

# Nexus Between Human Resource Management Practices And Job Performance Of University Teachers: Organizational Commitment As A Mediator

Ume Ruqia Saadat<sup>1</sup>, Dr. Muhammad Anees ul Husnain Shah<sup>2,3</sup>, Saima Noreen<sup>3</sup>, Dr. Muhammad Imran Shah<sup>4</sup>, Dr. Jawad Hussain<sup>5</sup>, Dr. Nazim Ali<sup>6</sup>

<sup>1</sup>Lecturer in Economics, Department of Commerce, GU, D.I. Khan, Email: [ruqia0709@gmail.com](mailto:ruqia0709@gmail.com)

<sup>2</sup>Associate Professor, Department of Education, University of Education Lahore, D.G Khan Campus, Email: [draneesulhusnain@ue.edu.pk](mailto:draneesulhusnain@ue.edu.pk)

<sup>3</sup>Lecturer, Department of Commerce, Gomal University, Dera Ismail Khan

<sup>4</sup>Assistant Professor, Department of Commerce, Institute of Business Administration, Gomal University, D.I. Khan, Email: [imranabc77@gmail.com](mailto:imranabc77@gmail.com) (Corresponding Author)

<sup>5,6</sup>Associate Professor, Department of Commerce and Management Sciences, University of Malakand

## Abstract

The objective of this research was to explore the mediating effect of OC (Org. Com.) between HR Practices and JP. For this purpose, Data were collected from faculty members of four private sector universities of KP: Abasyn University, Sarhad University, City University and Preston University through JP scale (Goodman & Svyantek, 1999), HRM Practices scale Teseema & Soeters (2006) and Org. Com. scale adapted from Meyer and Allen's (1991). The value of .545 with 0.01 level between "HR Practices and JP" shows a significant positive correlation between "HR Practices and JP". Similarly the value of .187 with 0.01 level between "HR Practices and Org. Com." shows a significant positive correlation between "HR Practices and Org. Com.". The value of .223 with 0.01 level between Org. Com. and JP shows a significant positive correlation between Org. Com. and JP. Furthermore, structure equation modelling showed a partial mediation between "HR Practices and JP" through Org. Commitment.

**Keywords:** Organizational Commitment; HR Practices; Job Performance; University Teachers

## Introduction

Over the past 25 years, the literature on human resource management has placed a lot of focus on the effects that various human resource practices have on employee performance (Van De Voorde & Beijer, 2015). The approach to human resource management is crucial to the success of the firm since the multifaceted nature of human resource practice enables organisations to achieve both corporate and personal objectives. Organisations urgently need to develop an edge or a domination that may last for a very long time in order to

achieve a competitive advantage (Noe, Hollenbeck, Gerhart, & Wright, 2016). In more recent times, academics and practitioners have paid close attention to the idea of OC. (Yahaya & Ebrahim, 2016). As it has a substantial impact on the interaction between the workplace and employee performance in organisations, OC is well-represented in the literature in organisational behavior.

Org. Com. is referred to as "the employee's feelings of obligation to stay with the organization: feelings resulting from the

internalization of normative pressures exerted on an individual prior to entry or following entry” (Allen, Meyer, 1990). Org. Com. is composed of three facets which are “affective commitment, continuous commitment and normative commitment”. Affective commitment is referred to as “strong emotional attachment to organization because the employees love to be a part of organization and have strong emotions to work for the organization”. Continuous commitment is “an attachment to organization because they fear to lose the benefits attached with their job due to termination or retirement”. Normative commitment is “an attachment to organization due to a sense of obligation”.

JP is composed of “in-role performance and extra-role performance”. In-role performance is referred to as “those officially required outcome and behaviors that directly serves the organization” (Demerouti & Cropanzano, 2010). Extra-role is “discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessary directly influencing an employee’s productivity” (Demerouti & Cropanzano, 2010).

To examine the potential mediating roles that well-being may play in the connection between HR practices and work performance, Khoreva and Wechtler (2018) gathered data from 300 workers and 34 direct supervisor in a Finland organisation. They discovered a noteworthy connection between “HR Practices and JP”. Additionally, their study's findings showed a partial mediation of wellbeing between in-role work performance and HR practices that enhance skill and opportunity. Amir, Ali, Ali, and Ali (2022) collected data from 259 workers and HR managers in the industrial and service sectors of Pakistan in order to examine the possible mediating effects of work engagement and training sessions on the link between “HR Practices and JP”. They identified a significant

link between HR practices and employee performance. Additionally, the results of their study indicated that training sessions and work engagement somewhat mediated the nexus between HR practices and workers' JP. Rodjam, Thanasrisuebwong, Suphuan, and Charoenboon (2020) collected data from 200 employees of pharmaceutical companies of Thailand in order to test the mediating effect of job satisfaction between “HR Practices and JP”. They identified a significant link between HR practices and employee performance. Additionally, the results of their study indicated that job satisfaction somewhat mediated the nexus between HR practices and workers' JP. Irshad et al. (2021) collected data from faculty who taught online in order to find out the impact of HR Practices on their JP. They identified a significant link between HR practices and employee performance.

Data from 218 employees of several telecommunications businesses in Lahore were gathered by (Jawaad, Amir, Bashir, and Hasan (2019)) to examine the mediating impact of job satisfaction between “HR Practices and Org. Com.”. According to the findings of their study, organisational commitment is statistically connected with performance appraisal satisfaction, recruitment and selection, work environment, rewards and recognition. Job Satisfaction serves as a complementary mediator between organisational commitment and factors including recruiting, selection, training, and work environment. Job satisfaction does not operate as a mediator in the link between organisational commitment and reward and recognition. Chew and Chan (2008) collected data from academics and organizational psychologists, 12 HR managers and 457 employees from nine Australian organizations to investigate the impact of HR practices on Org. Com. and turnover intention. The findings of this study revealed a significant nexus between “HR Practices and

Org. Com.”. To examine the effect of HR practices on organisational commitment and turnover intention, Chew and Chan (2008) gathered information from academics and organisational psychologists, 12 HR managers, and 457 workers from nine Australian organisations. The results of this study showed a strong link between organisational commitment and HR practices. As there is no study conducted to investigate the mediating role of Org. Com. between “HR Practices and JP” of teachers at university level, this study has done so. Keeping in view the above discussion over previous literature, we develop the following hypothesis.

H1: HR Practices positively affects JP of University teachers

H2: HR Practices positively affects Org. Com. of University teachers

H3: Psychological capital positively affects JP of University teachers

H4: Relationship of “HR Practices and JP” is mediated by Org. Com. of University teachers.

## Methodology

### Data collection Procedure

Data were collected from faculty members of four private sector universities of KP: Abasyn University Peshawar, Sarhad University

Peshawar, City University Peshawar and Preston University. Prior to data collection, the participants were well informed of the purpose of this study. Four hundred and eighty (N=480) questionnaires were distributed to teachers physically. Four hundred and twenty two questionnaires were returned within 30 days after two reminders. Four hundred and thirteen (N=413) questionnaires were found to have 100 % complete data. So they were used for research purpose.

### Measurement of Job Performance

JP was measured through JP scale adapted from (Goodman and Svyantek (1999)). This scale consists of two dimensions which are “extra-role performance and in-role performance”. Extra-role performance consists of 7 items and in-role performance 9 items. “I achieve the objectives of my job”, “I fulfill all the requirements of the job”, and “I am competent in all areas of the job, handle tasks with proficiency” are the examples of in-role performance. “I help others employees with their work when they have been absent”, “I assist my colleagues with their duties”, and “I make innovative suggestions to improve the overall quality of the department” are the examples of extra-role performance. JP was gauged through 5 points Likert Scale in which 1 indicates strongly disagree and 5, strongly agree. Reliability of all dimensions of JP is given in table 1.

**Table 1: Reliability of JP**

Scale	Extra-role performance	In-role performance
Items	7	9
Reliability (Cronbach’s Alfa)	.88	.84

### Measurement of HR Practices

HR practices were measured through HR Practices Scale adapted from Teseema & Soeters (2006). This scale consists of three dimensions which are promotion practice, compensation practice and performance evaluation practice. Compensation practice consists of 6 items,

promotion practice 3 items and performance evaluation practice 6 items. “Presence of attractive compensation system” and “Presence of equitable internal salary” are examples of compensation practice. “Presence of written and operational performance evaluation” and “Performance evaluation has a lot to do with my

salary” are examples of performance evaluation practice. “Presence of written and operational promotion policy” and “Provision of priority to seniority in promotion decision” are examples of promotion practice. HR Practices were gauged

through 5 points Likert Scale in which 1 indicates strongly disagree and 5, strongly agree. Reliability of all dimensions of HR Practice is given in table 2.

**Table 2: Reliability of HR Practices**

Scale	Promotion Practice	compensation practice	performance evaluation practice
Items	3	6	6
Reliability (Cronbach's Alfa)	.90	.86	.81

### Measurement of Org. Commitment

Org. Com. was gauged through Org Com scale taken from Meyer and Allen's (1991). This scale consists of three dimensions which are “normative commitment, continuous commitment and affective commitment”. All dimensions of Org. Com. were measured through 6 items each. “I would be very happy to spend the rest of my career in this organization.” and “I really feel as if this organization's problems are my own” are examples of affective commitment. “It would be very hard for me to leave my job at this organization right now even if I

wanted to” and “I believe I have too few options to consider leaving this organization” are examples of continuous commitment. “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now” are examples of normative commitment. Org. Com. was gauged through 5 points Likert Scale in which 1 indicates strongly disagree and 5, strongly agree. Reliability of all dimensions of Org. Com. is given in table 3.

**Table 3: Reliability of Org. Com.**

Scale	Normative commitment	Continuous commitment	Affective commitment
Items	6	6	6
Reliability (Cronbach's Alfa)	.82	.80	.87

## Results

**Table 4: Correlation between HR Practices, psychological capital and work engagement**

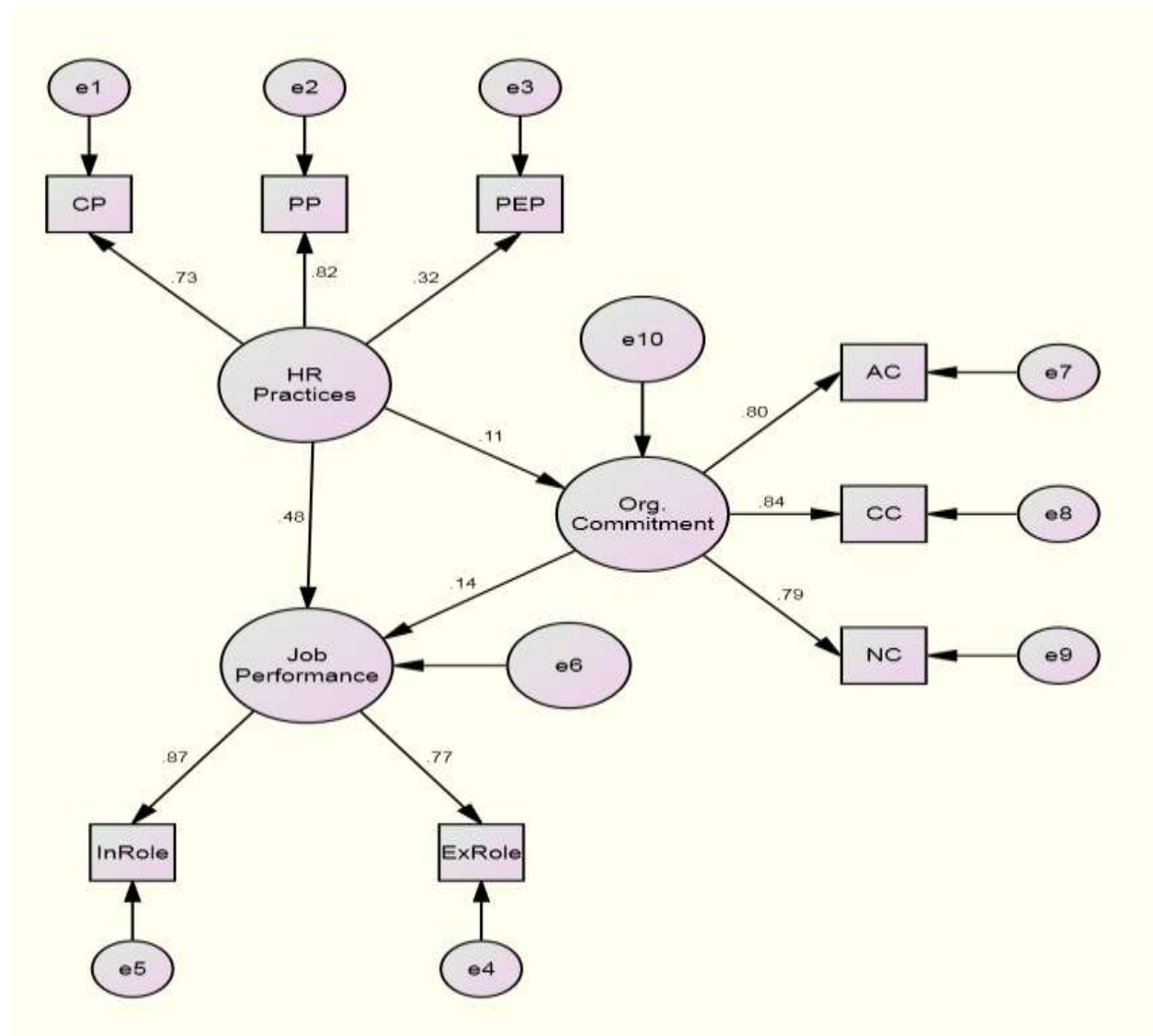
	HR Practices	Organizational Commitment	JP
HR Practices	1	.187**	.545**
Organizational Commitment	.187**	1	.223**
JP	.545**	.223**	1

“\*\*. Correlation is significant at the 0.01 level (2-tailed).”

The nexus between HR practices, organisation commitment, and JP is seen in Table 4. A substantial positive correlation between "HR Practices and JP" can be shown by looking at the value of .545 at the 0.01 level. The correlation between "HR Practices and Org. Com." is also significantly positive, as seen by the value of .187 at the 0.01 level. A substantial positive

association between organisational commitment and JP is shown by looking at the value of .223 at the 0.01 level. Consequently, we accept:

- H1: HR Practices positively affects JP of University teachers
- H2: HR Practices positively affects Org. Com. of University teachers
- H3: Psychological capital positively affects JP of University teachers



Graphic Representation

Nexus between HR Practices and JP through OC

The beta coefficient .48 with p value  $\leq 0.05$  between HR Practices and JP revealed that HR Practices had a significant positive indirect impact on JP. Before the inclusion of Org. Com. as mediator between HR Practices and JP, the beta coefficient was .62, with p value  $\leq 0.05$ , indicating that HR Practices partially mediated the nexus between HR Practices and JP. The three

factors model fit the data very well. The value of all Chi-square, 56.406; Degrees of freedom, 17; Probability level, 0.000; GFI, .971; CFI, .969; RMR, .032; RMEASE, .069 were in acceptable range. So the model is accepted in this study and H4 is accepted. The weights of standardized regression are given in table 5. The values of different indices have been mentioned in table 6.

			Estimate
Org. Commitment	<---	HR Practices	.106
JP	<---	HR Practices	.481
JP	<---	Org. Commitment	.138
CP	<---	HR Practices	.735
PP	<---	HR Practices	.818
PEP	<---	HR Practices	.320
Ex Role	<---	JP	.767
In Role	<---	JP	.867
AC	<---	Org. Commitment	.803
CC	<---	Org. Commitment	.840
NC	<---	Org. Commitment	.786

**Table 6: Values of Different Indices**

Index	Value
CMIN/	56.406
	17
	.000
CMIN/DF	3.318
RMR	.032
GFI	.971
CFI	.969
RMSEA	.069

**Conclusion**

The objective of this research was to explore the mediating effect of OC (Org. Com.) between HR Practices and JP. For this purpose, Data were collected from faculty members of four private sector universities of KP: Abasyn Univrsity, Sarhad University, City University and Preston

University through JP scale (Goodman & Svyantek, 1999), HRM Practices scale Teseema & Soeters (2006) and Org. Com. scale adapted from Meyer and Allen's (1991). The value of .545 with 0.01 level between “HR Practices and JP” shows a significant positive correlation between “HR Practices and JP”. Similarly the value of

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