Relationship between HRM Practices, Perceived Organizational Support, Employee Attitudes and Behaviour and Discretionary Behaviour

* Tauqeer Hussain Hakro, Lecturer (Corresponding Author)

** Amjad Hussain Lashari, Lecturer

*** Shankar Lal, Assistant Professor

Abstract

HRM practices are widely used in many organizations including public sector or private sector. The primarily aim of this study was to investigate the relationship between HRM practices, perceived organizational support, employee attitudes and behaviour and discretionary behaviour. This study was explanatory, predictive and quantitative in nature based on deductive approach and positivist philosophy. Population & sample: Officers bearing grade 17 and above and employees bearing grade 16 and below were targeted for data collection. Sampling: Data acquired through convenience sampling (An item of non-probability sampling). Data and source of collection: Primary data acquired through close-ended questionnaire based on seven related choices indicating level of agreement or disagreement. Data analysis & interpretation: Data analysis & interpretation performed through Statistical Package for Social Science (SPSS) and Partial Least Square- Structural Equation Modelling (PLS-SEM). Conclusion: HRM practices tested positive and significant with perceived organizational support, employee attitudes and behaviour and discretionary behaviour. Future research directions: This research should be undertaken in private sector to further explore and understand the findings of current study in comparison to that study. One or two novel variables should in incorporated in the existing model to enlarge the scope of future research.

Keywords:　　HRM Practices, Perceived Organizational Support, Employee Attitudes and Behaviour and Discretionary Behaviour.

Introduction

HRM practices include a wide range of activities which begins with recruitment and continues in a clear sequence such as; selection, training, performance appraisal, compensation, transfer, posting, promotion and motivation (Hakro, Jhatial & Chandio, 2022). These practices are particularly performed by HR managers in all organizations and sometimes by other line-managers who are supervising subordinates in their respective functions (Jhatial, Mangi & Ghumro, 2012). Recruitment causes by vacant position which needs to be filled immediately to improve performance and accomplish goals (Mahesar, 2015). Thus, managers invite applications from the talented and suitable applicants through the advertisement (Hakro, Siddiqui & Banbhan, 2022). After creating a pole of eligible candidates' recruitment ends and selection process begins and it continues till the most appropriate and most suitable candidate is selected for the vacant job (Gilal, Hakro, Banbhan & Gilal, 2022). Thereafter, training begins, officers and employees appointed on various designations of jobs need training to perform them effectively (Tunio, Mahesar & Hakro, 2021). Compensations keep officers and employees committed with their jobs irrespective of making turnover intentions (Hakro, Abbasi & Mahesar, 2021). Officers and employees are generally promoted based on evaluation of good performance (Mangi, Jhatial & Shah, 2012). There is a tool to appraise the performance of officers and employees which is known as performance appraisal (Hakro, Chandio & Mahesar, 2022). HRM practices also include transfer and posting of officers and employees with the purpose of improving job performance through job rotation (Hakro, Hakro & Siddiqui, 2022).

_____

*　Department of Commerce, University of Sindh, Mirpurkhas Campus. Email: tauqeer.hakro@usindh.edu.pk
** Department of Business Administration, University of Sindh, Dadu Campus.
　Email: amjad.lashari@usindh.edu.pk
***Government Model College Mirpurkhas. Email: lals_74@yahoo.com

_____

Significance of study

This study is highly significant for Hyderabad Electric Supply Corporation (HESCO), specially in case of investigating the relationship between HRM practices, perceived organizational support, employees attitudes and behaviour and discretionary behaviour (Hakro, Siddiqui & Banbhan, 2022). Eventually, the findings of this study will guide officers and employees that the outcomes of HRM practices would be positively and significantly related to perceived organizational support, employee attitudes and behaviour and discretionary behaviour which are also closely linked with employee commitment, job satisfaction and employee performance (Mahesar, 2015). Therefore, this study will assist policy makers of Hyderabad Electric Supply Corporation (HESCO) to keep officers and employees committed and satisfied with their jobs by exercising good HRM practices throughout the organization.

Research gap

Few studies are found from the literature showing the relationship between HRM practices and perceived organizational support (Aktar & Pangil, 2017). Since, there is no any specific study found in the context of Hyderabad Electric Supply Corporation (HESCO) which showed the relationship between HRM practices, perceived organizational support, employee attitudes and behaviour and discretionary behaviour. Therefore, these variables are taken into consideration to determine the relationship between HRM practices, perceived organizational support, employee attitudes and behaviour and discretionary behaviour in the context of Hyderabad Electric Supply Corporation (HESCO). This study will bridge the gap by exploring the relationship between these variables and add contribution in the existing literature.

Objectives

There are three objectives developed based on the research gap to accomplish them with the help of developing strategy which is to make hypotheses for each objective of the study.

- To identify the relationship between HRM practices and perceived organizational support.
- To identify the relationship between HRM practices and employee attitudes and behaviour.
- To identify the relationship between HRM practices and discretionary behaviour.

Literature Review

Perceived Organizational Support (POS)

Perceived organizational support is viewed as employees believe that the employer gives value to their contribution and cares about their well-being (Eisenberger et al., 2004). Since, it is realized as the social exchange relationship between employee and employer (Nazir & Islam, 2017). Likewise, employee and employer relationship becomes strong and lasts for many years (Wayne et al., 1997). Perceived organizational support is also viewed as one of the outcome of HRM practices in various studies (Shantz et al., 2014). Employees feel good when they are appreciated by the management on account of rendering good performance (Hur et al., 2015). It reduces turnover among officers and employees and enhances the strong bond between employee and employer (Rhoades, Eisenberger & Armeli, 2001). Organization increases productivity and profitability instantly, if employees perceive organizational support (Loi et al., 2006). Officers and employees stay attached with their jobs and continuously contribute their services for the betterment and well-being of employer (Colbert, Mount, Harter, Witt & Barrick, 2004).

**Employee attitudes and behaviour (EAB)**

Employee attitude is defined as the feeling of good or bad for something (Jhatial et al., 2012). It is the psychological state of an employee which is expressed through physical action and is also known as behaviour. Employee attitudes and behaviour are influenced by HRM practices (Hakro, Siddiqui & Banbhan, 2022). If employees perceive HRM practices exercised good at work certainly attitudes and behaviour go into the positive direction which assists organization to accomplish short-term and long-term goals easily and timely (Hakro, Hakro & Siddiqui, 2022). Since, bad attitudes and behaviour destroy the overall image of the organization (Gilal, Hakro, Banbhan & Gilal, 2022). Officers and employees prefers to stay productive when they bear good attitudes and behaviour which is the source of earning prestige for the organization due to the services of officers and employees (Tunio, Mahesar & Hakro, 2021). Organization earns reputation quickly in the sphere of services delivery because of employee attitudes and behaviour (Hakro, Abbasi & Mahesar, 2021). Since organization itself is a piece of land and constructed building on it which does not interact with the key clients and suppliers

and it does because of its officers and employees who are considered as the organs of organization (Mahesar, 2015).

Discretionary Behaviour (DB)

It is the behaviour of employees which is not connected straightforward with reward system in most organizations. Since, it leads to organizational success (Organ, Podsakoff & Mac Kenzie, 2006). Discretionary behaviour supports efficient and effective functioning of organization (Organ, 1997). It contributes in accomplishing task performance and organizational effectiveness (Den Hartog & Belschak, 2007). Discretionary behaviour is crucial for organizations to stay productive and profitable in related industry (Mc Bain, 2004). Employee discretionary behaviour leads to organizational success in terms of growing number of customers and markets consequently it highlights organizational performance at every interval (Van Dyne, Cummings & McLean Parks, 1995). Employee discretionary behaviour places value on organizational image building and employee commitment to stay with the organization for long-run and continuously contribute well for the progress and its prosperity (Van Dyne, Cummings & McLean Parks, 1995).

Conceptual model
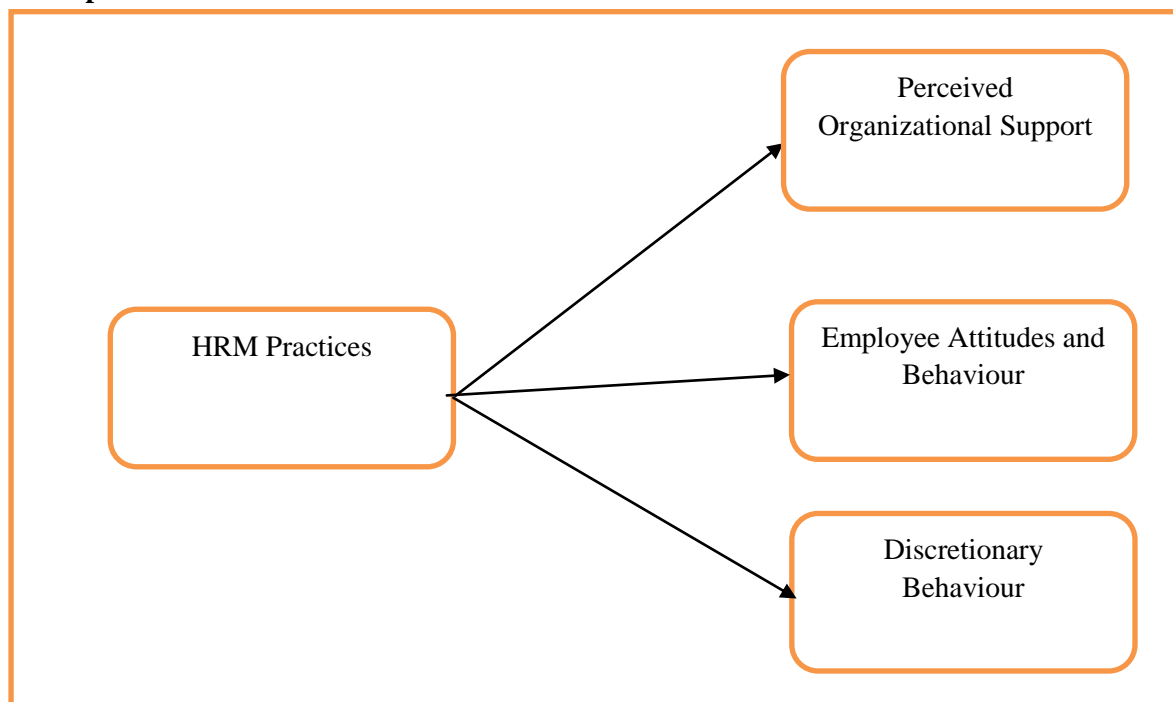
Hypotheses

Developing strategy is crucial for accomplishing the objectives of the study. Since, there were three objectives of the study which were accomplished through developing three hypotheses. Following were the hypotheses developed for accomplishing objectives.

H1. HRM practices are positively and significantly related to perceived organizational support.

H2. HRM practices are positively and significantly related to employee attitudes and behaviour.

H3. HRM practices are positively and significantly related to discretionary behaviour.

Methodology

Methodology defines step by step methods to carry out study and conclude it with accomplishment of all pre-defined or pre-decided steps. Generally, methodology defines data, its collection sources, type of research, population, sample, sampling techniques and data analysis & interpretation tools and techniques.

Approach: This study is based on deductive approach, which means hypotheses developed to test the relationships between variables. It is a theory testing approach.

Philosophy: This study is based on positivist philosophy with survey based research design, which is generally used in quantitative studies.

Population: Officers bearing grade 17 and above and employees bearing grade 16 and below are targeted for data collection.

Sample: A sum of 100 close-ended questionnaires acquired for officers and employees which are used for making analysis & interpretation.

Sampling: Data acquired through convenience sampling which is one of the techniques of non-probability sampling.

Data analysis & interpretation: Statistical Package for Social Sciences (SPSS) used to determine response rate of the questionnaire survey, constructs Cronbach's alpha individually and collectively and demographic profile of respondents. Subsequently, Partial Least Square-Structural Equation Modelling (PLS-SEM) used for model measurement and verification. Model measurement included factor analysis, construct reliability and validity with r square values and discriminant validity. Model verified through bootstrapping method to test the relationship between variables given in the path coefficients.

Table 1. Response rate of the questionnaire survey

Position/Grade	Questionnaires distributed	Questionnaires received back	Percentage (%)
Officers (Grade 17 and above)	18	11	61.11
Employees (Grade 16 and below)	107	89	83.18
Total	125	100	80

Above is the response rate of questionnaire survey which is 80 percent out of 100. Approximately 125 questionnaires distributed among officers and employees out of which 100 questionnaires received back as fully completed and fit for making data analysis & interpretation.

Table 2. Cronbach's alpha

Variable(s)	Cronbach's alpha
HRM Practices (HRMP)	0.933
Perceived Organizational Support (POS)	0.838
Employee Attitudes and Behaviour (EAB)	0.872
Discretionary Behaviour (DB)	0.864

Above is the Cronbach's alpha results of all individual variables which is quite good and within the significance limit. This is the initial test applied on the data to determine variables are internally consistent and reliable for further testing, analysis & interpretation. All variables are measured internally consistent and reliable individually on account of approaching the significant threshold of reliability. Therefore, all are considered fit for further testing, analysis & interpretation.

Table 3. Demographic profile of the participants

Characteristic	Category	Frequency	Percentage
Gender	Male	91	91
	Female	09	09
Marital status	Married	85	85
	Single	15	15
Age group	20-29	16	16
	30-39	23	23
	40-49	36	36
	50 and above	25	25
Education	Bachelors (14 years)	42	42
	Master (16 years)	31	31
	Master (18 years)	27	27
Experience	Less than 01 year	11	11
	02-10 years	29	29
	11-20 years	43	43
	21-30 years	17	17

Above is the demographic profile of the participants, where majority belonged to male with percentage of 91 out of 100. However, only 09 percentage of participants were female. Since a large number of participants were married with percentage of 85 out of 100 and only 15 percentage of participants were single. Exactly, 36 percentage of participants were between the age group of (40-49) years which is highest who had filled questionnaires. Since, remaining were the other age group participants. Mostly, participants were holding bachelor degree (14 years) education. However, master (16 years) and master (18 years) had also participated in questionnaire survey. Majority of participants bore (11-20) years of experience which is highest number in comparison to rest of experience bearers.

_____

Table 4. Factor analysis/factor loading

Variable(s)	HRMP	POS	EAB	DB
HRMP1	0.930			
HRMP3	0.941			
HRMP5	0.930			
HRMP7	0.942			
HRMP9	0.968			
HRMP11	0.941			
HRMP13	0.968			
HRMP15	0.915			
HRMP17	0.953			
HRMP19	0.942			
HRMP21	0.917			
HRMP23	0.930			
HRMP25	0.940			
HRMP27	0.910			
HRMP29	0.930			
HRMP31	0.948			
HRMP33	0.969			
HRMP35	0.942			
HRMP37	0.900			
POS1		0.902		
POS4		0.840		
POS6		0.899		
EAB2			0.976	
EAB4			0.987	
EAB6			0.914	
EAB8			0.951	
DB2				0.987
DB4				0.981
DB6				0.991

Above is the factor analysis which is done through PLS-SEM. All items loaded in its own construct with significant threshold. Items which could not attain significant threshold, such items were removed and remaining items were considered fit for further testing, analysis & interpretation. Items were measured significant at 0.70 and above (Hair et al., 2010). 19-items of HRM practices deleted and 19-items considered fit for further testing, analysis & interpretation. 4-items of perceived organizational support deleted and 3-items considered fit for further testing, analysis & interpretation. 4-items of employee attitudes and behaviour deleted and 4-items considered fit for further testing, analysis & interpretation. 4-items of discretionary behaviour deleted and 3-items considered fit for further testing, analysis & interpretation. There were a sum of 60-items which measured four variables (HRM practices=38, Perceived organizational support=07, Employee attitudes and behaviour=08 and Discretionary behaviour=07). Only 29-items considered fit for further testing, analysis & interpretation. Factor loading is also known as item-variable correlation.

Table 5. Construct reliability & validity with r square

Variable	Cronbach's alpha	Composite reliability	AVE	R-square
HRM practices (HRMP)	0.992	0.993	0.879	0.000
Perceived organizational support (POS)	0.866	0.912	0.776	0.608
Employee attitudes and behavior (EAB)	0.970	0.978	0.917	0.878
Discretionary behavior (DB)	0.986	0.991	0.972	0.818

Above is the construct reliability & validity with r square values. Construct Cronbach's alpha and composite reliability deemed significant at 0.70 and above (Nunally, 1978). Construct Average Variance Extracted (AVE) deemed significant at 0.50 and above (Fornell & Larcker, 1981). However,

_____

r square is used to describe variability caused by independent variable in the dependent variables. Hence, all four constructs were measured significant in terms Cronbach's alpha, composite reliability and Average Variance Extracted (AVE).

Table 6. Discriminant validity (Fornell Larcker Criterion)

	HRMP	POS	EAB	DB
HRMP	**0.938**	0.000	0.937	0.904
POS	0.780	**0.881**	0.741	0.761
EAB	0.000	0.000	**0.958**	0.891
DB	0.000	0.000	0.000	**0.986**

Above is the discriminant validity (Fornell Larcker Criterion) which indicated that each construct is different from others and each construct had highest correlational value on its own (Chin et al., 2002). Since the highest values are given in the diagonal order under each relevant construct, which meant that variables were correctly operationalized.

Table 7. Path coefficients

Path coefficients	Beta	Standard Error	T-Statistics	Significant/ Insignificant
HRMP->POS	0.000	0.025	30.984	Significant
HRMP->EAB	0.000	0.005	193.305	Significant
HRMP->DB	0.000	0.042	21.595	Significant

Above is the result of path coefficients which is determined through beta, standard error and t-statistics. Since the criteria to test the hypothesis significant or insignificant based on t-statistics value which is 1.96 and above for significant and below that insignificant. Hence, all three path coefficients tested significant based on attaining the threshold value of significance.

Conclusion

It is concluded that all three relationships tested positive and significant with each other. Eventually, objectives attained with the help of testing each relationship given in the shape of hypothesis. However, all objectives attained through testing all hypotheses. Hence, this study supported that HRM practices are positively and significantly related to perceived organizational support. HRM practices are positively and significantly related to employee attitudes and behaviour and HRM practices are positively and significantly related to discretionary behaviour.

Theoretical implications

This research study investigated the relationship between HRM practices, perceived organizational support, employee attitudes and behaviour and discretionary behaviour in the organizational area of Hyderabad Electric Supply Corporation (HESCO). All three relationships tested positive and significant and thus scientific contribution added in existing literature for the assistance of future researchers and policy makers particularly of Hyderabad Electric Supply Corporation and generally to all corporations of the country. A comparative study can be undertaken in Private Sector Corporation to further augment the understanding by comparing the findings of current study.

Limitations and future research directions

This research should be undertaken in private sector to further explore and understand the findings of current study in comparison to that study. One or two novel variables should in incorporated in the existing model to enlarge the scope of future research. Since, there were many limitations of this study. Particularly, this study was self-supported and no any sponsorship acquired for carrying out this study. Data obtained from officers and employees of HESCO and on the basis of that analysis & interpretation presented. Since, it only presented findings of one public sector organization which is also one of its limitations.

Computer generated graphical screen view
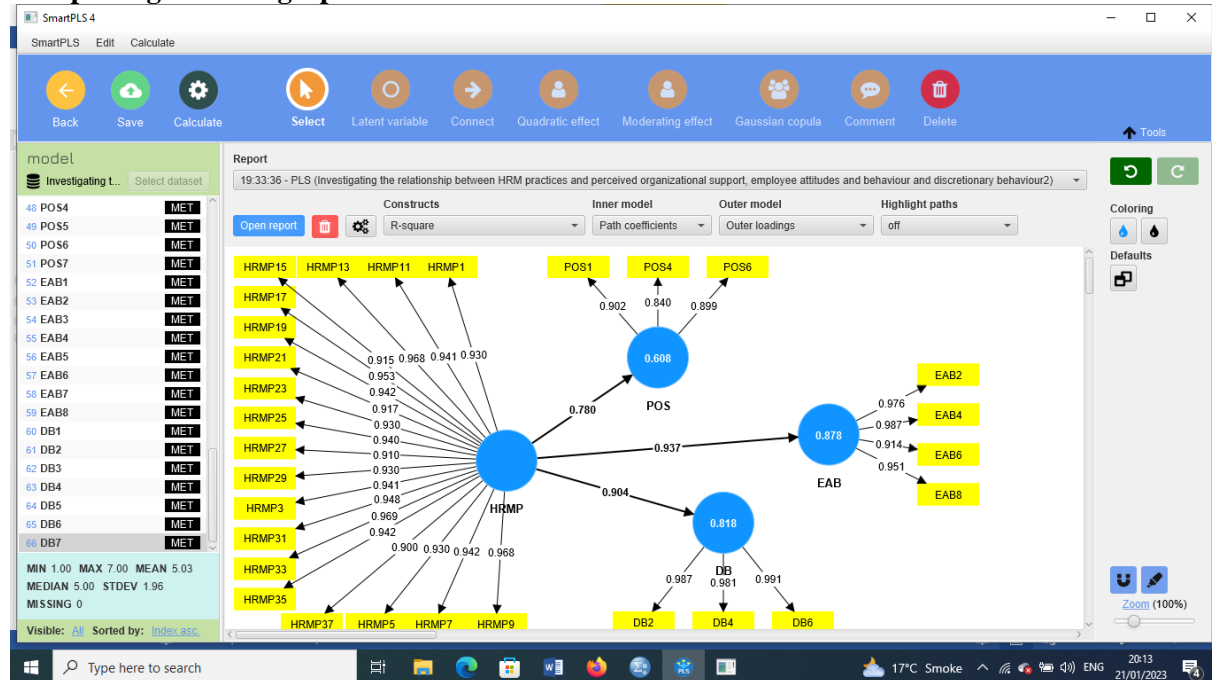
References

Aktar, A. & Pangil F. (2017). "The Relationship between Employee Engagement, HRM practices and Perceived Organizational Support: Evidence from Banking Employees" International Journal of Human Resource Studies, Vol. 7, No. 3. ISSN 2162-3058.

Angel Del Brio, J., Junquera, B., & Ordiz, M. (2008). Human resources in advanced environmental approaches—a case analysis. International Journal of Production Research, 46(21), 6029–6053.

Becker, B. E. & Huselid, M. A. (2006). Strategic human resource management: Where do we go from here? Journal of Management, 32(6), 898– 925.

Boudreau, J. W., & Ramstad, P. M. (2005). Talentship, talent segmentation, and sustainability: A new HR decision science paradigm for a new strategy definition. Human Resource Management, 44(2), 129– 136.

Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. Academy of Management Review, 29(2), 203– 221.

Cherian, J., & Jacob, J. (2012). A study of green HR practices and its effective implementation in the organization: A review. International Journal of Business and Management, 7(21), 25– 33.

Daily, B. F., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. International Journal of Operations & Production Management, 21(12), 1539– 1552.

Ferner, A. (1997). Country of origin effects and HRM in multinational companies. Human Resource Management Journal, 7(1), 19– 37.

Ferris, G. R., Arthur, M. M., Berkson, H. M., Kaplan, D. M., Harrell-Cook, G., & Frink, D. D. (1998). Toward a social context theory of the human resource management—organizational effectiveness relationship. Human Resource Management Review, 8(3), 235– 264.

Gilal, N. G., Hakro, T. H., Banbhan, A. A. & Gilal, W. G. (2022). Turnover Intention among Insurance Employees: Examining the Role of HRM Practices and Supervisor Behavior. Sukkur IBA Journal of Management and Business–SIJMB, Vol-9 (1), 1-17.

Hakro, T.H., Chandio, J. A. & Mahesar, H. A. (2022). EXPLORING THE ANTECEDENTS OF EMPLOYEE TURNOVER INTENTIONS: THE SCALE VALIDATION THROUGH PILOT TEST. *Journal of Social Research Development*, 3(2), 248–262.

Hakro, T. H., Siddiqui, M., & Banbhan, A. A. (2022). Investigating the relationship between HRM Practices and Employee Green Behavior. Research Journal of Social Sciences & Economics Review. Vol-3(4), 64-72.

Hakro, T. H., Siddiqui, M., & Banbhan, A. A. (2022). Investigating the relationship of Talent Management on Employee Performance, Employee Engagement and Job Satisfaction. Research Journal of Social Sciences & Economics Review. Vol-3(3), 10-20.

Hakro, T. H., Hakro, D. N. & Siddiqui, M. (2022). Measuring the Impact of Transformational Leadership on Employee Performance: Scale Validation based on Pilot Study. Research Journal of Social Sciences & Economics Review. Vol-3(2), 8-17.

Hakro, T. H., Jhatial, A. A. & Chandio, J. A. (2022). Employee turnover intentions: Investigating the role of work overload, job satisfaction, employee engagement and job stress. Research Journal of Social Sciences & Economics Review. Vol-3(2), 71-82.

Hakro, T. H., Jhatial, A. A. & Chandio, J. A. (2022). Exploring the influence of work overload and job stress on employee turnover intentions. Gomal University Journal of Research. Vol-38, (2), 193-204.

Hakro, T. H., Abbasi, K. H. & Mahesar, H. A. (2021). Influence of Organizational Culture, Supervisor Behavior and HRM Practices on Employee Turnover Intentions: Study of NGOs Sector of Sindh, Pakistan. Research Journal of Social Sciences & Economics Review. Vol-2 (1), 97-105.

Harvey, G., Williams, K., & Probert, J. (2013). Greening the airline pilot: HRM and the green performance of airlines in the UK. International Journal of Human Resource Management, 24(1), 152– 166.

Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. Industrial and Commercial Training, 43(2), 98– 105.

Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2008). Environmental management system and human resource practices: Is there a link between them in four Brazilian companies? Journal of Cleaner Production, 16(17), 1922– 1925.

Jhatial, Mangi & Ghumro (2012). Antecedents and Consequences of Employee Turnover: Empirical Evidence from Pakistan. British Journal of Economics, Management & Trade, Vol. 2(4), pp. 279-295, 2012.

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. Academy of Management Journal, 55(6), 1264– 1294.

Kaya, N., Koc, E., & Topcu, D. (2010). An exploratory analysis of the influence of human resource management activities and organizational climate on job satisfaction in Turkish banks. International Journal of Human Resource Management, 21(11), 2031– 2051.

Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? International Journal of Human Resource Management, 25(8), 1069– 1089.

Kumari, P. (2012). Green HRM—issues and challenges. Global Journal for Research Analysis, 1(5), 80– 83.

Mahesar, H. A. (2015). The impact of HRM bundles and Organizational Commitment on Managers turnover intentions. A PhD thesis submitted to University of Bedfordshire, UK.

Mangi, Jhatial & Shah (2012). Human Resource Management Practices in Private Sector Organisations in Pakistan: Study of Cultural Influences *Global Journal of Management and Business Research,* Volume 12 Issue 7 Version 1.0. ISSN: 0975-5853.

Milliman, J., & Clair, J. (1996). Best environmental HRM practices in the US. In W. Wehrmeyer (Ed.), Greening people: Human resource and environmental management (pp. 49– 74). Sheffield, England: Greenleaf.

Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the "why" of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. Personnel Psychology, 61(3), 503– 545.

Ones, D. S., & Dilchert, S. (2012). Employee green behaviors. In S. E. Jackson, D.S. Ones, & S. Dilchert (Eds.), Managing human resources for environmental sustainability (pp. 85– 116). San Francisco, CA: Jossey-Bass.

Paillé, P., Chen, Y., Boiral, O. & Jin, J. F. (2014). The impact of human resource management on environmental performance: An employee-level study. Journal of Business Ethics, 121(3), 451– 466.

_____

Rangarajan, N. & Rahm, D. (2011). Greening human resources: A survey of city-level initiatives. Review of Public Personnel Administration, 31(3), 227– 247.

Renwick, D. W. S., Redman, T. & Maguire, S. (2013). Green human resource management: A review and research agenda. International Journal of Management Reviews, 15(1), 1– 14.

Robertson, J. L., & Barling, J. (2013). Greening organizations through leaders' influence on employees' pro-environmental behaviors. Journal of Organizational Behavior, 34(2), 176– 194.

Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource based view of the firm. Journal of Management, 27(6), 701– 721.

Tunio, A. J., Mahesar, H. A. & Hakro, T. H. (2021). The influence of transformational leadership on job performance of front-line managers in private banks of Hyderabad region, Sindh, Pakistan. SALU-Commerce & Economics Review. 7(1), 93-107.