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# Datasets on best human resource management practices among employees in the Kuwait banking sector

Saud Naser Falah Altami <sup>1\*</sup>

<sup>1</sup> Residency Affairs of Mubarak Al Kabeer/ Kuwait Ministry of Interior, Kuwait

Article history	Abstract
Received: 14.12.2021 Revised: 1.2.2021 Accepted: 11.4.2022 Online: 30.4.2022	The data was got from a survey questionnaire using a cross-sectional approach for 397 employees in the Kuwait banking sector. The questionnaires were distributed to employees in the Kuwait banking sector based on a systematic random sampling technique. This data used bootstrapping techniques to examine the relationship between human resource management practices (career opportunities, compensation, human resource planning, performance appraisal, promotion, recruitment & selection, training and development) and organizational performance using the statistical software of SmartPLS (version 3.3.3). In particular, this data provides details on demographic information of the respondents, descriptive analysis of constructs, internal consistency reliability and convergent validity, discriminant validity, and hypotheses test. This data will guide policymakers in the banking sector to increasing support of human resource management practices in order to improve organizational performance.
<b>Keywords</b> HRM practices, Organizational performance, Banking sector, Employees	

## 1. Introduction

The data are described in five tables. Table 1 shows the demographic information of the respondents. Table 2 shows the descriptive analysis of constructs. Table 3 shows the internal consistency reliability and convergent validity. Table 4 shows the discriminant validity based on Heterotrait-Monotrait Ratio (HTMT). Finally, Table 5 shows the hypotheses test. The survey questionnaire has been used in order to data collection. The questionnaires were distributed to employees in the Kuwait banking sector by the technique of systematic random sampling. The questionnaire and data are provided as a supplementary file.

## 2. Experimental Design, Materials and Methods

The data adopted a quantitative method based on a survey questionnaire (cross-sectional). The technique of systematic random sampling was used to collect data. This technique helps researchers to connect systematically to sample, as well as it gives equal opportunities for community members

\* Corresponding author: Residency Affairs of Mubarak Al Kabeer/ Kuwait Ministry of Interior, Kuwait, [soud.altami@gmail.com](mailto:soud.altami@gmail.com)

to be selected as a sample. Questionnaires were distributed to 452 employees in the Kuwait banking sector. However, 397 responses were returned completely filled. The survey questionnaire included three parts. The first part contains the demographic information of respondents. The second part contains items to measure human resource management practices including career opportunities, compensation, human resource planning, performance appraisal, promotion, recruitment & selection, training, and development. The third part contains items to measure organizational performance.

Human resource management practices are "A set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining a firm's human resource" [1]. Human resource management practices were measured by seven dimensions, each dimension has four items to measure it, which developed by [2], [3], [4] with a consistent reliability outcome greater than 0.82. The first dimension is career opportunities, which are defined as "The extent to which organizations have internal career opportunities for current employees" [5]. The second dimension is compensation, which is defined as "The combination of all cash incentives and the mix of fringe benefits that an employee receives from a company and it constitutes an individual employee's total compensation" [6]. The third dimension is human resource planning, which is defined as "Forecast recruitment needs to ensure that sufficient experienced people are rising through the rank to fill vacancies at higher levels" [7].

The fourth dimension is performance appraisal, which is defined as "Control of individual performance by externally imposed goals, monitoring result achievement and tying incentives to goal achievement" [8]. The fifth dimension is promotion, which is defined as "The act of moving an employee from the lower level to upper level in hierarchy of the company with increase in responsibilities and salary and status" [9]. The sixth dimension is recruitment and selection, which are defined as "Matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job" [10]. The seventh dimension is training and development, which are defined as "A systematic approach to developing and enhancing employee skills, abilities, and knowledge, in order to increase their ability to perform tasks and duties effectively" [11]. Respondents were required to provide responses for items of HRM practices based on a five-point Likert scale from 1- indicating strongly disagree to 5 - indicating strongly agree.

Organizational performance mostly refers to the overall aim that companies want to accomplish [12]. Organizational performance was measured using a scale of [13]. This scale includes ten items with a consistent reliability outcome of 0.90. Respondents were required to provide responses for items of organizational performance based on a five-point Likert scale from 1- indicating strongly disagree to 5 - indicating strongly agree.

Table 1 shows the demographic information in order to highlight the main characteristics of the respondents including gender, age, citizenship, status, No. of family members, working experience, education, place of work, salary, contract type, position, and bank type. For example, majority of respondents were male (n=231) which represented (58.2%) of data.

**Table 1:** Demographic information of respondents (N=397)

<b>Construct</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Gender	Male	231	58.2
	Female	166	41.8
	Total	397	100.0
Age	Less than 20 year	4	1.0
	21-30 years	94	23.7
	31-40 years	140	35.3
	41-50 years	121	30.5
	51-60 years	31	7.8
	More than 61 year	7	1.8
	Total	397	100.0
Citizenship	Kuwait	357	89.9
	Arabian	25	6.3
	Asian	11	2.8
	Westerner	4	1.0
	Total	397	100.0
Status	Single	148	37.3
	Married	238	59.9
	Divorce	7	1.8
	Widow/Widower	4	1.0
	Total	397	100.0
No. of Family Members	1	5	1.3
	2	49	12.3
	3	78	19.6
	4	113	28.5
	5	105	26.4
	More than 5	47	11.8
	Total	397	100.0
Working Experience	Less than 1 year	13	3.3
	1-10 years	191	48.1
	11-20 years	146	36.8
	More than 20 years	47	11.8
	Total	397	100.0
Education	Diploma	62	15.6
	Undergraduate	219	55.2
	Postgraduate	116	29.2
	Total	397	100.0
Place of Work	Northern area	97	24.4
	Central area	229	57.7
	Southern area	71	17.9
	Total	397	100.0
Salary	Less than 500 \$	20	5.0
	500-1000 \$	175	44.1
	1001-1500 \$	160	40.3
	1501-2000 \$	34	8.6
	More than 2000 \$	8	2.0
	Total	397	100.0
Contract Type	Permanent contract	342	86.1
	Fixed-term contract	55	13.9
	Total	397	100.0

Position	Top level	13	3.3
	Middle level	84	21.2
	Lower level	125	31.5
	Non-managerial Level	175	44.1
	Total	397	100.0
Bank Type	Commercial	215	54.2
	Foreign	131	33.0
	Islamic	51	12.8
	Total	397	100.0

Table 2 shows the descriptive analysis of constructs including mean, standard deviation, and variance. For example, career opportunities achieved value of 3.27 for mean, 1.182 for standard deviation, and 1.398 for variance, as well as compensation achieved value of 3.36 for mean, 1.053 for standard deviation, and 1.109 for variance. Consequently, all variables of data are at the acceptable level [14].

**Table 2:** Descriptive analysis of constructs (N=397)

Construct	Mean	Standard deviation	Variance
Career Opportunities	3.27	1.182	1.398
Compensation	3.36	1.053	1.109
Human Resource Planning	3.36	1.013	1.026
Performance Appraisal	3.63	1.066	1.138
Promotion	3.49	0.950	0.904
Recruitment and Selection	3.34	0.984	0.970
Training and Development	3.44	1.031	1.063
Organizational Performance	3.55	1.003	1.006

Table 3 shows the Internal consistency reliability and convergent validity of constructs including factor loading, Cronbach's Alpha composite reliability, and average variance extracted (AVE). The items of data achieved loadings between 0.635 to 0.906. Further, all constructs achieved values greater than 0.70 for Cronbach's alpha and composite reliability. Simultaneously, all constructs achieved values greater than 0.5 for AVE. Consequently, all constructs have values greater than the limit suggested by [15].

**Table 3:** Internal consistency reliability and convergent validity

Construct	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Career Opportunities	COP1	0.849	0.900	0.931	0.770
	COP2	0.906			
	COP3	0.892			
	COP4	0.863			
Compensation	COM1	0.781	0.883	0.920	0.742
	COM2	0.899			
	COM3	0.883			
	COM4	0.876			
Human Resource Planning	HRP1	0.881	0.885	0.920	0.743
	HRP2	0.871			
	HRP3	0.882			
	HRP4	0.813			
Performance Appraisal	PA1	0.856	0.868	0.910	0.717

	PA2	0.875			
	PA3	0.793			
	PA4	0.862			
<b>Promotion</b>	PR1	0.854	0.856	0.903	0.700
	PR2	0.798			
	PR3	0.888			
	PR4	0.802			
<b>Recruitment and Selection</b>	R&S1	0.835	0.874	0.914	0.725
	R&S2	0.842			
	R&S3	0.883			
	R&S4	0.846			
<b>Training &amp; Development</b>	T&D1	0.826	0.861	0.906	0.706
	T&D2	0.885			
	T&D3	0.854			
	T&D4	0.794			
<b>Organizational Performance</b>	OP1	0.883	0.943	0.932	0.581
	OP2	0.875			
	OP3	0.898			
	OP4	0.705			
	OP5	0.644			
	OP6	0.744			
	OP7	0.695			
	OP8	0.635			
	OP9	0.742			
	OP10	0.747			

Note: COP: career opportunities, COM: compensation, HRP: human resource planning, PA: performance appraisal, PR: promotion, RS: recruitment & selection, TD: training and development

Table 4 shows discriminant validity based on Heterotrait-Monotrait Ratio (HTMT), where all constructs achieved values between 0.048 to 0.992, which fall within the range recommended by [16].

**Table 4:** Discriminant validity based on Heterotrait-Monotrait Ratio (HTMT)

Construct	HRMP	COP	COM	HRP	PA	PR	RS	TD	OP
HRMP									
COP	0.794								
COM	0.633	0.481							
HRP	0.657	0.177	0.067						
PA	0.636	0.415	0.330	0.121					
PR	0.673	0.569	0.313	0.055	0.351				
RS	0.652	0.138	0.048	0.992	0.130	0.049			
TD	0.474	0.247	0.131	0.056	0.038	0.191	0.085		
OP	0.298	0.074	0.138	0.283	0.092	0.183	0.361	0.056	

Note: HRMP: human resource management practices. COP: career opportunities, COM: compensation, HRP: human resource planning, PA: performance appraisal, PR: promotion, RS: recruitment & selection, TD: training and development

Table 5 shows Hypotheses test based on bootstrapping techniques of [17] embedded with SmartPLS (version 3.3.3).

Table 5  
Hypotheses test

H	Independent variable	Dependent variable	Path coefficient	T-value	P-value	Result
H1	HRMP	OP	0.140	1.463	0.042*	Accepted
H1a	COP	OP	0.210	2.709	0.003**	Accepted
H1b	COM	OP	0.144	3.124	0.001**	Rejected
H1c	HRP	OP	0.128	1.446	0.074	Rejected
H1d	PA	OP	0.056	0.763	0.223	Rejected
H1e	PR	OP	0.200	3.752	0.000***	Accepted
H1f	RS	OP	0.418	4.503	0.000***	Accepted
H1h	TD	OP	0.040	0.557	0.289	Rejected

Note: \*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001

Note: HRMP: human resource management practices, COP: career opportunities, COM: compensation, HRP: human resource planning, PA: performance appraisal, PR: promotion, RS: recruitment & selection, TD: training and development

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