

Relationship of Strategic Human Resource Management Practices with Organization Performance and Employee Relation Climate

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ABSTRACT

This study analyzed the relationship of Strategic HRM practices with organizational performance and employee relations climate in banking sector of Pakistan. This study also tested the moderating effects of gender between SHRM practices and employee relations climate. A questionnaire was developed to collect the data from experienced employees working in the same industry. The empirical research was done on a random sample of 300 employees out of which 183 responses were received. Pearson's product moment of correlation; Regression analysis (Baron and Kenny); Descriptive Statistic (Mean and Std. Deviation) were used. Also Cronbach alpha was used to check the validity of the instrument used to collect data. The result reveals that gender moderates the relationship of SHRM practices with employee relations climate. Also SHRM practices have a positive relationship with organizational performance and employee relations climate. Research implications and future studies are also discussed.

KEYWORDS: Employee relations climate, Gender, Organization performance, SHRM practices,

1.0 INTRODUCTION

The Word "Human Resource" replaced by the Personnel in late 1970s and early 1980s and corporation's personnel department renamed as human resource department. This shift gave recognition to employees as an important asset in the organization instead of cost or simply as employee. Owing to the escalating significance of people management push researchers to shed lights on the importance of Human resource. Within last two decades, many research scholars developed valuable literature dealing with people management. Considerable attention has been directed towards "Human Resource Management" (HRM), seen as distinct approach to managing people^[17]. With rapid development of the concept "globalization" and liberalization, it creates more demand for foreign investor to invest in other countries most likely Asian region in the shape of multi-national companies (MNC). The investments of foreign investor increase the human demand and their uses, this new concept introduced "HRM" and "SHRM" and as a result rapidly changes happening in SHRM practices. In previous literature, human resource management is dominated by several studies; concerning the relationship of strategic HR practices with organizational performance, some of them have shown positive relationship with organization performance^[4, 12, 34, 47]. A study^[23] argued that organizational competency and performance will improved when organizational HR practices will consistent with objectives and goals. Since 1980 the concept of HRM introduced, the number of different models were developed that signify the "direct relationship" between the organizational performance and strategic human resource management practices (SHRM)^[6]. The core theme of these models was to determine to what extent these practices involve in organization performance. In western countries the empirical and conceptual relationship between strategic HRM and organization performance has been established and shown the positive relationship of SHRM practices with organizational performance both as financially and non-financially. It is important to adopt high commitment Human Resource Practices to develop committed employees, self motivated and skillful employees, who can create ultimately higher value for organization performance in competitive environment^[14]. Whereas a study argued that specific human resource practices are needed to apply in organization in order to retain valuable employee i.e. consistent top performers of organizational employee; which are important for organization performance and its effectiveness.

Moreover a study argued that some specific HR practices i.e. comprehensive selection and training activities are directly correlated with organization performance and its productivity^[23, 28,40] point out that when organization invested in human resource activities e.g. employee participation, incentive benefits and staffing techniques, in

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return organization gained greater productivity, low turnover rate and organizational performance. Some school of thoughts argued that skill and motivation are two important aspects for organization performance^[32, 43]. Where^[5] argued that these two aspects i.e. motivation and skills cannot interact to effect organization performance. From the era of 1990s several empirical studies showed that bundles of Human Resource practices are directly influence the organization productivity and performance^[15, 28, 29, 33, 40].

This study explored the relationship of SHRM with organization performance and employee relation climate in banking sector of Pakistan both private and public. Modern banking system can play an important role to improve the infrastructure of its system and is necessary to gear the needs of such under developing countries^[49]. As Pakistan is an under developing country where banking sector (both public and private) playing an important role in its economy. In this sector little research has been done to explore the relationship of strategic human resource practices with organization performance. From last many years this sector is improving and has been classified as best performing sector comparatively of Pakistan. According to the report of OSEC ‘business network Switzerland February 2011, this sector is improving continuously and comprised 36 commercial banks, including 25 local private banks, 4 public sector commercial banks and 7 foreign banks and 4 specialized banks respectively, out of which six bank are fully providing Islamic banking services to its customers (Consulate General of Switzerland, 2011).

In Pakistan both conventional and Islamic banks are working and mostly focused on domestic money market and also focusing in providing Islamic banking services in order to maintain customer’s confidence in their society; due to which Pakistan did not affected harshly in this sector by the recent failures of banking sector worldwide e.g. Lehman Brothers^[49]. After the global financial turmoil; Islamic banking sector gaining impressive attention not only in Islamic countries like Pakistan but also worldwide level^[47]. The reason to focus this sector is that, In Pakistan this sector hire fresh graduates in large number comparatively and provide reasonable compensation to newly hired fresh graduates also both commercial and Islamic banks are providing their services in order to gain competitive edge. On the basis of all these facts researcher are exploring the role of HRM in banking sector of Pakistan by utilizing response of employees and customer through different mode of surveys.

The objective of this study was to investigate the role of strategic HRM practices (seven SHRM practices known as universalistic approach) on organizational performance (none financially) in Pakistani context and also to measure the relationship of these practices with employee relation climate. Employee relation climate is observed as an important characteristic for organization performance and its effectiveness^[43] that has been under-estimated in Pakistani context in the presence of SHRM practices. Secondly, moderating effects of gender is tested between the relationships of SHRM practices with employee relation climate. Thirdly, specific sector (banking; public and private) and geographical area for data collection i.e. Islamabad and Rawalpindi are delimitation of the study.

2.0 LITERATURE REVIEW

Strategic Human Resource Management is one of the most powerful and influential ideas during the past more than thirty years and materialize in the field of business environment and in the Management context. The concept of SHRM engaged in the development of reliable strategies (programs), polices and aligned assortment of different practices in order to facilitate the organizational targeted strategic goals and its objectives^[34]. Basically strategic human resource management is the collection of diverse phenomena, which consist of prescriptions, models, critiques and theories^[22]. Under the management context different scholars define SHRM in different ways, whereas simple and common definition of SHRM is, “*It is the process of linking the human resource function with the strategic objectives of the organization in order to improve performance*”^[25].

SHRM practices are also known as high work performance practices or best universalistic practices. These practices are refer to actions and decisions, which has link with the management of organizational employees at different level with in organization, connected to the implementation of organizational strategies in order to get comparative advantage^[30]. From last more than thirty years it has been remain the common and influential idea in the field of management and business society. Organizational human resource practices are seemed to competitive advantage and these practices generally refers to set of different practices of the organization that are implemented to enhance the employee’s ability, their competency, skill, knowledge and motivation aspect, which ultimate add the value to the organization. These practices are adopted and utilized widely by large multinational organization in western countries and known as mainstream^[31].

Most of the studies argued Strategic human resource management practices has direct and positive relationship with organizational performance^[4, 12, 13], on the other hand some studies argued that there is no positive and direct relation of strategic human resource management practices as there are some moderators like motivation, cultural impact and firm ownership type which manipulate the organizational performance^[16]. Another research scholar

argue that it is difficult to say SHRM practices have direct impact on organization performance until considering the context where the organization perform, and also influenced by other organizational resources like human capital, employee behavior that ultimately lead towards the organization performance . Hence, there is a need for further empirical studies to test such relationship. Some studies have been conducted in under developing countries to check the relationship of SHRM practices with organization performance in the presence of different mediating variables i.e. motivation, culture, etc by using different SHRM practices. The question is still left to answered, the influence of SHRM practices on organization performance, and the influence of SHRM practices on employee relation climate in the presence of gender orientation as moderating; under developing Asian countries like Pakistan. This study examined the relationship of SHRM practices and organization performance and also “gender” as a moderating variable in banking sector of Pakistani context. Base on previous literature there are seven best practices consider as best practice bundle ^[4] and defined as “these practices are theoretically and empirically related to the overall organization performance” ^[12]. As these practices are consider the best practices from organizational performance point of view, in this study these seven practices were used i.e. extensive formal training programs, performance base compensation, empowerment, promotion, selective staffing, developmental performance appraisal and employment security; to examine the impact of these practices on organization performance and employee relation climate. Different researcher use different item scale to measured SHRM practices.

Gender:

Workforce gender diversity is increasing day by day worldwide ^[24]; the increases in workforce gender diversity also attract the researchers and HR practitioners’ attention. In particular, many questions arise about gender differentiation, that how gender (male/female) affects organization performance either individual level, group level or organizational level. An important issue of organizational survival and its success is the consequence of gender; regarding organization performance both male and female play an important role. Both male and female affects the organization performance differently due to difference in their perception level, competency, education, and knowledge ^[1]. The role of both male and female is important in organization and it affects differently on employee relation climate. Previous studies had shown that female act differently in organization as compare to male in ethical situation ^[41].

Organization performance:

To measure the output of any organization, Performance is a key constituent. In organizations (both public and private) numerous resources are developed on different level to improve the performance which leads to final objectives of any organization. As resources are seen to be scarce in quantity therefore are required to utilize them strategically which gives maximum output and enhance organization performance effectively and efficiently. Human resource is also an important contribution for organization performance, therefore, it is important to utilize and manage them strategically in order to attain competitive advantage. Strategic human resource management (SHRM) is the pattern of planned HR exploitation and activities intended to enable an organization to attain its objectives and goals enhancing organization effectiveness ^[46]. Many studies had conferred the relationship of strategic human resource management and organization performance and imply direct relationship on the bases of best practices known as universalistic approach with organization performance ^[48]. SHRM practices are seemed to be accelerates the organizational performance. In this particular field these practices also increase the organizational goodwill, its image, relationship internally and externally and employee commitment with the organization ^[18, 22, 36, 38]. Regarding performance of organization, there are some indicators that present the output of organization like total net profit, return from investments revenue generation and increase in sale growth; and qualitative in term of nonfinancial i.e. goodwill of organization, market image and its relation with customer etc ^[16].

Most of the researchers argued that both financial and non financial outcomes are necessary for organization survival. A study by ^[27] argued that Financial base outcomes are for short term prospective and leave the gap between the implementing and developing the strategic approach and unable to achieve its strategic objectives; where the non financial outcomes or achievements are future prospective which fulfill the strategic objectives, goals of the organization .Because it strengthens the organization structure internally and externally by considering employee of the organization and its customer ^[42].Getting this notion of long run prospective, in this study non-financial multiple factors are measured which affects the organization performance.

Employee Relation Climate:

Apart from organization performance, employee relation climate is another important aspect which deserves close analysis. Most of recent studies have focused on employee relation with organization in order to understand how employees of organization understand and shape the impression of organizational practices and policies

concerning organization climate. The term employee relation climate refers the perception of employee and their representatives about the ways in which employees relation are to be conducted that how these employee deals with one another^[48]. Employee perception regarding climate is an emerging part of research which examine employee’s perception regarding organizational practices and polices^[19]. In research it has shown that the perception of employee (individual) climate may vary among team members; and may vary due to environment prospective, Whereas organization contribute significant role which helps in the formation of climate perception by the employees regarding organizational practices and policies in diverse context^[25]. In organization different peoples works with different background, working experience, educational differences and ethnicity. For organizational manager, it is important to develop and provide such a work climate that ultimate promotes and encourage its employees through motivation channel in order to achieve desire output. In today’s environment where different ethnicity employees working together, managers should provide such an environment that ultimate accelerates the organization performance through strategic HR tactics. In implementing the strategic HRM practices in organization, a social environment should be create in which employee of the organization feels good about organization^[7] e.g. By implementing these practices in organization, effective HR management should result in the existence of emotion/feelings participation of employees, trust building, free flow of information sharing and attractive open communication in the organization. Such kind of shared feelings and perception between the employees of the organization referred to known as organization’s climate^[38]. Therefore this relation reflects high association that leads towards value- addition which contributes directly in organization performance^[43]. Previous study has been demonstrated the relationship of SRHM practices and employee relation climate^[10].

3.0 Conceptual Model and Hypotheses

SHRM Practices:

- Extensive Formal Training Programs
- Performance Base Compensation
- Empowerment
- Promotion
- Selective staffing
- Developmental performance appraisal
- Employment security

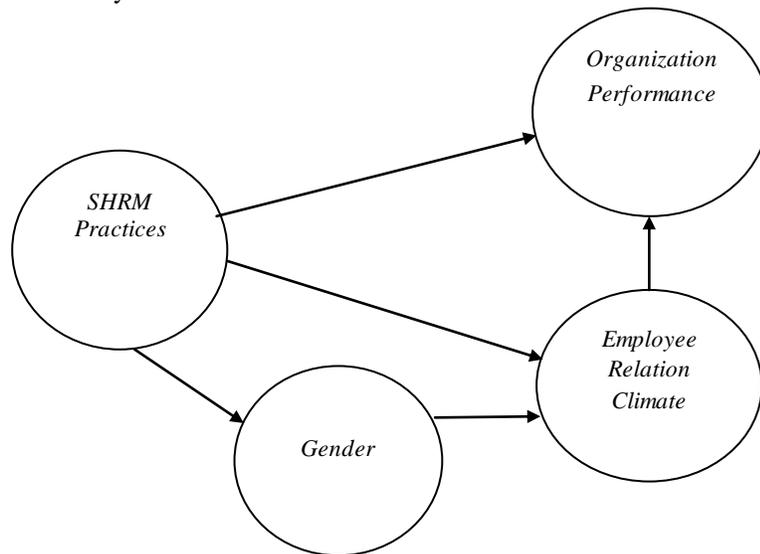


Figure 1

In previous studies different researcher use different HR practices in their conceptual model. Summary of best Human recourse practices are given in table 1. It is difficult to use all these practices to analyze their effects on organization performance, in this study some HR practices are used consider as best practice bundle^[4] also defined as theoretically and empirically related to organization performance^[12] i.e. Formal Training, Performance Base

Compensation, Empowerment, Promotion, Selective staffing, Developmental performance appraisal and Employment security.

3.1 Hypothesis

H1: SHRM practices positively affect the organization performance

H2: SHRM practices positively affect the employee relation climate

H3: The influence of SHRM practices on employee relation climate is moderated by gender

H4: There is positive influence of employee relation climate on organization performance

4.0 METHODOLOGY

This is explanatory study as it involved investigation of causal relationships. In this study a questionnaire is developed by using items from different studies. Sources of selected items are listed in table 2:

Total 53 items were developed to check the relationship of all variables that are included in the study. All questions sought responses on five-point likert scale; Validity of these instruments is done by following procedure. Firstly all items were discussed number of times with supervisor and experts. After their verifying analysis, construct validity is done, in which pilot base test was measured. Results of pilot testing (Cronbach's Alpha) were supportive and shown validity of the instrument.

In this study the target population was the banking sector (private and public) of Pakistan (Islamabad and Rawalpindi region). The officer ranking employees were chosen for the survey. In total, 300 questionnaires were distributed among the targeted group, out of which 195 filled questionnaires were received. However, only 183 were found completely filled and 12 incompletely filled questionnaires were discarded. By using SPSS descriptive statistic, correlation and Baron and Kenny (regression analysis) were used in the study. To check the relationship of SHRM practices with organization performance and employee relation climate correlation and regression analysis were conducted. For moderator ^[39] method were used. Results of Cronbach's Alpha are listed in table 3.

Previous study like ^[8] showed 0.7 reliability coefficient using five-point scale, Nonali et al., (1995) argued 0.6 and above is reliable. In this study reliability coefficient is 0.92. The result of pilot testing shows confirmed reliability of measures variables used in questionnaire; results of pilot testing are given below in table 3.

5.0 Tests of Hypotheses

In this study four hypothesis were developed. The details of hypothesis analysis are given below;

Hypothesis 1:

H1: Positive relationship exist between SHRM practices and organization performance

To test this hypothesis Pearson's product moment of correlation analysis were used. The results are shown in table 6. The value of correlation (Pearson's product moment) ($r(183) = 0.45$, and $p = 0.00$) shows a positive and significant relationship between SHRM practices and organization performance. Simple linear regression was conducted to investigate how well strategic HRM practices predict organization performance. The value of adjusted R^2 measures the variability in outcomes which is accounted by the predictors. In Baron and Kenny table, value of adjusted R^2 for the relationship of SHRM with organization performance is 0.196, which means that SHRM practices accounts for 19.6% of the variation in organization performance. The p-value is less than 0.05, these results indicates hypothesis (H1) is accepted.

Hypothesis 2:

H2: There is positive relation between SHRM practices and employee relation climate

The value of correlation [$r(183) = 0.312$, and $p = 0.00$] shows a positive relationship between SHRM practices and employee relation climate. In Baron and Kenny table, value of adjusted R^2 is 0.092 which means only 9.2% variation in employee relation climate accounts by SHRM practices. The p-value is less than 0.05, which shows hypothesis (H2) is accepted.

Hypothesis 3:

H3: The influence of SHRM practices on employee relation climate is moderated by gender

In table 7 the value of correlation ($r(183) = 0.407$, and $p = 0.000$) shows a positive relationship between gender and employee relation climate. Whereas in Baron and Kenny table shows, value of adjusted R^2 is 0.193 which means 19.3% variation is accounted between SHRM practices and employee relation climate by gender, which means

gender has moderate affects on relationship of SHRM practices and employee relation climate . Also the value of p is less than 0.05 which clearly shows hypothesis (H3) is accepted.

Hypothesis 4:

H4: There is positive relationship between employee relation climate and organization performance

To investigate the relationship between employee relation climate and organization performance Pearson's correlation and regression analysis were used. Results of Table 7 shows ($r(183) = 0.477$, and $p = 0.00$), shows a positive relationship between employee relation climate and organization performance. Whereas results of baron and Kenny shows adjusted R^2 is 0.223, which indicate 22.3% variation is accounted by employee relation climate in organization performance.

6.0 RESULTS & DISCUSSION

Mean and S.D of Responses to various items were computed to find out average rating score. The results are presented in table 4, which shows Extensive formal training program (EFTP) was rated highest score on average with mean of 3.75 with responses deviating from this mean score by a S.D. of 0.94. Performance base compensation (PBC) followed closely with mean of 3.53 with S.D. of 0.76. Whereas selective staffing (SS) mean 3.48 and S.D. 0.85, empowerment (EMP) mean 3.20 and S.D. 0.89, developmental performance appraisal 3.15 with S.D. of 0.63, promotion (PRO) mean 3.13 with S.D. of 0.93, and employment security mean 3.12 with S.D. of 0.84 which is relative lowest on rating scale of SHRM practices.

Table 5 shows that organization performance was rated highest on average score with mean of 3.86 and S.D. 0.93. After that employee relation climate (ERC) mean 3.82 with S.D of 0.75 and gender (G) contain mean 3.18 with S.D of 0.64. In this table organization performance rating shows that these organizations were perceived to be performing well.

The results of study indicates that universalistic bundles of SHRM practices i.e. (Extensive formal training programs, performance base compensation, empowerment, promotion, selective staffing, developmental performance appraisal and employment security) has positively significant effect on performance of banking sector of Pakistan located in Islamabad and Rawalpindi region. In general this study is consistent with previous studies like [4, 12, 23, 35, 48] shown positive relationship of SHRM practices with organization performance. This study also highlighted the positive relationship between SHRM practices with employee relation climate. It is consistent with the result of [47].

In this study result shows that 19.3% variation is accounted by gender between SHRM practices and employee relation climate. Results of this study verified that SHRM practices (best practices) are positively related with outcome and these are best predictor for organization performance. Value of adjusted R^2 shows that SHRM practices accounts 19.6 % and 9.2% of the variation in outcome i.e. organization performance and employee relation climate respectively. As [16] suggested it is important to consider the intermediate linkages between HR practices and organization performance. With particular reference; result shows that gender moderates the relationship of SHRM practices and employee relation climate. Findings of this article are considered imperative to provide insight into different SHRM practices that are considered important for organization performance and productivity for banking sector as well as other sectors in Pakistan. From theoretical point of view, it proposes to fill the gap in existing body of knowledge in banking sector of Pakistan by addressing these issues; as it investigate impact of SHRM practices (known as or best universalistic practices) on organization performance. Further it investigate gender moderate the relationship of SHRM practices and employee relation climate.

7.0 CONCLUSION

The study covers the private and public banking sector of Pakistan (Islamabad and Rawalpindi region). Different studies have shown positive relationship of SHRM practices with organization performance by using different SHRM practices under different cultural context. Study of [23] reflects the "universalistic approach" to human resource management which affects the organization performance and increased financial position of the organization. Also this "universalistic approach" assumes that best HRM practices boost up organization performance by increasing motivation level of employee and their work efficiency. This study proposes that organization should focus on SHRM practices, which are most influential activities to improve organization performance and employee relation climate. While improving SHRM practices it is important to consider gender

profile which has ultimate affects on employee relation climate. This study confirms the positive relationship between strategic HRM practices, organization performance and employee relation climate. Also gender moderates the relationship between SHRM practices and employee relation climate.

8.0 RECOMMENDATIONS & LIMITATIONS

This study shows that SHRM practices have several implications for banking sector of Pakistan which play an important role in its economy. Although mainstream of SHRM practices have a significant relation with organization performance, specifically these practices effects organizational performance (non financial). As globalization and modern business atmosphere continuously demanding competitive advantage and continue improved performance in the organization, therefore developing and implementing new strategies essential to survive in business market. The finding of this study has several implications for HR practitioners especially for Pakistan. First they should know which strategies need to adopt according to organizational circumstances. Also positive employee relation climate need to developed, as result showed that SHRM practices have positive relationship with employee relation climate ^[7], point out those intangible resources i.e. organization climate should also be considered for sustainable competitive advantages. Further this study can also useful for other industry sector of Pakistan like wapda, telecom, railway , manufacturing, transportation sector that are facing management related issues and practices as well.

Specific sector were chose i.e. banking sector; to collect the data from two different locations i.e. Islamabad and Rawalpindi. The study recommends that universalistic bundles of SHRM practices have several implications on banking sector of Pakistan. Also it has significant relationship with employee relation climate. The study is going to be of massive importance not only for the management field in banking sector, but also for the corporate industry as well to Know what is happening in Pakistan in the SHRM field and to chalk out their strategic policies and HRM with this perspective.

10.0 DIRECTIONS FOR FUTURE RESEARCH

No empirical work has been carried out to study strategic HRM and its effects in banking sector of Pakistani context. The present study was thus undertaken to study the relationship of strategic human resource management practices with organization performance and employee relation climate for sustainable competitive advantage, also the moderating effects of gender between SHRM practices and employee relation climate was undertaken in this study. From limitation of this research it suggests a wide variety of implication for future researcher. First, specific practices were use in this study; future research may explore other SHRM practices. Second, in future researcher may explore its effects in other sector like oil and gas, telecom, hospital, railway, wapda, and energy sector especially in Pakistan context.

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Appendix

Table: 1 “Summary of Best Practices in Human Resource Management”

Freund & Epstein (1984)	Arthur (1992)	Pfeffer (1994)	Huselid (1995)	Macduffie (1995)
Job enlargement	Broadly define jobs	Employment security	Personnel selection	Work teams
Job rotation	Employee participation	Selective recruiting	Performance appraisal	Problem-Solving groups
Job design	Formal dispute resolution	High Wages	Incentive compensation	Job rotation
Formal training	Information sharing	Incentive pay	Job design	Decentralization
Personalized work hours	Highly skilled workers	Employee ownership	Grievance procedures	Recruitment and hiring
Suggestion System	Self-managed teams	Information sharing	Information sharing	Contingent compensation
Quality circles	Extensive skills training	Participation	Attitude assessment	Status differentiation
Salary for blue-collar workers	Extensive benefits	Empowerment	Labor/management participation	Training of new employees
Attitude survey	High wages	Job redesign/teams	Recruitment intensity	Training of experienced employees
Production teams	Salaried workers	Training and skills development	Training hours	
Labor/management committee	Stock ownership	Cross-utilization	Promotion criteria	
Group productivity incentives		Cross-training		
Profit sharing		Symbolic egalitarianism		
Stock purchase plan		Wage compensation		

Table: 2 “Summary of items from different sources”

Variable	Items	Sources
Formal Training	• Formal training programs	Woods and Mayer, (2005)
	• Training programs are evaluated	
	• Amount of money spent on training	Bae and Lawler, (2007)
	• Extensive training for general skills	
Performance Base compensation	• Employees regularly (at least once a year) receive a formal evaluation of their performance.	Woods and Mayer,(2005)
	• Compensation tied to performance appraisals	Chung and Hang, (2004)
	• Seniority based rewards practices	
	• Organization compensate performance base	
	• Organization offers number of extra benefit to employees	
Empowerment	• Engagement in problem-solving and decision	Bae and Lawler, (2007)
	• Jobs here give employees the chance to use personal initiative in carrying out their work	Dhaerah (2008)
	• Employees in this job have a reasonable and fair complaint process	Wright,(2005)
Promotion	• Promotion from within the organization	Chung and Hang, (2004)
	• Well defined career ladders	
Selective Staffing	• Merit base promotion	
	• There is formal employment planning in my organization	Woods and Mayer, (2005)
	• Very extensive selection efforts	
	• Great amount of money spent selection	Bae and Lawler, (2007)
	• Focus on long-run employee potential	

Performance appraisal	<ul style="list-style-type: none"> • Employees regularly (at least once a year) receive a formal evaluation of their performance • Employees receive performance feedback • Employee satisfy with appraisal system 	Woods and Mayer,(2005)
Organization performance	<ul style="list-style-type: none"> • Effectiveness • Efficiency • Satisfaction • Innovation 	Katou, (2011)
Employee relation climate	<ul style="list-style-type: none"> • Professional respect • Learning attitude and creativity 	Davidson, (2010) Govaerts & Eva, (2010)

Table 3: Results of Cronbach's Alpha

Variables	N	Cronbach's Alpha	No. of Item
Extensive Formal Training Program	30	0.846	5
Performance Base Compensation	30	0.679	5
Empowerment	30	0.716	5
Promotion	30	0.784	5
Selective Staffing	30	0.812	5
Development Performance Appraisal	30	0.727	5
Employment Security	30	0.712	5
All SHRM practices	30	0.916	35
Organization Performance	30	0.866	5
Employee Relation Climate	30	0.749	5
All 53 Items	30	0.920	53

Table: 4 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EFTP	30	1.60	5.00	3.7533	0.94494
PBC	30	1.20	4.60	3.5333	0.75992
EMP	30	1.20	5.00	3.2000	0.89751
PRO	30	1.20	5.00	3.1333	0.92971
SS	30	1.00	5.00	3.4800	0.84950
DPA	30	1.80	4.20	3.1533	0.62738
ES	30	1.20	5.00	3.1200	0.83641
Valid N (list-wise)	30				

Table: 5 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OP	30	1.20	5.00	3.8600	.92944
ERC	30	2.20	5.00	3.8200	.74713
G	30	2.00	4.50	3.1792	.64468
Valid N (list wise)	30				

Table 6: Results of Pearson's product moment of correlation

		SHRM	OP	ERC	G
SHRM	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	183			
OP	Pearson Correlation	.448**	1		
	Sig. (2-tailed)	.000			
	N	183	183		
ERC	Pearson Correlation	.312**	.477**	1	
	Sig. (2-tailed)	.000	.000		
	N	183	183	183	
G	Pearson Correlation	.231**	.174*	.407**	1
	Sig. (2-tailed)	.002	.018	.000	
	N	183	183	183	183

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 7: Results of (regression) analysis (Baron and Kenny)

	R	R 2	Adj R2	β	t	sig.	F	sig.
SHRM---OP	0.448	0.201	0.196	0.633	6.744	0.000	45.480	0.000
SHRM---ERC	0.312	0.097	0.092	0.451	4.414	0.000	19.485	0.000
G---ERC	0.407	0.165	0.161	0.454	5.986	0.000	35.835	0.000
SHRM*G---ERC	0.444	0.198	0.193	4.443	6.675	0.000	44.554	0.000
ERC---OP	0.477	0.227	0.223	0.466	7.297	0.000	53.245	0.000

Notes: *P,0.05;

P,0.01; *P,0.001