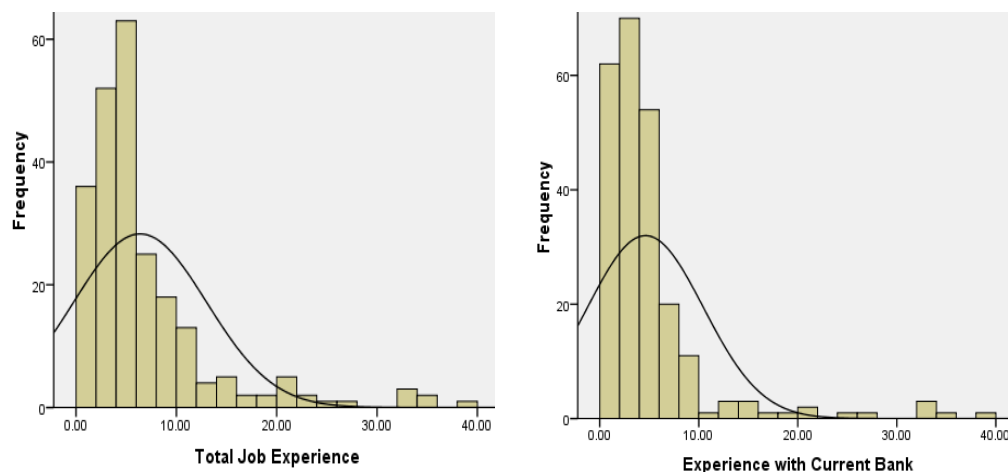
$$EPP_i = \alpha_0 + \alpha_1 CP_i + \alpha_2 PEP_i + \alpha_3 PP_i + \alpha_4 TEN_i + \alpha_5 GEN_i + \epsilon$$

Where EPP_i = Employee perceived performance, CP_i = Compensation practices, PE_i = Performance evaluation, PP_i = Promotion practices, TEN_i = Total experienced of the bankers, GEN_i = Male or female employees ϵ = Error term.

In the regression model, EPP_i is dependent variable, which is average of items from 2 to 4 linking to the employee perceived performance in questionnaire. The first item which is also linking with the employee perceived performance, but not include in average. Compensation practices (CP_i) variable is the average of 6 items from 5 to 10. The performance evaluation (PE_i) variable is average of 6 items from 11 to 16 and promotion practices (PP_i) variable is average of 6 items from 17 to 19. The last two variables are control variables in model. First control variable TEN_i (tenure) is the third item in the demographics section of questionnaire while second control variable GEN_i , (gender) is dummy variable 1 for male and 0 for female, showing last item in the demographics section of questionnaire (see appendix 2). The regression diagnostics are also applied in the study. Multicollinearity and autocorrelation are checked in diagnostic tests to prove that regression results are reliable and without biasness.

Table 2. Profile of the respondents.

Demographic	Category	Frequency	Percent
Type of bank	Public	65	27.5
	Private	168	71.5
Level of job	Manger Grade	79	33.6
	Non-Manger Grade	156	66.4
Qualification	Graduation	50	21.3
	Masters	181	77.0
	Others	4	1.7
Gender	Male	178	75.7
	Female	57	24.3

**Figure 2.** Histograms: Total and current job experience of the respondents.

EMPIRICAL RESULTS

As our questionnaire was design on likert scale, so the most suitable correlation matrix for this scale is Spearman's correlation coefficient (ρ) matrix. Spearman's correlation between all the variables which are used in our models demonstrated in the Table 3. This table shows that employee perceived performance and HR practices have strong relationship. The correlation between employee perceived performance and HR practices show positive relationship and statistically significant. These results of correlation are in accordance with our theoretical framework and previous studies (Baloch et al., 2010; Becker and Huselid, 1998; Guest, 2001; Ichniowski et al., 1997; Tessema and Soeters, 2006). Another purpose for calculating correlation is to assess the potential chances of multicollinearity before running multiple regression analysis. As correlaton between independent variables in the model are less

than cut point 0.6, which shows that there is no multicollinearity problem in model.

In order to more authenticate multicollinearity problem, second method of assessing ptoential chances of multicollnearity also applied. The variance inflation factor (VIF) and tolerance of independent variables is utilized to confirm again that there is no mutlicollnearity is present in model. In appendix 3, values of VIF and tolerance of all independent variables are given. As the values of VIF for each independent variable is less than cut point 5 and tolerance value of each independent variable is greater than cut point 0.2, so researchers again confirms that there is no chance of occurance of multicollnearity in the model(see appendix 3). In order to check autocorrelation in the model, Dubin-Watson statistics (d) is calculated which is 1.907. This value 1.907 shows absence of autocorrleation in the model.

The Table 4 provides multiple regression analysis results of the model which shows that model has three

Table 3. Spearman's correlation coefficient (rho) matrix.

Variable	EPP	CP	PE	PP	TEN	GEN
Employee perceived performance (EPP)	1.000					
Compensation practices (CP)	0.245 0.000***	1.000				
Performance evaluation (PE)	0.322 0.000***	0.526 0.000***	1.000			
Promotion practices (PP)	0.253 0.000***	0.503 0.000***	0.509 0.000***	1.000		
Tenure (TEN)	0.124 0.059*	-0.075 0.252	-0.062 0.346	-0.127 0.052*	1.000	
Gender (GEN)	-0.052 0.426	-0.092 0.162	0.013 0.846	-0.034 0.601	0.206 0.001***	1.000

n = 235, correlation is significant at *** 1%, ** 5%, and * 10% level of significance (2-tailed).

Table 4. Multiple regression analysis.

Variable	β	Stan. error	t-statistics	P-value
Compensation practices	-0.0297	0.0582	-0.51	0.610
Performance evaluation	0.3460	0.0679	5.10	0.000***
Promotion practices	0.1147	0.0552	2.08	0.039**
Tenure	0.0265	0.0068	3.90	0.000***
Gender	-0.1374	0.1036	-1.33	0.186

$R^2 = 0.2386$, Adj. $R^2 = 0.2219$, $r = 0.4884$, F-Stat = 14.35, and Prob > F = 0.000***. Variable is significant at *** 1%, ** 5%, and * 10% level of significance

significant variables. Performance evaluation is significant at 1% level of significance. Promotion practices variable is significant at 5% level of significance and control variable tenure is significant at 1% level of significance. While other two variables compensation practices and gender are insignificant. The R^2 of model is 23.86%, which means that HR practices can explain the 23.86% changes in the employee perceived performance in the banking sector of Pakistan. Adjusted R^2 of the model is 22.19% and coefficient of correlation r is 48.84% in this study. Value of R^2 and adjusted R^2 improve from previous study on HRM and University teachers' performance (Reisinger (1997) suggested that value of R^2 is smaller in case of primary data and when sample size is large but number of independent variables is less in the study. Other reason is that it is social phenomena as this study includes behavior element. But although R^2 and adjusted R^2 is smaller model is good fit as the F test of model is significant. The value of F statistics is 14.35 that significant at 1% level of significance and model is good fit.

Performance evaluation has highest contribution in explaining the employee perceived performance is 0.346 and significant at 1% level of significance. The result is in accordance of previous research on banking sector of Pakistan (Baloch et al., 2010). So researchers found performance evaluation most important HR practices. If these practices are properly implemented by the banks in Pakistan, in return they can get multiple benefits. The previous studies suggested that banks can get multiple benefits from these practices like; Prime merit of performance evaluation is that it can facilitate the banks to take proactive actions regarding other HR practices like increasing salaries under compensation practices, promotion practices and many other incentive schemes in order to boost performance of the bankers. Second benefit is that banks not only evaluate the strengths and weakness of its employees but also can take proactive actions like, training and development of employees. Third benefit is that performance evaluation can help the HR department of banks to check usefulness of other HR practices like, staffing, selection and training and

development of employees (Baron and Kreps, 1999; Bowen and Ostroff, 2004; Kalleberg and Moody, 1994; Pfeffer, 1994; Tessema and Soeters, 2006).

The promotions practices also showing positive and significant relationship in the model. Promotion practices have a contribution of 0.1147 in explaining the employee perceived performance and significant at 5% level of significance. This shows that promotion practices can affect positive to the performance of employees. The result is also in accordance of the previous study done on banking sector of Pakistan (Baloch et al., 2010). The employees in the banking sector of Pakistan are satisfied with having a written and operational promotion policy; seniors are preferred in promotion and also considered merit in promotion (see appendix 2: questionnaire).

The compensation practices show positive and significant relationship in correlation but in regression model is not significant. Compensation practices have only contribution of -0.0297 in explaining the employee perceived performance and highly insignificant. This result is unlike to the findings of (Baloch et al., 2010). The main reasons are; low per capita income, higher inflation rate in Pakistan, higher cost of operations for employers and budget constraints in case of public banks. From famous study of HR practices, it was proved that compensation practices can affect directly or indirectly on the performance of employees and also affect the motivation level of the employees (Huselid, 1995). The result in regression model shows that compensation practices have indirect effect on the perceived performance of employee in banking sector. The other reason from previous study concluded that most developing countries (DCs) are famous for their economic problems in managing and financing the many projects regarding HR practices and programs (Kiggundu, 1989).

Conclusion

The rationale of this study is to investigate exact relationship and nature of relationship between the employee perceived performance and HR practices (compensation practices, promotion practices and performance evaluation) in the banking sector of Pakistan. All hypotheses are accepted. The HR practices and employee perceived performance has positive and significant relationship in this study. These results are in accordance with the previous study on the banking sector of Pakistan (Baloch et al., 2010). The regression results show that two HR practices: performance evaluation and promotion practices are significant but the compensation practices are not significant and contradictory to the previous study done by (Baloch et al., 2010).

Banking sector of Pakistan would quickly redefine the compensation practices in order to boost up the performance of the employees in banks. Salaries and other financial incentives of employees should be adjusted in accordance with higher inflation in Pakistan. The banking

sector also has to properly implement and maintain the other HR practices like performance evaluation and promotion practices. This study can help banking sector to properly define that HR practices can produce higher performance of the employees of the banks which ultimately results in increasing the productivity and motivation in employees.

In this study, we adopt personally administered questionnaire and choose only three most important HR practices. The future studies can be done by utilizing other HR practices like recruitment and selection practices, training and development practices, placement practices, and grievance practices.

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APPENDIX

Appendix 1. List of sample banks.

S/No.	Private sector	Sr.	Public sector
1	Allied Bank Limited	1	National Bank of Pakistan
2	Summit Bank Limited	2	The Bank of Punjab
3	Bank Al-Falah Limited	3	The Bank of Khyber
4	Askari Bank Limited		
5	Bank Al-Habib Limited		
6	Faysal Bank Limited		
7	Habib Bank Limited		
8	Habib Metropolitan Bank Limited		
9	KASAB Bank Limited		
10	MCB Bank Limited		
11	Soneri Bank Limited		
12	Silk Bank Limited		
13	Standard Chartered Bank (Pakistan) Limited		
14	United Bank Limited		
15	Khushali Bank Limited		
16	BankIslami Pakistan Limited		
17	Al-Baraka Bank (Pakistan) Limited		
18	Meezan Bank Limited		
19	Burj Bank Limited		

Appendix 2. Questionnaire:

S/No.	Impact of HR practices on employees' performance in banking sector (academic research survey)	1	2	3	4	5
1.	My performance is better than that of my colleagues with similar qualifications	1	2	3	4	5
2.	I am satisfied with my performance because it is mostly good	1	2	3	4	5
3.	My performance is better than that of Bankers with similar qualifications in other Banks	1	2	3	4	5
4.	The performance of my Bank is better than that of other Banks	1	2	3	4	5
5.	Presence of attractive compensation system	1	2	3	4	5
6.	Presence of equitable external salary	1	2	3	4	5
7.	Presence of equitable overtime payment	1	2	3	4	5
8.	Presence of salary that reflects performance	1	2	3	4	5
9.	Presence of salary that encourages better performance	1	2	3	4	5
10.	Presence of salary that reflects standard of living	1	2	3	4	5
11.	Presence of written and operational performance evaluation	1	2	3	4	5
12.	Performance evaluation has a lot to do with my salary	1	2	3	4	5
13.	Performance evaluation has a lot to do with my personal decisions	1	2	3	4	5
14.	Provision of feedback of performance evaluation results	1	2	3	4	5
15.	Performance evaluation is considered important task by superiors	1	2	3	4	5
16.	Performance evaluation is knowledgeable	1	2	3	4	5
17.	Presence of written and operational promotion policy	1	2	3	4	5
18.	Provision of priority to seniority in promotion decision	1	2	3	4	5
19.	Provision of priority to merit in promotion	1	2	3	4	5

(1) Strongly disagree (2) Disagree (3) Indifferent (4) Agree (5) Strongly agree

Demographics

The following data is required for statistical purposes only; please do not give your name or identification

Type of bank ----- Public Private
 Level of job ----- Manager Grade Non-Manager Grade
 Total job experience (in years) _____
 Experience with Current Bank (in years) _____
 Qualification ----- Graduation Masters Others _____
 Age (in Years) _____
 Gender ----- Male Female

Appendix 3. VIF and tolerance

Variable	VIF	Tolerance
Compensation practices	1.655	0.604
Performance evaluation	1.671	0.598
Promotion practices	1.571	0.637
Tenure	1.068	0.937
Gender	1.045	0.957