

The Influence of Human Resource Management Practices on Employee Outcomes in Private and Public Banking in Indonesia

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Abstract

The goal of this study is to look at the influence of human resource management (HRM) practices (recruitment and selection, training and development, compensation, and performance management) on employee outcomes (organizational commitment, job satisfaction, and turnover intention), as mediated by Perceived Organizational Support (POS). These linkages are further examined in terms of the extent to which state and private banks differ in Indonesia. Data were collected using simple random sampling by distributing questionnaires to banking personnel in Bengkulu, Indonesia, and were then analyzed using the Lisrel tool's structural equation modeling (SEM). According to the findings, there is a considerable influence of HRM practices on POS, as well as a significant effect of HRM practices and POS on employee outcomes, as well as a POS-mediated relationship among HRM practices and employee outcomes. The result shows that there are substantial disparities between public and private banks. The use of SEM, which permits the formulation and estimate of complicated models of the link among HRM practices and employee outcomes, is one of the research's primary methodological implications. Without this technique, it is difficult to examine the mediating role of POS on HRM practices and employee outcomes.

Keywords

HRM, Employee Outcomes, Perceived Organizational Support, Structural Equation Modeling

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Introduction

Today's business development does not only depend on a good business strategy. Many companies from different business sectors are continuously developing their marketing divisions to produce the most up-to-date and effective marketing strategies. However, the reality is that market winners in business are not only for those who have a good marketing strategy, but also thanks to the human empowerment system that exists within the company. For this reason, companies need to practice proper human resource management (HRM), one of which is in the form of HRM Practice. HRM Practice refers to any framework used by human resources and managers to meet organizational objectives (Watson, 2010). This is also in accordance with the opinion of Rehman (2011) that organizations will achieve high performance if they are able to manage HRM Practice in a competitive environment. Similarly, Mehmood et al. (2017) noted that HRM Practice is required since an organization's performance is dependent on the quality of its employees and will have an influence on the results of its employees. To put it another way, HRM Practice has an impact on employee outcomes. This is reinforced by past studies that discovered a correlation between HRM Practice and employee outcomes (Ali, et.al., 2014; Vui-Yee; 2015, Kassim & Mokhber, 2015; Alusa & Kariuki, 2015; Veth, et.al., 2017; Norhasnina et al., 2018; Cherif, 2020). However, several other studies have stated that employee outcomes can also be influenced by the presence of Perceived Organizational Support (POS) (Rhoades & Eisenberger, 2002; Shen, et.al., 2014; Islam, et.al., 2015). Furthermore, several scholars have examined the association between POS and HRM Practice (Aktar & Pangil, 2017; Pungnirund, et.al., 2020). However, many previous studies also stated that there is a different relationship between each variable, even for the use of the dimensions that make up the existing variables. As a result, the study aims to understand more about the likely interactions between HRM Practice and POS on employee outcomes. It also aims to demonstrate if the kind of bank may regulate this link.

Theoretical Background and Hypotheses Development

The conceptual and empirical debated that have developed lately are still many questionings the theoretical foundations that underlie the explanation of the relationship between practical HR management and other management sciences; this is due to the perspective of HR management itself. The perspective referred to by Delery and Doty (1996) included three perspectives: universalistic, contingent and configurationally. The universalistic perspective's theoretical statement is that the relationship between certain independent factors and the dependent variable is universal throughout organizational populations, whereas the relationship or interaction between variables in the contingency perspective is not a simple linear relationship as grouped into universalistic theories (Delery & Doty, 1996). This configurationally perspective is considered in accordance with the strategic HR management approach if this approach pays attention to the pat-tern of HR deployment plans and is aimed at achieving organizational targets. As stated before, some research suggested that HRM Practice has an influence on employee outcome (Ali, et.al., 2014; Vui-Yee; 2015, Kassim & Mokhber, 2015; Alusa & Kariuki, 2015; Veth, et.al., 2017; Norhasnina et al., 2018; Cherif, 2020). Although the dimensions used to measure the HRM Practice variable are quite varied, for example Ali, et.al., (2014) used Compensation practice, performance evaluation practice and promotion practice to measure the HRM Practice variable. Vui-Yee (2015), on the other hand, employed the dimensions of recruiting and selection, training and development, remuneration, performance management, job security, and work-life balance. Similarly, Kassim and Mokhber (2015) incorporated the aspects of Recruitment and Selection, Training and Development, Performance Management, Career Planning, Job Definition, Compensation, and Employee Participation. Alusa and Kariuki used the aspects of Recruitment, Training, Compensation, and Performance Appraisal (2015). Norhasnina et al. then used the elements of training and development, income, job security, and promotion (2018). Cherif then used the aspects of pay policy, information exchange, job stability, and training and development (2020). While the employee outcome variable has several characteristics, Ali et al. (2014) employed the dimensions of organizational commitment, turnover intention, job satisfaction, OCB, and Perceived Performance in their research. Employee outcomes include organizational commitment, employee participation, work satisfaction and turnover intention, according to Vui-Yee (2015), whereas Kassim and Mokhber (2015) used job satisfaction and organizational commitment as dimensions. While several previous studies have partially examined

the influence of HRM Practice on some dimensions of employee outcomes, for example, the influence of HRM Practice on turnover intention (Dasilveira et al., 2020; Zamanan et al., 2020; Aburumman et al., 2020), on job satisfaction (Pungnirund et al., 2020; Zamanan et al., 2020; Alamri et al., 2020), (Hassan & Mahmood, 2016; Adresi & Da-run, 2017; Bisharat, et.al., 2016; Rehman, et.al., 2019; Cherif, 2020). Several prior researchers have found a link between HRM Practice and POS (Aktar & Pangil, 2017; Pungnirund et al., 2020) and POS and Employee Outcomes (Aktar & Pangil, 2017; Pungnirund et al., 2020). (Rhoades & Eisenberger, 2002; Shen, et. al., 2014; Islam, et.al., 2015). Meanwhile, earlier research has employed POS as a moderator between HRM Practice as an independent variable and the dependent variable (Rehman, et.al., 2019; Djatmiko, et.al., 2020). The following hypothesis may be generated based on the gap in the connection that develops between variables:

Hypothesis 1: There is a positive significant relationship between HRM practices and POS

Hypothesis 2: There is a positive significant relationship between HRM practices and employee outcomes

Hypothesis 3: There is a positive significant relationship between POS and employee outcomes

Hypothesis 4: There is a mediation role of POS between HRM practices and employee outcomes

Research Methodologies

Prior to using inferential research to investigate the influence of HRM Practices on employee outcomes as mediated by POS. Researcher used a quantitative approach with data collection methods in the form of questionnaires given to samples from a population to obtain specific information from respondents according to research needs (Maholtra, 2019). The populations used in this study were employees in Private and Public Banking in Bengkulu city of Indonesia. Because this research is a pre-survey research then the research sample is done by random sampling. Data were obtained by distributing questionnaires to banking employees in Bengkulu City of Indonesia which were then analyzed using Structural Equation Modelling (SEM) by Lisrel tool. The questionnaire included elements for measuring HRM techniques such as recruiting and selection, training and development, and remuneration (Vui-Yee, 2015; Kassim & Mokhber, 2015; Alusa & Kariuki, 2015). POS was examined using questions from the Eisenberger et al. (1986) scale, while the last section of the questionnaire measured employee outcomes, such as turnover intention, using items derived from Wayne et al. (1997) and Lum et al (1998). Allen and Meyer (1990) were utilized to adjust organizational commitments, while the Job Satisfaction Survey was used to adapt satisfactions (Spector, 1997). The respondents were to indicate their perceptions based on the positive impact HRM Practices on employee outcomes mediated by POS through responses to all declarative statement items, which were rated on a 5-point scale and were scored with 1 point for Strongly Disagree, 2 points for Disagree (D), 3 points for Somewhat Agree (SWA), 4 points for Agree (A), and 5 points for Strongly Agree (SA), and which were modified to suit the research purpose. The conceptual paradigm for this research is illustrated in Figure 1 below.

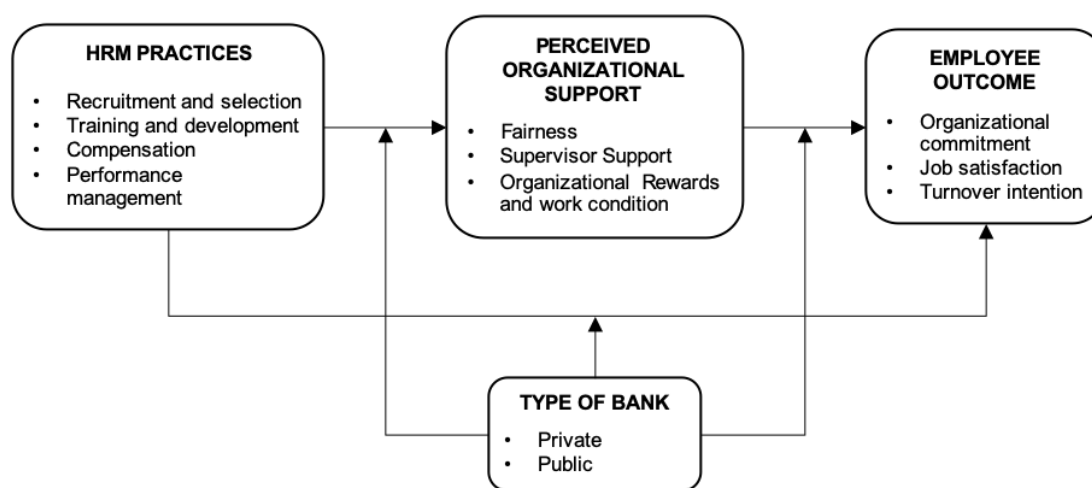


Figure 1. Conceptual Framework and Hypotheses

The effect of HRM Practices (recruitment and selection, training and development, compensation and performance management) on POS and employee outcomes (organizational commitment, job satisfaction, and turnover intention) was investigated using confirmatory factor analysis (CFA) and structural equation modeling (SEM). When the CMIN (Chi square)/df ratio was 2.00, the fit index (GFI) was above 0.90, the comparative suitability index (CFI) was above 0.90, the root mean square error of approximation (RMSEA) value was 0.08, AGFI was above 0.90, and the Tucker–Lewis index (TLI) was above 0.90, all CFA constructs produced a pretty acceptable fit. The mediation study was conducted to see if POS mediates the association between HRM practices and employee outcomes. The Preacher and Hayes bootstrapping approach was used in this study for the mediation test. While moderating is used to see whether there are any disparities between public and private limited firms.

Result

Result of Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) variables were used to assess the full research model using the SEM structural equation model to see and analyze the Goodness of Fit (GOF). The findings of the feasibility test are reported in Table 1 to provide more clarification.

Table 1:
GoF Test Results

No.	Goodness of Fit Index	Cut-off Value	Result	Evaluation
1	Chi-Square	Under t-table	332,37 < 200,33	Good Fit
2	Significant Probability	≥ 0,05	0,000	Bad Fit
3	RMSEA	≤ 0,08	0,052	Good Fit
4	GFI	≥ 0,90	0,930	Good Fit
5	AGFI	≥ 0,90	0,890	Marginal Fit
6	RFI	≥ 0,90	0,980	Good Fit
6	NFI	≥ 0,95	0,980	Good Fit
7	CFI	≥ 0,94	0,990	Good Fit

The results of the Goodness of Fit analysis indicate that the model is in accordance with the eligibility test criteria. Thus, it is concluded that the research and the proposed model have a good Goodness of Fit. For instance, the RMSEA 0.051, GFI = 0,930, RFI = 0.980, NFI = 0.980, and CFI = 0.990; indicated better fit to the data considering all loading items. By considering the fit model criteria above, the measurement indicators of each latent variable have a factor coefficient value of > 0.50. Means the measurement indicator is appropriate. Table 2 also shown the results of the structural model estimation in this investigation.

Table 2:
Result of Causal Relationship

Relationship	Standardised Parameter	t	Hypothesis
HRM practices → POS	0.280***	4.591	Accepted
HRM → Outcome	0.369	7.217	Accepted
POS → Outcome	0.285	5.233	Accepted

POS: R2 = 0.735, Q2 = 0.252; Outcome: R2 = 0.630, Q2 = 0.492.

* Statistically significant at *** p < 0.01; ns = statistically non-significant.

Based on Table 2 above, the influence between variables is explained below. The effect of the estimate parameter on the effect of HRM techniques on POS is 0.280 t-values above 1.96 at 4.591 with a probability less than 0.05, precisely 0.001. In this view, hypothesis H1 may be accepted since HRM methods have a positive and substantial influence on POS. Then, the estimate parameter for the effect of HRM techniques on employee outcomes reveals a coefficient of 0.369 t-values more than 1.96 at 7.217 with a probability less than 0.05, precisely 0.001. In this view, hypothesis H2 may be accepted since HRM methods have a positive and substantial influence on employee

outcomes. Finally, the estimate parameter for the effect of POS on employee outcomes reveals a coefficient of 0.285 t-values more than 1.96 at 5.233 with a probability less than 0.05, precisely 0.001. In this regard, hypothesis H3 may be accepted since POS has a positive and substantial influence on employee outcomes. The Preacher and Hayes bootstrapping approach was then used to investigate the function of POS as a mediating variable between HRM strategies and employee outcomes.

Table 3:
Summary of mediating effect test

Relationship	Direct effect	Indirect effect	Total Effect	VAF
HRM → Outcome	0.280***	0.351***	0.631***	0.561

Table 3 demonstrates that there is a considerable direct and indirect relationship between HRM methods and employee outcomes. In this way, hypothesis H4 can be accepted since POS acts as a moderator in the link between HRM techniques and employee outcomes. Furthermore, we can demonstrate that POS has a partly mediating influence on the connection via the VAF result, which defines the amount of the unplanned effect in respect to the total effect (0.561). To reply to the collection of hypotheses that comprise H5 in this study, a multi-group investigation was performed to compare two groups, namely, private and state banks.

Table 4:
Summary of the multi-group analysis

Relationship	Public Bank Standardised Parameter	t	Privat Bank Standardised Parameter	t	p-value
HRM practices → POS	0.216***	2.189	0.653 ns	2.089	0.102
HRM → Outcome	0.371	3.253	0.285***	2.486	0.016*
POS → Outcome	0.521	5.273	0.626	2.102	0.092

The results in Table 4 reveal that there are significant and positive differences for H5b. That is, it can verify that the kind of bank had an effect on the link between HRM practices and employee outcomes. Furthermore, the chain "HRM practices POS employee outcomes" is only observed for Public Bank, whereas for Privat Bank. There is no statistically significant impact of HRM policies on POS, showing that intangible and/or hedonic factors are more relevant in employee attitudes for public banks than private banks. A comparison of the mean values for each item of the questionnaire reveals substantial variations in the scores of various categories assessing pay, Fairness, Supervisor Support, Organizational Rewards, and work condition, all of which are higher for Public Bank than Private Bank. All of these findings are consistent with research indicating that in banking management, when making choices, it is important to consider the variations in perceptions, attitudes, and talents between men and women in job activities.

Discussions

The purpose of this study is to look into the relationship among HRM practices, POS, and employee outcomes. Some hypotheses were investigated in this study, and the data revealed that these assumptions were somewhat supported. According to the findings of the study, the regression coefficient value of HRM practices on POS was 0.280 t-values above 1.96 at 4.591 with a probability less than 0.05, namely 0.001. This indicates that HRM practices have a statistically significant beneficial influence on POS. This finding is consistent with prior research, which found that HRM methods had a positive and significant impact on POS (Aktar & Pangil, 2017; Pungnirund, et.al., 2020). According to the findings of the investigation, the regression coefficient value of HRM techniques on employee outcomes is 0.369 t-values above 1.96 at 7.217 with a probability less than 0.05, namely 0.001. This demonstrates that HRM methods have a positive and statistically significant impact on employee outcomes. This finding is consistent with past research that showed HRM strategies had a favorable and significant impact on employee outcomes (Ali, et.al.,

2014; Vui-Yee; 2015, Kassim & Mokhber, 2015; Alusa & Kariuki, 2015; Veth, et.al., 2017; Norhasnina et al., 2018; Cherif, 2020). Finally, the study found that the regression coefficient value of POS on employee outcomes is 0.285 t-values above 1.96 at 5.233 with a probability less than 0.05, namely 0.001. This demonstrates that POS has a favorable and statistically significant impact on employee outcomes. The findings of this study highlight the significance of HRM practices as a core pillar of banking strategy, given their favorable influence on POS and employee outcomes on formation. In this regard, these findings expand our understanding of these factors and challenge us to explore beyond employee outcomes to examine their link to other variables such as trust and/or OCB and engagement. However, the results also revealed a substantial mediation impact of POS between HRM practices and employee outcomes, as well as a positive effect on turnover intention in the standardized estimates. This study's findings contradict those of earlier researchers, who discovered statistical evidence of the detrimental impacts of HRM policies on employees' turnover intentions (Mudor & Tooksoon, 2011; Dasilveira, et.al., 2020; Zamanan, et.al., 2020; Aburumman, et.al., 2020). Furthermore, POS is a key variable in corporate strategy for mediating and moderating factors, given its nature as a partial mediator, since it gives substantial information on how POS influences employee outcomes. As a result, a major contribution has been made by giving knowledge regarding how and why such views affect employee results. Finally, our result on the moderating influence of bank type shown in this work is of special significance, as it emphasizes the need of retaining socio-demographic characteristics when evaluating employee behavior in the Banking industry. The findings indicate that the intensity of the observed relationships varies by bank type and that there are significant differences between public and private banks, especially when considering the contribution of HRM practices to POS and POS to the employee outcomes experienced by public banks, given their greater influence. The findings show a link between the kind of bank and the chain of effects "HRM practices - POS - employee outcomes." One possible explanation is that employees in Public Banks are more pleasure-oriented when working, whereas men are more task-oriented, which influences employee behavior outcomes, as differences in bank type are primarily observed in how POS is built, and more specifically, in employee perceptions of Organizational Support. All of data demonstrates the importance of bank type on employee behavior and outcomes. It is also obvious that, in order to achieve employee outcomes, organizations' HRM practices must be supplemented by actions linked to the development of POS. In this sense, boosting employee outcomes via the development of commitment and satisfaction may be one of the approaches used by retail businesses. All of this, along with tighter engagement with employees when planning activities like those mentioned above, will help to enhance employee outcomes.

Conclusion

The most essential take away from this study is that the organization's human resources must be actively managed. One of these is through applying HRM strategies. One of the challenges understands how to be methodical in managing their human resources if they are to achieve and maintain dependable employee performance. In conclusion, a business that views personnel expenses as resource capital rather than a cost center makes workers feel more engaged and pleased, and hence more likely to stay with the company. In general, the primary goal of this study is to create a practical and theoretical model that defines the link among HRM practice and employee outcomes. This will assist academics and practitioners in understanding how the interrelationships among HRM practices and POS influence employee outcomes. Although several researchers have found a beneficial association among HRM practices and employee outcomes, just a few have looked into it in depth. First, using SEM, a reliable and valid measurement model for HRM practices was developed and tested, which includes four dimensions (recruitment and selection, training and development, compensation, and performance management), POS, and employee outcomes (organizational commitment, job satisfaction and turnover intention). Although this measuring model is not included with every HRM activity that a company adopts and implements, it has covered the most typical area of HRM activities provided by HRM academics. Second, the impact of mediation between the independent and dependent variables was investigated in this study. It has been proposed that the indicators of HRM practice are factors that influence employee outcomes. POS serves as a mediator variable in their interactions. Despite the fact that several research claim interactions between these three factors, none of these studies include all of the information. The interactions and correlations between these three factors are investigated in this study. According to the findings of this study, the

combination of POS and HRM Practice moderated the association between HRM Practice and Employee Outcome. As a result, these discoveries contribute to bringing the theoretical concept or model to a more practical level. The third is a comparison of the effect of the two types of firms on the third variable under consideration. This analytical technique has significant implications for academics and practitioners. For example, the level of application of HRM practices, POS, and employee outcomes for employees in the industry have been examined without distinguishing whether the firm is public or private. They believe that all sorts of banks' HR processes are the same. This study's findings suggest that this assumption is somewhat incorrect. The impact of HRM strategies on employee outcomes when mediated by POS differs for public and private entities. According to the findings of this study, not all HRM approaches, POS, and employee outcomes have the same influence on different types of banks. Finally, it is vital to state that the discovered results provide prospects for future lines of research. When seeking to understand the processes through which HRM practices build relationships between employees and banks, variables that might explain the influence of HRM practices on employee outcomes could be elements to explore. Similarly, additional moderating variables such as employee age, education, duration of employment, or other behavioral characteristics that might assist explain how the influence of HRM practices in the development of employee outcomes could be examined. Furthermore, research on the differences in attitudes that workers from different areas have about the HRM practices of the banking industry, and if these differences are impacted by factors such as culture, lifestyle, or work environment, might be a future topic of inquiry. Furthermore, this analysis might be expanded to look at the disparities across the industries in this study or to look at businesses other than banking.

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