

THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND EMPLOYEE SELECTED OUTCOMES WITHIN THE ORGANIZATION: EMPIRICAL EVIDENCE FROM CEMENT MANUFACTURING COMPANY LIMITED IN BANGLADESH PERSPECTIVE

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Abstract

This is a compendium of the entire object which seeks to examine the association between human resource management practices and employee selected outcomes within the organizations. Data were collected through questionnaire from 100 employees. SPSS-16 was used to analyze the collected data. In this study, descriptive statistics, correlations, and multiple regression analysis have been applied to determine the contribution of each independent variable in human resource management practices within the organizations. The study shows that there is a significant relationship between independent and dependent variables. The result of the analysis revealed that HRM practices have a significant influence on employee selected outcomes like perceived organizational support, employee attitudes and behavior, affective and normative commitment and discretionary behavior within the organization. Furthermore, findings of this research paper emphasis on the presence and appearance of HR internal experts in the organizations which helps to achieve competitive advantage and improving organizational performance.

Keywords: HR Practices, Employee Attitudes, Employee Commitment, Discretionary Behavior.

1. INTRODUCTION

The main motive of this research paper is to investigate the impact of human resource management practice on employee selected outcomes viz. perceived organizational support, employee attitudes and behavior, affective and normative commitment, discretionary behavior. The organization manages in an environment that characterized by ambiguity, vagueness, and change that bring about the appearance of various contravention (Bimpitsos and Petridou, 2012). Such environment includes many encircle as increased globalization, rapid technological change, and the growing need for capable employees and improved achievement (Lindström and Vanhala, 2013).

This forces organization to endeavor and utilize the resources at its disposal in order to perpetrate a competitive advantage (Savaneviciene and Stankeviciute, 2011). Human resources are enumerated critical factors subscribe to an organization's conquest (Alvarez, 2011).

Human Resource is the most significant asset for any organization and it is the source of acquiring the competitive advantage. Managing human resources is very contending with as compared to governing technology or capital and for its efficacious management; the organization requires effective HRM system. HRM system should be upheld by sound HRM practices. HRM practices refer to organizational functions concluded at managing the pool of human resources and ensuring that the resources are employed towards the blessing of the organizational objectives. Therefore, effectively managing these resources is important to all

organization (Juhdi, Pa'wan and Hansaram, 2013). This paper has been contemplated to reconsideration the existing literature available on HRM Practices.

To redact this purpose, the first section discusses the theoretical background, research methodology, research model, and hypotheses. The next section of the paper presenting the relationship between HRM practices and its selected outcomes based on first section and other important organizational variables are presented including the HR best practices. The researchers have also developed a conceptual framework on the basis of a review of the current studies and implications have been suggested for HR departments. Data analysis, discussion results and conclusions, limitations and future work would have been discussed in the final sections. At the end, this introductory part of the paper, a synthesis of the review of the literature has been given.

2. LITERATURE REVIEW

Numerous researchers have noted that managing people is more critical than managing technology or capital (Barney, 1991; Lado & Wilson, 1994). According to (Khatri, 1999) people are one of the most important factors providing pliability and adaptability to organizations. However those firms that have erudite how to manage their human resources well would have a terminal over others for a long time to come because attaining and spread out human resources practically is smashing and takes much longer (Wright, McMahan and McWilliams, 1994).

In addition, organizations crave to develop a committed workforce (Yew, 2007) and finding the best way to hold their employees (Moscoso Riveros and Shir-Tau Tsai, 2011). According to (Tiwari and Saxena, 2012), an organization's behavior can be developed in such areas as staff commitment, competency, and facility by managing the human resources available in that organization. More specifically, it is reported that several human resource management (HRM) practices can affect employee commitment and motivation these practices include staffing (recruitment and selection), training and development, performance appraisal, compensation and reward, teamwork, and maintenance (Fong and Choi, 2009). This research paper narrates human resources practices with a focus on four major practices which include recruitment, training and development, performance appraisals, and reward systems (Lim and Ling, 2012). Methodically, organizations to be successful they need to entice the best employees through the core staffing activity of recruitment (Darrag, Mohamed and Aziz, 2010).

Therefore, various recruitment methods are used to fulfill this purpose. Recruitment methods can be either internal or external (De Cenzo and Robbins, 1991) but most organizations tend to focus on three external methods which are advertising, online recruitment, and the use of employment agencies which are found to increase the probability of recruiting talented employees (Armstrong, 2006; Lim & Ling, 2012).

In addition, studies proved that training and development enhance employees' productivity and commitment which in turn improves a firm's performance (Vlachos, 2009). However, according to (De Cenzo and Robbins, 1991) conducting performance appraisals serve three important purposes: i) providing two-way feedback between employees and supervisors ii) developing employees and improving their performance iii) documenting employees' performance for legal reasons. Reward systems usually serve several purposes which

include attracting, retaining, and motivating employees.(Zhou, Zhang and Montoro-Sánchez, 2011)In addition, researchers such as (Yap, Bove and Beverland, 2009) found that reward systems have a positive impact on employee performance.

After overlooking the existing literature on HRM practices, the researchers have constructed that HRM practices get invaded by exotic and internal factors and straight or indirectly invade other variables such as employee's attitude, behavior, commitment, employee-employer connection, monetary performance, employee originative etc. On the basis of the literature reviewed, a normative framework has been developed that shows how HRM practices are associated with perceived organizational support, employee attitude and behavior, affective and normative commitment, discretionary behavior.

3. THEORETICAL FRAMEWORK

Many researchers have proved a linkage between HRM practices leading to enhance organizational performance through enhanced employee outcomes. Most of the researcher tried to show how to HRM practices influence the organizational performance. They have not investigated how it effects on employee selected outcomes. This paper would be tackled this aspect and focuses the impact of human resource management practices on employee selected outcomes within the organizations. Our research consists of total ten variables and six are independent such staffing, training, and development, performance appraisals, compensation and rewards, motivation and maintenance they have influence or effect on four dependent variables of perceived organizational support, employee attitudes and behavior, affective and normative commitment, discretionary behavior. Impact of human resource management practices of the organization have some backing for the positive relationship among human resource management outcomes like perceived organizational support, employee attitudes and behavior, affective and normative commitment, discretionary behavior particularly improve the organizational efficiency.

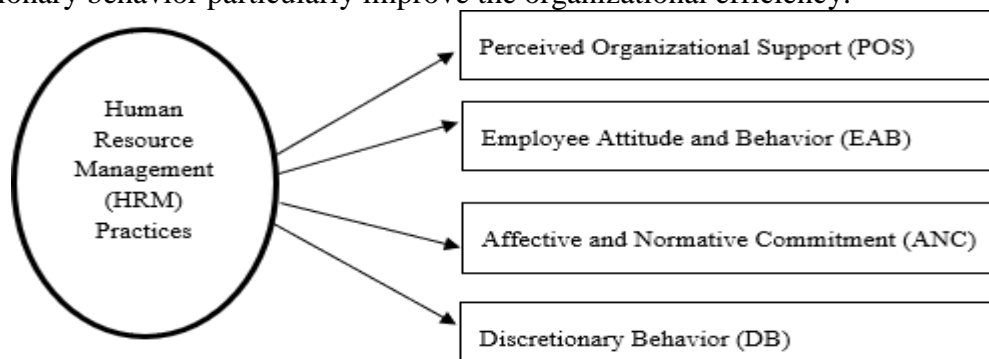


Figure 3.1: Conceptual Model and associated hypothesis

Taking a lead from the growing body of literature on HRM practices, a tentative conceptual model has been outlined in the figure that has been developed and tested in this study. Under the proposed model, HRM practices are treated as independent variable and employee selected outcomes are the primary dependent variable in the proposed model. The theoretical framework is developed based on the source of human resource management, tenth edition, international student version, David A. DeCenzo, page -34. To achieve the goals of this study, several hypotheses are developed.

4. HYPOTHESIS

Hypothesis (1) Human resource management practices have a positive and direct impact on perceived organizational support.

Hypothesis (2) Human resource management practices have a positive and direct impact on employee attitude and behavior.

Hypothesis (3) Human resource management practices have a positive and direct impact on affective and normative commitment.

Hypothesis (4) Human resource management practices have a positive and direct impact on discretionary behavior.

5. OBJECTIVES OF THE STUDY

The main goal of this study is to examine the impact of human resource management practices on employee selected outcomes viz. perceived organizational support, employee attitudes and behavior, affective and normative commitment, discretionary behavior within the organizations. The sub-goals included are as follow:

- To find the linkages between HRM practices and perceived organizational support.
- To examine the influence of HRM practices on employee attitudes and behavior
- To explore the relationship between HRM practices and affective and normative commitment of organization.
- The impact of HRM practices on discretionary behavior.
- The purpose is to introduce the relationship of above these independent variables first time with dependent Variable.
- To give recommendations and suggestions to improve the HRM practices.

6. METHODOLOGY OF THE STUDY

The purpose of this research paper is to examine the impact of human resource management (HRM) practices on employee selected outcomes viz. perceived organizational support (POS), employee attitudes and behavior, affective and normative commitment, discretionary behavior within the organizations. The structured questionnaires were used to get the sufficient information. However, this questionnaire is composed of 91 questions that personate all the variables of this paper. In this study as a researcher had been developed the research tool that comprises of five points likert scale questions (where 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, 1= Strongly Disagree) to gather the respondents view of a few important issues. In order to experiment four (4) hypotheses and achieve the objectives of this research structured questionnaire had been applied to gather primary data for analysis and interpretation. However, a random sample (n=100) was selected with 120 questionnaires that were distributed and back to ensure high response rate of 83.33%. The questionnaire contained the two sections: the first section was designed to gather the information about the respondent's personal background. In the second section of the questionnaire, the respondents were asked about salient features of company that practiced. The six to nine items have been tested as a measure of the dependent variables and the four variables are taken as the dependent variables. The correlation was used to investigate the

relationship between variables. Multiple regressions were also used to investigate the impact of independent variables on dependent variables. Data were analyzed through SPSS-16. At SPSS, we compute frequencies, descriptive analysis, reliability, and correlation and at the end, we run regression.

7. DATA ANALYSIS AND RESEARCH FINDINGS

7.1 Respondents Socio-demographic Characteristics

At the table exhibit socio-demographic features of the respondent who had participated in the survey. It is found that 99% of respondents are male and only 1% of them are female, included them 73% are married and 27% are unmarried.

Moreover, the respondents who were married their spouse was working near about 33%. In this survey most of the respondents are doing the managerial job and had gotten the direct mode of appointment almost one- third of the total respondents belong to 35-40 years of age groups. However, 60% of the respondents had their educational background is Master's degree only 32% of them are doing permanent jobs, 44% are doing contractual and some of them are engaged with the technical job. Majority of the respondents at management level has more than 5 years of corporate job experiences.

7.2 Reliability

Reliability analysis is related to the assessment of the degree of consistency between multiple measurements of a variable and could be measured by Cronbach alpha coefficient and composite reliability (Hair *et al.*, 2010). Furthermore, some scholars (Bagozzi, Yi and Phillips, 1991) suggested that the values of all indicators or dimensional scales should be above the recommended value of 0.60. Consequently, according to the above tests, all the research constructs in this study are considered reliable.

Table 1: Reliability Statistics

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| 0.846 | 91 |

According to this paper, reliability of the item of the variable is measured by cronbach's alpha. In this paper, there are four variables names as perceived organizational support, employee attitude and behavior, affective and normative behavior and discretionary behavior. Cronbach alpha values were calculated over 0.80 for all the variables, which shows there is reliability in the item of the variable.

The scale that we used in our study is reliable for data analysis. The internal consistency of the measure is good and reliable because the cronbach's alpha value is >0.7 , we get the results of inter-item (perceived organizational support, employee attitude and behavior, affective and normative behavior and discretionary behavior and dependent variable (human resource management practices).

The calculated values of cronbach's alpha are given in table. The Cronbach's alpha values that are near to $\alpha=1.0$ is considered more significant and value that is less than $\alpha=0.6$ is insignificant. We measured the human resource management practices (cement company) through different items and the value of cronbach's alpha is $\alpha=0.846$. This value is very close to $\alpha=1.0$. We measured the perceived organizational support through several items and

the cronbach's alpha value is $\alpha=0.827$, employee attitude and behavior was measured through the many items and the cronbach's alpha value is 0.831 which is significant. We also measured the affective and normative behavior with more items and value of cronbach's alpha is $\alpha=0.831$ that is reliable.

7.3 Correlations

7.3.1 Relationship of perceived organizational support with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

Table 2: Relationship of perceived organizational support with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

| | | ST | TD | PA | CR | MV | MT |
|---|---------------------|--------|--------|--------|--------|--------|--------|
| POS | Pearson Correlation | .267** | .588** | .558** | .407** | .881** | .535** |
| | Sig. (2-tailed) | .007 | .000 | .000 | .000 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 | 100 | 100 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | |
| **Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

The results revealed that a significant positive relationship between perceived organizational support and recruitment and selection ($r = 0.267$, $p < 0.01$), perceived organizational support and training and development ($r = 0.588$, $p < 0.01$), perceived organizational support and performance appraisals ($r = 0.558$, $p < 0.01$), perceived organizational support and compensation and rewards ($r = 0.407$, $p < 0.01$), perceived organizational support and motivation ($r = 0.881$, $p < 0.01$), perceived organizational support and maintenance ($r = 0.535$, $p < 0.01$).

Therefore, the hypothesis **H₁** is accepted that states the human resource management practices have a positive and direct impact on perceived organizational support in this study.

7.3.2 Relationship of employee attitudes and behavior with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

Table 3: Relationship of employee attitudes and behavior with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

| | | ST | TD | PA | CR | MV | MT |
|---|---------------------|--------|--------|--------|--------|--------|--------|
| EAB | Pearson Correlation | .329** | .571** | .570** | .317** | .812** | .389** |
| | Sig. (2-tailed) | .001 | .000 | .000 | .001 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 | 100 | 100 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | |
| **Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

The results revealed that a significant positive relationship between employee attitudes and behavior and recruitment and selection ($r = 0.329$, $p < 0.01$), employee attitudes and behavior and training and development ($r = 0.571$, $p < 0.01$), employee attitudes and behavior and performance appraisals ($r = 0.570$, $p < 0.01$), employee attitudes and behavior and compensation and rewards ($r = 0.317$, $p < 0.01$), employee attitudes and behavior and motivation ($r = 0.812$, $p < 0.01$), employee attitudes and behavior and maintenance ($r = 0.389$, $p < 0.01$).

Therefore, the hypothesis **H₂** is accepted that states the human resource management practices has a positive and direct impact on employee attitudes and behavior in this study.

7.3.3 Relationship of affective and normative commitment with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

Table 4: Relationship of affective and normative commitment with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

| | | ST | TD | PA | CR | MV | MT |
|---|---------------------|--------|--------|--------|--------|--------|--------|
| ANC | Pearson Correlation | .094** | .508** | .300** | .186** | .542** | .229** |
| | Sig. (2-tailed) | .353 | .000 | .002 | .064 | .000 | .022 |
| | N | 100 | 100 | 100 | 100 | 100 | 100 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | |
| **Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

The results revealed that a significant positive relationship between affective and normative commitment and recruitment and selection ($r = 0.094$, $p > 0.01$), affective and normative commitment and training and development ($r = 0.508$, $p < 0.01$), affective and normative commitment and performance appraisals ($r = 0.300$, $p < 0.01$), affective and normative commitment and compensation and rewards ($r = 0.186$, $p > 0.01$), affective and normative commitment and motivation ($r = 0.542$, $p < 0.01$), affective and normative commitment and maintenance ($r = 0.229$, $p > 0.01$). Therefore, the hypothesis **H₃** is not rejected that states the human resource management practices have a positive and direct impact on affective and normative commitment in this study.

7.3.4 Relationship of discretionary behavior with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

Table 5: Relationship of discretionary behavior with recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance

| | | ST | TD | PA | CR | MV | MT |
|---|---------------------|--------|--------|--------|--------|--------|--------|
| DB | Pearson Correlation | .263** | .629** | .642** | .301** | .856** | .378** |
| | Sig. (2-tailed) | .008 | .000 | .000 | .002 | .000 | .000 |
| | N | 100 | 100 | 100 | 100 | 100 | 100 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | | | |
| **Correlation is significant at the 0.01 level (2-tailed). | | | | | | | |

The results revealed that a significant positive relationship between discretionary behavior and recruitment and selection ($r = 0.263$, $p < 0.01$), discretionary behavior and training and development ($r = 0.629$, $p < 0.01$), discretionary behavior and performance appraisals ($r = 0.642$, $p < 0.01$), discretionary behavior and compensation and rewards ($r = 0.301$, $p < 0.01$), discretionary behavior and motivation ($r = 0.856$, $p < 0.01$), discretionary behavior and maintenance ($r = 0.378$, $p < 0.01$). Therefore, the hypothesis **H₄** is accepted that states the human resource management practices have a positive and direct impact on discretionary behavior in this study.

7.4 Regression Analysis

7.4.1 Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on perceived organizational support

Table 6: Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on perceived organizational support

| R | R Square | Adjusted R Square | Standard Error of the Estimates | | F | Sig |
|---|----------|-------------------|---------------------------------|-------|--------|-------------------|
| 0.916 ^f | 0.839 | 0.829 | 0.607 | | 81.012 | .000 ^f |
| | | | Beta | t | Sig | |
| (Constant) | | | -.619 | | | |
| Recruitment and Selection (ST) | | | -.018 | -.381 | .704 | |
| Training and Development (TD) | | | .131 | 2.302 | .024 | |
| Performance Appraisals (PA) | | | .103 | 1.871 | .065 | |
| Compensation and Rewards (CR) | | | .115 | 2.382 | .019 | |
| Motivation (MV) | | | .649 | 9.865 | .000 | |
| Maintenance (MT) | | | .230 | 4.579 | .000 | |
| f. Predictors: (Constant), ST, TD, PA, CR, MV, MT | | | | | | |
| g. Dependent Variable: POS | | | | | | |

The result of the table revealed a statistically significant impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on perceived organizational support. The result shows that almost 83.9% of the variation in perceived organizational support could be attributed to recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance. Motivation was proved to be the strongest predictors of perceived organizational support followed by recruitment and selection, training and development, performance appraisals, compensation and rewards and maintenance.

7.4.2 Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on employee attitudes and behavior

Table 7: Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on employee attitudes and behavior

| R | R Square | Adjusted R Square | Standard Error of the Estimates | | F | Sig |
|---|----------|-------------------|---------------------------------|-------|--------|-------------------|
| 0.841 ^f | 0.707 | 0.688 | 0.831 | | 37.426 | .000 ^f |
| | | | Beta | t | Sig | |
| (Constant) | | | -.277 | | | |
| Recruitment and Selection (ST) | | | .101 | 1.615 | .110 | |
| Training and Development (TD) | | | .162 | 2.087 | .040 | |
| Performance Appraisals (PA) | | | .177 | 2.345 | .021 | |
| Compensation and Rewards (CR) | | | .038 | .578 | .565 | |
| Motivation (MV) | | | .592 | 6.572 | .000 | |
| Maintenance (MT) | | | .062 | .902 | .369 | |
| f. Predictors: (Constant), ST, TD, PA, CR, MV, MT | | | | | | |
| g. Dependent Variable: EAB | | | | | | |

The result of the table revealed a statistically significant impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation

and maintenance on employee attitudes and behavior. The result shows that almost 70.7% of the variation in on employee attitudes and behavior could be attributed to recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance. Again, motivation was proved to be the strongest predictors of employee attitudes and behavior followed by recruitment and selection, training and development, performance appraisals, compensation and rewards and maintenance.

7.4.3 Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on affective and normative commitment

Table 8: Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on affective and normative commitment

| R | R Square | Adjusted R Square | Standard Error of the Estimates | | F | Sig |
|---|----------|-------------------|---------------------------------|-------|-------|-------------------|
| 0.597 ^f | 0.356 | 0.314 | 0.987 | | 8.564 | .000 ^f |
| | | | Beta | t | Sig | |
| (Constant) | | | 1.541 | | | |
| Recruitment and Selection (ST) | | | -.048 | -.643 | .522 | |
| Training and Development (TD) | | | .265 | 2.877 | .005 | |
| Performance Appraisals (PA) | | | -.020 | -.228 | .820 | |
| Compensation and Rewards (CR) | | | .049 | .626 | .533 | |
| Motivation (MV) | | | .305 | 2.851 | .005 | |
| Maintenance (MT) | | | .002 | .020 | .984 | |
| f. Predictors: (Constant), ST, TD, PA, CR, MV, MT | | | | | | |
| g. Dependent Variable: ANC | | | | | | |

The result of the table revealed a statistically significant impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on affective and normative commitment. The result shows that almost 35.6% of the variation in on affective and normative commitment could be attributed to recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance. Training and development was proved to be the strongest predictors of affective and normative commitment followed by recruitment and selection, performance appraisals, compensation and rewards, motivation and Maintenance.

7.4.4 Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on discretionary behavior

Table 9: Impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on discretionary behavior

| R | R Square | Adjusted R Square | Standard Error of the Estimates | | F | Sig |
|--------------------------------|----------|-------------------|---------------------------------|-------|--------|-------------------|
| 0.893 ^f | 0.798 | 0.785 | 0.668 | | 61.069 | .000 ^f |
| | | | Beta | t | Sig | |
| (Constant) | | | -.318 | | | |
| Recruitment and Selection (ST) | | | .016 | .313 | .755 | |
| Training and Development (TD) | | | .189 | 3.036 | .003 | |
| Performance Appraisals (PA) | | | .245 | 4.052 | .000 | |
| Compensation and Rewards (CR) | | | .017 | .322 | .748 | |

| | | | |
|---|------|-------|------|
| Motivation (MV) | .602 | 8.310 | .000 |
| Maintenance (MT) | .031 | .563 | .575 |
| f. Predictors: (Constant), ST, TD, PA, CR, MV, MT | | | |
| g. Dependent Variable: DB | | | |

The result of the table revealed a statistically significant impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on discretionary behavior. The result shows that almost 79.8% of the variation in on discretionary behavior could be attributed to recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance. Furthermore, motivation was proved to be the strongest predictors of discretionary behavior (DB) followed by recruitment and selection, training and development, performance appraisals, compensation and rewards, and maintenance.

7.5 Measurement Model

Indeed, the outcomes of the measurement model are presented in table encapsulates the standardized factor loadings, measures of reliabilities and validity for the final measurement model. The table demonstrates different types of the goodness of fit indices in assessing this study initial specified model. It shows that the research constructs fit the data according to the absolute model fit measures, comprising chi-square per degree of freedom ratio (χ^2/df).

Table 10: Measurement model fit indices

| Model | χ^2 | df | P-value | χ^2/df |
|-------------|----------|----|---------|-------------|
| Final Model | 215.897 | 45 | 0.000 | 4.7977111 |

Therefore, the measurement model was modified and showed a better fit to the data (as shown in Table). For instance, χ^2/df did change for the final model, indicated better fit to the data after removing the low factor loading items. Above calculation shows that in the final model value of KMO of sampling adequacy is more than

0.50 that is significantly measured and acceptable model fit indices. Furthermore, the researchers look into the standardized regression weights for the research's demonstrators and found that some demonstrators had a low loading towards the latent variables. Moreover, since both items did not assemble the minimum recommended value of factor loadings of 0.50 (Newkirk and Lederer, 2006) and because the elementary fit indices were fit the sample data, then they were removed and excluded from further analysis.

7.6 Summary of proposed results for the theoretical model

Following the four-phase of technique, the measurement model results were used to test the structural model, including paths representing the proposed associations among research constructs. Furthermore, in order to test the structural model, it is essential to inquire into the statistical significance of the measuring regression weights (i.e. t-value) of the research hypotheses (i.e. the path estimations) at 0.05 level (see-Table); and the coefficient of determination (R^2) for the research endogenous variables as well, convey that the model tolerate accounts for the variation of the mentioned model.

Table 11: Summary of proposed results for the theoretical model

| Hypothesis | Research Proposed Path | Confidence Interval | Coefficient Value | t-Value | p-Value | H1 (Supported) |
|----------------|------------------------|---------------------|-------------------|---------|-------------------|----------------|
| H ₁ | HRMP→POS | 95% | -0.619 | -2.521 | .000 ^f | Supported |
| H ₂ | HRMP→EAB | 95% | -0.277 | -0.842 | .000 ^f | Supported |
| H ₃ | HRMP→ANC | 95% | 1.541 | 3.863 | .000 ^f | Supported |

| | | | | | | |
|----------------|---------|-----|--------|--------|-------------------|------------------|
| H ₄ | HRMP→DB | 95% | -0.318 | -1.178 | .000 ^f | <i>Supported</i> |
|----------------|---------|-----|--------|--------|-------------------|------------------|

| Linkage | Hypothesis | Output |
|-------------|--|--|
| Linkage (1) | H ₁ Human resource management practices have a positive and direct impact on perceived organizational support. | Output (1): As the p-value is less than 0.01(in the table), so we accept the alternative hypotheses along with concluding that there is a significant association between human resource management practices (staffing, training and development, performance appraisals, compensation and rewards, motivation and maintenance) and perceived organizational support. |
| Linkage (2) | H ₂ Human resource management practices have a positive and direct impact on employee attitude and behavior. | Output (2): As the p-value is less than 0.01(in the table), so we accept the alternative hypotheses along with concluding that there is a significant association between human resource management practices (staffing, training and development, performance appraisals, compensation and rewards, motivation and maintenance) and employee attitude and behavior. |
| Linkage (3) | H ₃ Human resource management practices have a positive and direct impact on affective and normative commitment. | Output (3): As the p-value is less than 0.01(in the table), so we accept the alternative hypotheses along with concluding that there is a significant association between human resource management practices (staffing, training and development, performance appraisals, compensation and rewards, motivation and maintenance) and affective and normative commitment. |
| Linkage (4) | H ₄ Human resource management practices have a positive and direct impact on discretionary behavior. | Output (4): As the p-value is less than 0.01(in the table), so we accept the alternative hypotheses and conclude that there is a significant association between human resource management practices (staffing, training and development, performance appraisals, compensation and rewards, motivation and maintenance) and discretionary behavior. |

8. CONCLUSIONS AND RECOMMENDATIONS

The objectives of this research was to investigate the impact of recruitment and selection, training and development, performance appraisals, compensation and rewards, motivation and maintenance on perceived organizational support, employee attitudes and behavior, affective and normative commitment and discretionary behavior. Based on the findings of this study, this conclusion was reached. The result of the correlation showed a significant relationship of HRMP (ST, TD, PA, CR, MV, and MT) with perceived organizational support, employee attitudes and behavior, affective and normative commitment and discretionary behavior. The result of the multiple regressions revealed a statistically significant influence on its selected outcomes (POS, EAB, ANC, and DB). It is clearly evident from the findings concluded that human resource management practices has the direct relationship with perceived organizational support, employee attitude and behavior, affective and normative commitment, discretionary behavior. This study recommends to motivation practices and because of it leads more positive outcomes that relating to human resource management practices. Motivation (MV) was proved to be the strongest predictors among of perceived organizational support (POS = 9.865, $p < 0.01$), employee attitudes and behavior (EAB = 6.572, $p < 0.01$), discretionary behavior (DB = 8.310, $p < 0.01$) followed by recruitment and selection, training and development, performance appraisals, compensation and rewards and maintenance. Also, this study recommends to training and

development as practices more because of it exponent more outcomes in order to human resource management practices. Training and development was proved to be the strongest predictors of affective and normative commitment. As a result, it is recommended that study also brought about the emphasis on the presence and appearance of HR internal experts within the organizations which helps to improve the implementation of effective HR practices.

9. LIMITATIONS AND DISCUSSION FOR FURTHER RESEARCHERS

The results of this study show the direct and positive relationship between human resource management practices and perceived organizational support, employee attitude and behavior, affective and normative commitment, discretionary behavior. A quantitative technique (questionnaire) was used as the main method to collect the data this might be considered as a limitation of this study.

More qualitative techniques are recommended to be used to get more accurate data and results to achieve the goals and objectives of this study. Future research that focuses on more than one industry is recommended to overcome the issue of generalization. This research has limitations and consequently recommendations for future studies. Then, another limitation is that the present findings are therefore indicative rather than conclusive. It would be useful to further assess the generalizability of the HRMP to other business environments such as American, European and Asian countries. Moreover, with more explicative and creative research, a more comprehensive conceptual framework related to HRM policies and practices can be developed in the future.

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