



Human resource management (HRM) practices and quality of work-life (QWL): Analysis of Nigeria financial organisation

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Abstract

Effective management of human resource (HR) practices is key to enhancing employee quality of work-life and organizational productivity. This study examines the impact of HR practices on employee work quality in a Nigerian financial organization. A descriptive research design was employed to survey 127 randomly selected managers and employees. Multiple regression analysis was used to assess the relationship between various HR practices and work-life quality. The findings reveal that favorable working conditions, welfare packages, fringe benefits, and flexible work hours positively influence employee work-life quality. Training, development, coaching, and mentoring also contribute significantly. Additionally, employee performance appraisals were found to have a strong positive effect on work-life quality. The study concludes that achieving organizational goals and enhancing employee satisfaction depend on the strategic implementation of HR practices, leading to improved performance without excessive effort.

Keywords: coaching and mentoring, employee motivation, employee relations, human resources practices, performance, training

1. INTRODUCTION

In today's organizations, effective human resource management is crucial for achieving corporate objectives. This highlights the importance of motivation and addressing individual needs within the organization efficiently. The success in customer satisfaction, profitability, and delivery of quality services and products is largely attributed to how well human resources are managed in a company. Human resource management practices are aimed at creating an effective organizational structure.

Numerous studies have shown that implementing high-performance work practices can significantly improve an organization's overall performance. These practices include thorough employee recruitment and selection processes, incentive programs, competitive compensation packages, robust performance management systems, employee involvement initiatives, and comprehensive training programs (Akinwale & Akerele, 2024). These practices can enhance the knowledge, skills, and abilities (KSA) of both current and potential employees. They also serve to boost employee morale, increase motivation, reduce absenteeism, and improve retention of high-quality staff. Additionally, these practices can encourage underperforming employees to seek opportunities elsewhere, thereby maintaining a high-performing workforce (Martín-Alcázar, Ruiz-Martínez & Sánchez-Gardey, 2024).

Effective human resource management enhances employees' quality of work life by boosting productivity, which in turn contributes to the organization's revenue growth. The human resource management approach aims to create value for both the organization and its customers. In formulating and implementing a company's strategy, human resource management plays a vital role. Research by Hamadamin & Atan (2019) demonstrates that human resource practices are integral throughout an organization's lifecycle and are considered a key component of its overall strategy. The growing importance and influence of human resource practices in strategy development and execution have led to the inclusion of human resource managers in companies' decision-making processes (Alam & Dewi, 2024). This evolving role highlights how human resource management has become a strategic partner in organizational success, moving beyond its traditional administrative functions. By aligning human resource practices with business objectives, organizations can create a more engaged workforce, foster innovation, and maintain a competitive edge in the market.

Globally, in the recent business environment, it is widely acknowledged that personnel decisions are among the most critical in corporate settings. These decisions encompass a range of activities, including recruitment, job placement, ensuring the right fit for each position, employee promotion, motivation, and effective performance evaluation. However, even with meticulous recruitment processes, employees may underperform if they're not appropriately positioned within the organization. It's crucial to align an individual's skill set, knowledge, and capabilities with their role to ensure effective performance (Ferreira et al., 2024). Regardless of how innovative or strategic top management's decisions may be regarding business operations, products, or services, a company cannot progress if these decisions aren't aligned with human resource practices that effectively support the organization's goals (Bartram et al., 2024). Indeed, an organization's workforce stands out as one of its most valuable resources and a key source of competitive advantage (Olawale et al., 2024). This underscores the importance of integrating human resource strategy with overall business strategy to maximize organizational performance and achieve long-term success. By recognizing the centrality of human capital and implementing thoughtful, strategic human resource practices, companies can cultivate a workforce that not only executes current business objectives but also drives innovation and adaptability in an ever-changing business environment.

In Nigeria's current business environment, employee turnover has become a prevalent issue. It is not uncommon for individuals to change jobs multiple times within a short period, often moving between two or three companies within six months. This job-hopping trend is driven by employees seeking better working environments, including more favourable organizational cultures, structures, motivation systems, improved welfare packages, and more supportive work climates. Employee demotivation has become a widespread problem across virtually all sectors

of the Nigerian economy, leading to daily frustration among workers. Many organizations fail to recognize human resources as a strategic business partner, which exacerbates the issue. A growing trend among Nigerian firms is the outsourcing of core HR functions, particularly recruitment and selection processes. This practice is primarily motivated by cost-cutting measures, with companies hiring personnel through third-party agencies to whom the employees are directly accountable. This approach allows organizations to reduce expenses associated with hiring and personnel management, often resulting in the absence of pension benefits or comprehensive welfare packages. The rise of non-standard work arrangements, commonly referred to as “casual staff,” has become the norm in Nigeria. As a result, employees are experiencing deteriorating working conditions. Work-life balance is frequently overlooked by management, with workers often expected to work extended hours for minimal compensation. This situation highlights a significant shift in the Nigerian employment landscape, where short-term cost savings are prioritized over long-term employee well-being and organizational stability. The consequences of these practices may include reduced employee loyalty, decreased productivity, and potential long-term challenges in attracting and retaining skilled workers.

Even among those fortunate enough to secure proper employment, there’s widespread dissatisfaction with diminishing welfare packages. The situation is further exacerbated by the prevalent trend of downsizing across all economic sectors. Organizations, citing cost-cutting measures, are increasingly compromising job security, leading to a significant decline in the quality of work life. Recently, some financial companies have reduced their workforce, opting instead to hire less-skilled individuals who receive minimal training before being assigned to roles typically requiring highly skilled professionals. In Nigeria’s banking sector, call centre operations are often outsourced to recruitment agencies. These agencies hire individuals indirectly and assign them to major financial providers, offering low wages and minimal motivational incentives. This practice is reflected in the subpar performance of call centre staff, evidenced by their poor handling of customer issues and network-related problems. Many of these employees lack adequate training in customer service, often displaying rudeness and insufficient knowledge about the network provider’s products. Despite Nigeria boasting a large labour force, there’s a scarcity of skilled and talented individuals capable of performing specialized jobs effectively. The pursuit of high-performing employees is no longer driven by effective human resource management practices. The perception of an oversaturated labor market has led many employers to adopt a cavalier approach towards employee management, believing that there’s always a surplus of job seekers available. These practices represent significant challenges that many organizations have created for themselves by neglecting sound human resource management principles. Consequently, many of these companies are losing ground to their competitors. This situation highlights a critical need for a re-evaluation of human resource practices in Nigerian businesses. The short-term cost-saving measures currently in place may lead to long-term negative consequences, including decreased productivity, poor customer satisfaction, and ultimately, a loss of market share to more employee-focused competitors. However, there is a paucity of studies on the need to cascade the significance of human resources management practices and quality of work-life in Nigeria like this current study. To the best of the researcher’s knowledge, there is no study that investigated the practices of HRM and QWL as this present study. Against this backdrop, this study would like to demystify the influence of human capital development on the employee quality of work-life in Nigeria’s financial industry and empirically demonstrate how it has an impact on employee performance in the commitment delivery of their services. This study is driven by the following objectives:

- To examine how working conditions and a motivated work environment influence the quality of work-life among employees of financial firms in Nigeria.
- To investigate the impact of quality welfare packages, fringe benefits, and flexible working hours on the quality of work-life of employees in financial firms in Nigeria.
- To establish whether there is a significant impact of training and development, coaching, and mentoring on the quality of work-life of employees in financial firms in Nigeria.
- To examine the significance of employee relations and performance appraisal on the quality of work-life among employees of financial firms in Nigeria.

To achieve these objectives, the following research hypotheses have been formulated:

- **Ho1:** There is no significant relationship between working conditions and a motivated work environment influencing the quality of work-life among employees of financial firms in Nigeria.
- **Ho2:** Quality welfare packages, fringe benefits, and flexible working hours have no significant impact on the quality of work-life of employees in financial firms in Nigeria.
- **Ho3:** There is no significant impact of training and development, coaching, and mentoring on the quality of work-life of employees in financial firms in Nigeria.
- **Ho4:** Employee relations and performance appraisal have no positive influence on the quality of work-life among employees of financial firms in Nigeria.

2. THEORETICAL FOUNDATION

2.1. Theoretical Framework

2.1.1. Resource-Based Theory

The resource-based view (RBV) of the firm has significantly shaped the study of human resource management. The foundations of this theory can be traced back to the works of scholars like Gerhart & Feng (2021) and Polyhart (2021), who emphasized the importance of resources and their impact on organizational outcomes. However, it was Barney (2021) who popularized the theory more widely. Originally emerging from the field of strategic management, the resource-based view was not initially connected to human resource management. Nevertheless, it has played a crucial role in the development of strategic human resource management. This is primarily because the RBV shifted the focus in strategy literature from external factors, such as industry position, to internal firm resources as sources of competitive advantage (Barney & Ketchen, 2021). The growing recognition of internal resources as key to competitive advantage has lent support to the argument that employees are strategically vital for achieving a firm's goals (Barney et al., 2021). The theory posits that for an organization to remain competitive and relevant in its industry, it must possess resources that are unique, valuable, and difficult for competitors to imitate or substitute. The core premise of the RBV is that to achieve a sustainable competitive advantage, a firm must acquire and control resources and capabilities that are valuable, rare, inimitable (or unique), and non-substitutable. Furthermore, the management of such firms must be prepared to effectively utilize and apply these resources (Beamish & Chakravarty, 2021). This perspective is also related to the concepts of a firm's dynamic capabilities

and core competencies, which contribute to enhancing the quality of work life for employees. By focusing on developing and leveraging unique internal resources, particularly human resources, organizations can create a more engaging and fulfilling work environment, thereby improving employee satisfaction and performance. The resource-based view (RBV) of the firm has influenced the study of human resource management in great measure. Retrospectively, the proponents of the resource-based view could be found in the works of (Gerhart & Feng, 2021; Polyhart, 2021), where they all emphasized the essence of resources and their consequences for organizational outcomes. However, the theory was more popularized by Barney (2021). The proponent of resource-based theory was from the field of strategy, otherwise called strategic management. The area of strategic human resource management was not related to a resource-based view but has largely been influential in its growth and development. This is mainly because the resource-based view changed its emphasis in the strategy literature to external variables, like industry position to internal firm resources as sources of competitive edge (Barney & Ketchen, 2021). The growing acceptance of internal resources as the basis of competitive advantage lends credibility to human resources' argument that employees are strategically significant to a firm's goal accomplishment (Barney et al., 2021). The theory holds that for the organization to be competitive and remain relevant in the industry the firm must have a resource that is not matchable by any other firm and not imitable. The central ideology of the theory is that for an organization to accomplish a sustainable competitive advantage, it must acquire and control valuable, rare, inimitable or unique and un-substitutable resources and capabilities and the management of such a firm must be ready to absorb and apply them (Beamish & Chakravarty, 2021). The view is in another perspective as the dynamic capability of a firm and core competence which elevates employee quality of work-life.

The relevance of the resource-based view (RBV) theory to this study lies in its ability to demonstrate how an organization's human resources can serve as a foundation for sustainable quality of work life and competitive advantage. When a company provides motivation to its employees that surpasses industry standards and fosters exceptional symbiotic employment relationships, it creates a rare and valuable environment that competitors find difficult to replicate. In such circumstances, the firm develops a sustainable competitive edge, potentially becoming an employer of choice within the industry. This attractive work environment can lead to reduced employee turnover intentions, as workers are less likely to seek employment elsewhere. Moreover, employees in such a supportive and motivating environment are likely to exhibit higher productivity levels. As they become more engaged and develop unique skills and experiences within the organization, these employees become increasingly difficult for competitors to imitate or replace. This application of the RBV theory highlights how investing in employee well-being and creating a superior quality of work life can transform human resources into a strategic asset. By nurturing a workforce that is not only satisfied but also highly skilled and deeply integrated into the organization's culture, companies can create a sustainable competitive advantage that is rooted in their human capital. Ultimately, this approach can lead to a virtuous cycle where improved quality of work life enhances employee performance, which in turn strengthens the organization's competitive position, further enabling it to invest in its workforce. This theory underpinned this study as resources are human being which needed to be carefully motivated and treasured to profit the organisation.

2.1.2. *Soft Theory of Human Resource Management (Harvard Model)*

The Harvard model, also known as the soft theory of human resource management, was developed by [Beer et al. \(1984\)](#) at Harvard University. This approach, rooted in human relations, emphasizes communication, teamwork, and leveraging individual skills ([Dubey et al., 2024](#)). It aims to unlock human potential through enhancing employee commitment, participation, and involvement. Research suggests that firms without strong employee commitment struggle to achieve competitive excellence ([Aust et al., 2024](#)).

The soft theory of human resource management recognizes the presence of diverse stakeholders within an organization, including shareholders, various workforce groups, government agencies, employees, unions, creditors, suppliers, and the broader community. It asserts that employees, like other stakeholders, significantly influence the firm's outcomes. The theory emphasizes that the interests of all these groups must be considered when formulating human resource management strategies and overall business strategies. Linked to the human relations movement of Elton Mayo, Herzberg, and McGregor, this theory is also known as developmental humanism ([Erdélyi, 2024](#)). It underscores the integration of human resource policies with business objectives, valuing the workforce as crucial assets essential for competitive advantage through their commitment, adaptability, high-quality skills, and productivity. Thus, this also resonates with this study appropriately.

2.2. Conceptual Framework

2.2.1. *Employee Motivation, Working Conditions and Quality of Work-life*

Motivating employees has become increasingly crucial in human resource management, as it directly impacts workforce morale and enhances their quality of work life ([Anggraini, 2024](#)). Motivated employees tend to display positive behaviours at work, leading to improved work-life quality and higher organizational performance ([Rahmawati & Oktaviannur, 2024](#)). According to [Abboh et al. \(2024\)](#), organizations can enhance employee quality of work life and cultivate favourable attitudes and behaviours by implementing motivational strategies derived from HRM practices. Key approaches for HRM practitioners to boost employee performance in corporate settings include enhancing skills, fostering motivation, creating a supportive work environment, and involving employees in decision-making processes. These strategies aim to steer employee behaviour in a positive direction, fostering a strong commitment to work and thereby increasing organizational performance.

Creating a positive work environment for employees is a foundational concept in Herzberg's two-factor theory, which discusses satisfiers and dissatisfiers ([Lee et al., 2022](#)), along with competing theories such as Theory X and Theory Y. Satisfiers, such as promotions, a supportive work environment, job nature, and social connections among colleagues, contribute positively to motivation. On the other hand, hygiene factors like company policies and salary are essential to prevent dissatisfaction; their absence can lead to demotivation. Theory X and Theory Y offer contrasting views on employee motivation. Theory X suggests that employees are inherently lazy and need supervision and external incentives to perform, while Theory Y posits that employees are self-motivated and thrive on job satisfaction, needing minimal supervision. Theory X managers prefer a strict approach with rewards and punishments, akin to the carrot-and-stick method, to influence behaviour. Conversely, Theory Y managers believe in fostering job satisfaction to inspire intrinsic motivation and encourage employees to excel independently.

These theories form the basis for different managerial styles, with Theory X emphasizing control, external motivation, and the use of rewards and punishments, whereas Theory Y promotes autonomy, intrinsic motivation, and employee satisfaction as drivers of performance.

2.2.2. Training and development, Coaching and Mentoring on employee Quality of Work life

Training is recognized as a strategic tool that shapes employees' behaviour and instils the right attitude towards performance. It addresses performance gaps by enhancing productivity within organizations. Training primarily targets employees or subordinates, whereas development focuses on management and corporate executives. Training is pivotal in creating a positive organizational impact, boosting productivity, and improving the quality of work life (Steeple, 2024). Jones and Smith (2022) underscore that training equips employees with the necessary skills, knowledge, and abilities crucial for optimal workplace performance. Effective training and development, along with coaching and mentoring, are key factors in achieving maximum productivity and efficient workforce performance (Scandiffio et al., 2024). Scholars in strategic human resource management (SHRM) affirm that these practices significantly influence employee behaviour, enhance work-life quality, and ultimately impact organizational performance (Hovarth et al., 2024; Suravi, 2024).

Febrian and Solihin (2024) contend that the imperative for organizations to enhance the skills and knowledge of their workforce is crucial due to the escalating pace of technological advancement, globalization, and increasing customer expectations. In light of these factors, the central focus of training and development, coaching, and mentoring is to enhance employee quality, improve work-life quality, bolster organizational adaptability, foster diversity, stimulate creativity, and enhance dynamic capabilities. It is pertinent to highlight that these concepts are pertinent to objective three of this study, which explores the relationship between HRM practices and employee and organizational performance within Nigeria's financial industry. Moreover, they align with research hypothesis three and the resource-based theory outlined in this study.

2.2.3. Employee Relations, Performance Appraisal and Quality of Work life

Effective employee relations in the workplace significantly contribute to enhancing employees' quality of work life and driving robust performance in business organizations (Curzi, Fabbri, & Pistoresi, 2020). Performance appraisal, another cornerstone of human resource practices, involves systematically evaluating individual employees' performance against predefined standards within a specific timeframe. However, conducting appraisals without providing feedback is insufficient. The process of assessing employees' job performance and communicating this information to them is crucial for maximizing their potential and improving their quality of work life (Uraon & Kumarasamy, 2024). Performance appraisal impacts various HR practices such as recruitment, selection, training, development, compensation, and employee relations. Studies show that performance appraisal influences salary increases, promotions, and training opportunities, significantly impacting employee job satisfaction and, consequently, their quality of work life (Ambilichu et al., 2024). Additionally, Pebble & Ambilichu (2024) argue that effective performance appraisal motivates employees to contribute meaningfully to the workplace by aligning dynamic work behaviours with realistic goals, providing constructive feedback, and conducting fair evaluations (Memom & Ghani, 2023). Furthermore, performance

appraisal serves as a tool for human resource management to address undesirable employee behaviours and foster positive and productive work behaviours.

3. MATERIALS AND METHODS

3.1. Research Design

This study adopts a cross-sectional survey design to examine the relationship between human resource management practices and employee quality of work life in financial organisation of Nigeria. This approach allows for simultaneous data collection from both employees and management at a single point in time. The cross-sectional design is chosen for its effectiveness in analysing population characteristics, exploring relationships between variables, and assessing the prevalence of specific factors. It enables the concurrent study of multiple outcomes and exposures, making it well-suited for investigating the complex interplay between HR practices and quality of work-life in the organizational context (Sedgwick, 2014).

3.2. Study Population

The research focused on the staff of financial organisation, with particular emphasis on managers and human resource professionals within the organization. Both the general employees and the management team of the financial firm constitute the study population. Consequently, the sample was drawn from this diverse group, encompassing both rank-and-file workers and leadership personnel of financial organisation. According to Ajala (2024), the total population size for this study is 6,250 individuals.

3.3. Sample Technique and Sample Size

This study employs probability sampling techniques. The choice of this approach is driven by the desire to ensure an unbiased representation of all elements and characteristics within the financial organization (Bell et al., 2022). To determine the sample size, the research utilizes the formula developed by Yamane (1967), which remains a relevant and widely accepted technique for sample size calculation. This method has stood the test of time, proving to be an objective and reliable tool for determining accurate and practical sample sizes. The formula provides a statistical basis for sample size determination, eliminating subjective judgments in the process.

$$n = \frac{N}{1+N \cdot e^2}$$

Where n = Required Sample Size

N = Element of population in this study which stands at 6250

e = degree of accuracy expressed as a proportion or margin of error or confidence interval (7% Or 0.07)

$$n = \frac{6250}{1+6250 \cdot 0.07^2} \approx 204$$

3.4. Data Analysis Strategy

For this study, multiple linear regression serves as the primary statistical technique for data analysis. This method is chosen due to the presence of multiple variables of interest in the research. Multiple regression analysis is particularly suited for evaluating relationships between

several variables simultaneously. It quantifies the associations between two or more variables, enabling valuable predictions about future values of the variables under investigation. The rationale for using multiple regression is that two variables was selected for each of the hypothesis and that is why it is suitable to use it on each of the hypothesis. The regression model estimates the value of the dependent variable (Y) (Quality of Work life) based on the values of one or more independent variables (X) (Plonsky & Ghanbar, 2018). The selection of regression analysis is justified by its robust capability to generate reliable predictions and support informed decision-making.

4. RESULTS AND DISCUSSION

Table 1 presents the respondents' demographic profile, including gender, age, marital status, education, work experience, annual salary, job position, and department. From 204 questionnaires distributed to Financial organisation employees, 127 (62.3%) were returned and deemed valid for analysis. The remaining 77 (37.7%) were excluded due to response errors, damage, or unclear answers.

Table 1. Employees and Human Resource Management Practices Demographic Characteristics

Profile	Frequency	Percentage (%)	Profile	Frequency	Percentage (%)
Sex			Position/Hierarchy		
Male	74	53.8	Management Trainee	27	21.3
Female	53	41.7	Middle-level Managers	74	58.3
Education			Senior Managers	26	20.5
ND/HND	8	6.3	Work Experience (Years)		
Bachelors	58	45.7	1-5	20	15.7
Masters	50	39.4	5-10	40	31.5
Professionals	11	8.7	10-15	44	34.6
Age			15-20	20	15.7
22 – 25 years	21	16.5	20 above	3	2.4
25 – 30 years	49	38.6	Department/Unit		
30 – 35 years	53	41.7	Brand Management	4	1.6
35 – 40 years	3	2.4	Technical Training	4	1.6
Marital Status			Revenue Assurance	13	10.2
Single	31	24.4	Customer Experience	10	7.9
Married	91	71.7	Human Resources	10	7.9
Separated/Divorced	45	14.5	Finance & Planning	3	2.4
Income Status (Naira)			IT/IS	45	35.4
< 2 million	8	6.3	Corporate Treasury	6	4.7
2- 4 million	15	11.8	Corporate Marketing	5	2.0
4 – 7million	39	30.7	Talent/Career Mgt	9	7.1
7 – 10 million	43	33.9	Attraction/Recruitment	4	3.1
10 million above	22	17.3	& Reward		
			Customer Billing	11	8.7
			Network Service/	3	1.2
			Network Access optimization		

Source: Field Survey, 2024 NB: n = 127 IT/IS (Information Technology/Information

4.1. Test of Hypotheses: Analysis of Data in Line Research Hypotheses

The analysis is conducted and categorised in two parts, both null hypotheses and alternate hypotheses were concurrently tested together to make a valid conclusion about

Hypothesis One

1. Ho1: There is no significant relationship between working conditions and motivated work environment influencing the quality of work-life employees

of financial firm in Nigeria

Table 2. Data Evaluation for Hypothesis One

Variable	B	Beta	T-value	Sig.	R	R ²	F-Value	P-Value
Constant	1.855							
Motivated Work Environment	.220	.217	2.619	.010	.434	.189	14.413	.000
Work Condition	.409	.331	3.989	.000				

Source: Field Survey: 2024. Dependent Variable: Quality of Work life (P < 0.05)

Table 2 presents a multiple regression analysis of the first research hypothesis, examining the relationship between work motivation, workplace conditions, and employee quality of work-life at financial organisation in Nigeria. The key findings are R = 43.4%, indicating a moderate relationship between the variables. R² = 18.9%, suggesting that work motivation and workplace conditions account for 18.9% of the variation in employee quality of work-life. ANOVA results show a significant relationship (p < 0.05) between the variables. Individual variable analysis; work motivation: Weak relationship with quality of work-life (b = 0.217, p = 0.10), not statistically significant. Workplace conditions: Significant relationship with quality of work-life (b = 0.331, p = 0.00). Regression equation: Quality of work-life = 1.855 + 0.220 (motivate work environment) + 0.409 (work condition). In conclusion, the analysis supports a significant relationship between motivated work environment, working conditions, and quality of work-life at financial organisation in Nigeria, with workplace conditions showing a stronger individual influence than work motivation.

Hypothesis Two

Ho2: Quality welfare package, fringe benefits and flexible working hours have no significant impact on the quality of work-life employees of financial firm in Nigeria

Table 3: Data Evaluation for Hypothesis Two

Variable	B	Beta	T-value	Sig.	R	R ²	F-Value	P-Value
Constant	4.103							
Fringe Benefits	.178	.222	2.467	.045	.507	.694	6.448	.002
Flexible Work-Hours	.128	.182	2.071	.040				
Quality Welfare	.150	.208	2.365	.020				

Source: Field Survey: 2024. Dependent Variable: Quality of Work life *P < 0.05, N = 127

Table 3 analyses the relationship between fringe benefits, flexible work hours, quality welfare packages, and employee quality of work-life at financial organisation in Nigeria. It shows the following key findings, R = 50.7%, indicating a moderate combined relationship between the variables. R² = 69.4%, suggesting that the three independent variables account for 69.4% of the variation in employee quality of work-life. Standard error of estimate: 0.875, and ANOVA results: p = .002 (< 0.05), indicating statistical significance. On the individual variable analysis; fringe benefits have a weak but significant relationship (b = 0.222, p = 0.045), flexible work hours a weak but significant relationship (b = 0.182, p = 0.040), and quality welfare package a weak but significant relationship (b = 0.208, p = 0.02). The regression equation shows that quality of work-life = 4.103 + 0.178 (fringe benefits) + 0.128 (flexible work hours) + 0.150 (quality welfare package). In conclusion, the analysis supports rejecting the null hypothesis, indicating that quality welfare packages, fringe benefits, and flexible working hours have a positive significant impact on employee quality of work-life in financial organisation in Nigeria.

While the individual relationships are weak, they are statistically significant, and collectively, these factors explain a substantial portion of the variation in employee quality of work-life.

Hypothesis Three

Ho3: There is no significant impact of training and development, coaching and mentoring on the quality of work-life employees of financial organisation in Nigeria

Table 4. Data Evaluation for Hypothesis Three

Variable	B	Beta	T-value	Sig.	R	R ²	ΔR ²	F-Value	P-Value
Constant	3.945								
Training & Dev.	.036	.058	0.600	.550	.575	.541	.427	10.175	.000
Coaching & Mentoring	.276	.344	3.548	.001					

Source: Field Survey: 2024. Dependent Variable: Quality of Work life *P < 0.05, N = 127

Table 4 presents an analysis of the study's third hypothesis, showing the relationship between training and development, coaching and mentoring, and organizational performance. The analysis reveals a moderate correlation of 57.5% between these factors and employee quality of work-life at financial organisation in Nigeria. The R-square value of 54.1% indicates that training and development, coaching and mentoring collectively account for 54.1% of the variation in employee quality of work-life. The adjusted R-square of 42.7% reflects the degree of variability when accounting for the number of variables in the regression model. The analysis of variance (ANOVA) yields an F-statistic of $F(126, 7.381) = 61.409$, which is statistically significant at $p < 0.00$. This suggests a good model fit. Given that the p-value is less than 0.05, we reject the null hypothesis and accept the alternative hypothesis. This provides evidence that training and development, coaching and mentoring significantly impact the quality of work-life for employees in the Nigerian Financial firm.

The coefficients of variation in Table 4 describe the individual relationships between each factor and quality of work-life at financial organisation in Nigeria. While all relationships are positive, they vary in strength. Training and development show a weak, non-significant relationship of 5.8% ($p > 0.05$). Coaching and mentoring demonstrate a stronger, albeit still weak, correlation of 34.4%, which is significant at the 1% level. The linear regression equation derived from this analysis is: $Y(\text{organizational performance}) = 3.945 + 0.036(\text{training and development}) + 0.276(\text{coaching and mentoring})$. In conclusion, this study finds that training and development, coaching and mentoring have a significant impact on the quality of work-life for employees in the Nigerian Financial firm, though the individual effects of these factors vary in strength and significance.

Hypothesis Four

Ho4: Employees' relations and performance appraisal have no positive influence on the quality of work-life among employees of financial firm in Nigeria.

Table 5. Data Evaluation for Hypothesis Four

Variable	B	Beta	T-value	Sig.	R	R ²	ΔR ²	F-Value	P-Value
Constant	3.259								
Employee Relations	.279	.334	4.100	.000	.502	.252	.240	20.849	.000
Performance Appraisal	.169	.278	3.527	.001					

Source: Field Survey: 2024. Dependent Variable: Quality of Work life *P < 0.05, N = 127

Table 5 presents the analysis for testing the fourth hypothesis of this study. The model summary indicates a 50.2% correlation (R) among employee relations, performance appraisal, and quality of work-life, suggesting a moderate relationship between these variables. This implies that employee relations and performance appraisal are predictors of the quality of work-life in financial organisation in Nigeria. The R-square value of 25.2% represents the proportion of variability in the quality of work-life explained by this model for financial organisation in Nigeria. The adjusted R-square of 24% accounts for the number of variables in the regression model. The analysis of variance (ANOVA) in Table 5 shows a significant model with $F(126, 13.175) = 20.849$ and a p-value of 0.00, which is less than 0.05. Based on the decision rule to reject the null hypothesis (H_0) when $p < 0.05$, the study accepts the alternative hypothesis (H_1). This leads to the conclusion that there is a significant relationship between employee relations, performance appraisal, and organizational performance.

The coefficient of variations in Table 5 provides important information through the beta standard coefficients. These standardized regression coefficients show the relationship strength between each independent variable and the dependent variable. Employee relations have a weak but highly significant relationship with quality of work-life, with a coefficient of 33.4% ($p = 0.00$). Performance appraisal also shows a weak but significant relationship with organizational performance, with a coefficient of 27.8% ($p = 0.01$). The t-statistics and significance levels (0.00 and 0.01 respectively) indicate a good model fit. Based on these results, the study concludes that there is a significant relationship between employee relations, performance appraisal, and quality of work-life, although the individual relationships are relatively weak.

4.2. Discussion of Findings

This research has yielded positive significant results across all proposed hypotheses. The findings demonstrate a strong connection between a motivated work environment, working conditions, and quality of work-life. In this study, employee quality of work-life encompasses performance, productivity, commitment, and customer satisfaction. The research indicates that a motivated work environment and favourable working conditions are strong predictors of enhanced quality of work-life for financial organisation in Nigeria employees. This aligns with [Abboh et al.'s \(2024\)](#) findings, which emphasized the importance of fostering positive work attitudes and behaviours to improve employee quality of work-life. Additionally, [Rahmawati and Oktaviannur \(2024\)](#) found that motivation catalyses better workplace performance and positive work behaviour, ultimately leading to improved organizational performance.

Another key finding reveals that quality welfare packages, fringe benefits, and flexible working hours positively impact the overall quality of work-life. Prioritizing fringe benefits in HR practices leads to increased employee commitment to organizational goals. Flexible working hours contribute to improved work-life balance, allowing employees to better manage their personal and professional lives. While the correlation between quality welfare packages and

performance is weak, it has still contributed to improved performance at financial organisation in Nigeria. These findings align with Cheese's (2020) study on UK firms, which highlighted the link between flexible work practices and organizational performance.

The third hypothesis confirms that training and development, as well as coaching and mentoring, positively influence the quality of work-life at financial organisation in Nigeria. These practices enhance employees' knowledge, skills, and abilities, while also supporting succession planning. This corroborates Horvath et al.'s (2024) research, which found that various HR practices, including training and development, significantly affect workforce quality of work-life and productivity.

The final hypothesis of this study demonstrates a significant relationship between employee relations, performance appraisal, and quality of work-life. This finding highlights how productive interactions among management, supervisors, and employees can enhance the quality of work-life and foster productive behaviour within an organization. The study reveals that financial organisation in Nigeria's performance appraisal system is perceived as equitable by its employees, suggesting an absence of bias in the evaluation process. This fair appraisal system serves as a tool for employees to identify areas for improvement in their work, potentially leading to increased productivity and, consequently, improved organizational performance. These results align with the findings of Pepple and Ambilichu (2024), who assert that performance appraisals can motivate employees to make meaningful workplace contributions. Their study emphasizes how appraisals can effectively align dynamic work behaviours with organizational objectives by providing constructive feedback and fair evaluations. In essence, this research underscores the importance of maintaining positive employee relations and implementing fair performance appraisal systems as key factors in enhancing the quality of work-life and overall organizational effectiveness.

5. CONCLUSION AND RECOMMENDATIONS

This study has yielded positive findings regarding the impact of human resource management (HRM) practices on organizational performance in Nigeria's financial sector, specifically focusing on financial organisation in Nigeria. The results highlight the strategic importance of certain HRM elements in enhancing organizational performance. The research demonstrates that financial organisation in Nigeria effectively motivates its staff and cultivates a high-performance culture to boost productivity. It also reveals that cordial superior-subordinate relationships contribute significantly to the organization's high performance. The analysis identifies several HR practices that drive high employee performance, including work motivation, fringe benefits, performance appraisal, training and development, coaching and mentoring, employee relationships, work-life balance, and quality welfare packages. While these factors generally promote outstanding performance, their absence may lead to dissatisfaction. Notably, even though management has implemented these practices, some instances showed only weak correlations with performance. The study concludes that achieving organizational goals and objectives depends on implementing a combination of strategic HRM practices that enhance employee satisfaction and commitment. Based on these findings, the researcher recommends addressing human capital development and investment at both micro and macro levels within the organization.

To foster a sustainable quality of work-life, the study proposes the following recommendations:

1. Design equitable remuneration practices, including competitive compensation and variable payment plans, to stimulate outstanding performance and maintain employee commitment.
2. Implement policies that promote autonomy and control, as these are key elements of job content and context, contributing to the quality of work-life.
3. Adopt diverse and effective work motivation strategies to encourage commitment and high-standard performance.
4. Provide a more conducive workplace environment to enhance job performance.
5. Develop and implement employee-centred policies that balance effective motivation with organizational productivity.

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8. CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest.

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