

Links Between Human Resource Management Practices, Work Motivation, and Work Commitment in Indonesia Banking

Zakiyya Tunnufus^{a*}
Juliansyah Noor^b

^{a,b} Department of Management, STIE La Tansa Mashiro, Banten, Indonesia

Abstract

This article proposes examining human resource management practices (HRMPs) and work motivation in influencing work commitment in the Indonesian banking industry. This research employs quantitative survey research. The survey data contains 277 employees from 11 Indonesian private commercial banks. To analyze the data, this study uses the multiple regression method. This study finds that human resources management practices and work motivation positively predict work commitment. Results also identify work motivation as a positive predictor of work commitment. Therefore, human resources management practices and work motivation make positive contributions to influencing work commitment. Research on links between human resources management practices, work motivation, and work commitment is important but has not been studied. This article is hoped to be a novelty. It is expected to address an important gap in the human resource management literature. human resource management practices, work motivation, and work commitment in the Indonesian banking industry can contribute to human resources management literature. Indonesia's banking industry is booming. As a result, there is a need for efficient and experienced human resource recruitment. This research will contribute to Indonesia's banking industry development.

Keywords

Human Resource Management Practices; Work Motivation; Work Commitment.

Received: 20 July 2022; Accepted: 3 August 2022; Published Online: 31 August 2022

DOI: 10.21776/ub.apmba.2022.011.01.8

Introduction

In almost all organizations, their mission statement is that the most valued resource is people. To accomplish its mission, succeed, and survive, each organization must have the appropriate employees at the right time and place (Ogunyomi & Bruning, 2016; Ismail, Abdelrahman, & Abdul Majid, 2018; Sabiu, Ringim, Mei, & Joarder, 2019). Banks and other types of businesses rely heavily on the competency and quality of their human

resources. Therefore, organizations must focus on human resources, as management practices can maximize employees' competencies (Yusoff, Nejati, Kee, & Amran, 2020; Paillé, Chen, Boiral, & Jin, 2014; Kim, Kim, Choi, & Phetvaroon, 2019). It is possible to develop organizations that are more competent, intelligent, and flexible than their competitors through human resource management practices (HRMPs). These

*Corresponding author Email: profjul.noor@gmail.com

organizations have systems and procedures for career advancement, job security, rewards & recognition, and training & development. In turn, these employees will do their best to foster cooperation among the various resources at their disposal (Masum, Azad, & Beh, 2016; Gutierrez-Gutierrez, L., Barrales-Molina, 2018; Cooper, Wang, Bartram, & Cooke, 2019; Papa, Dezi, Gregori, Mueller, & Miglietta, 2020).

Additionally, the success and survival of an organization are closely linked to employee commitment levels. For the employees to be committed, they must be motivated by their job. To put it another way, employee motivation is a key factor in determining their level of loyalty to their organization. HRMPs play an important role in establishing a mutually beneficial connection between firms and employees regarding shared trusts and responsibilities. The "social exchange theory" governs this relationship, in which organizations pay employees for their contributions, like allowances and other advantages they get from those organizations (Mostafa, Gould-Williams, & Bottomley, 2015; Andrews, Bellò, Downe, Martin, & Walker, 2021; (Jensen & Bro, 2018).

Aktar and Pangil (2018) state that when employees are motivated and committed to their organization, turnover and absenteeism costs might be reduced. Motivation is a prerequisite for a person's accomplishments and abilities in the workplace (Knies, Boselie, Gould-Williams, & Vandenabeele, 2018; Boselie, Van Harten, & Veld, 2021; Kravariti & Johnston, 2020). Thereby, a bank's success depends on human resources qualities and the level of work commitment to their jobs and the organization (Masum et al., 2016; Kadiresan, Selamat, Selladurai, Charles Ramendran, & Mohamed, 2015).

Therefore, this study examines the links between HRMPs, work motivation, and work commitment of private bank employees in Indonesia. Thus, this study

attempts to explain whether HRMPs in private banks play a role in improving the level of work motivation of their employees and also whether such work motivation would improve employee work commitment to their organizations.

Problem Formulation

Banking organizations encounter challenges: technological trends, deregulation, and globalization. These rapid changes force them to effectively organize employee matters in work motivation, job performance, and work commitment. Yoon (2020) found that employees were committed to their organizations when they were motivated by their job. Although HRMPs have improvingly been studied in link with organizational outcomes like work motivation, job performance, and work commitment (Hanaysha, 2016; Juhdi, Pa'wan, & Hansaram, 2013; Alan Saks, 2014). However, there is no research on the links between HRMPs, work motivation, and work commitment in the Indonesian banking sector.

Literature Review

Human resources are critical to the success of public and private organizations, such as banks (Giauque, Anderfuhren-Biget, & Varone, 2013; Law, Chan, & Ozer, 2017; Shin, Jeong, & Bae, 2018), which emphasize employee skills (Alfes, Shantz, Truss, & Soane, 2013; Jiang & Messersmith, 2017). HRMPs are internally consistent and coherent behaviors to reinforce and promote employee motivation, commitment, and competence (Rubel, Rimi, & Walters, 2017; Rimi, Yusliza, Walters, & Basher Rubel, 2017; Nishanthi & Kailasapathy, 2018). They also manage human abilities and skills in order to attain their goals (Kianto, Sáenz, & Aramburu, 2017; Jordão, Novas, & Gupta, 2020).

HRMPs and Work Motivation

HRMPs are considered a way of encouraging employee work motivation (Al-Jubari, Hassan, & Liñán, 2019; Wang, Lin, Yeh, Li, & Li, 2016). Gagné et al.

(2015) define work motivation in three major categories. "First, autonomous motivation is the absence of motivation towards an activity. Second, intrinsic motivation is defined as doing an activity for its own sake because it is interesting and enjoyable. Third, extrinsic motivation refers to engaging in the activity for instrumental reasons, such as receiving rewards and approval, avoiding punishments or criticism, boosting one's self-esteem, or reaching a personally valued goal." HRMPs are meant to increase employees' attitudes (commitment) and, as a result, performance (Ringle, Sarstedt, Mitchell, & Gudergan, 2020; Khan et al., 2019). Work commitment and work motivation impact the organization significantly (Rabiul et al., 2018). Moreover, Kianto, Sáenz, and Aramburu (2017) revealed a significant, positive link between HRMPs and work motivation. Effective HRMPs may increase job motivation, commitment, and job performance (Guchait & Cho, 2014; Kloutsiniotis & Mihail, 2018; Ringle et al., 2020). Aktar and Pangil (2018) examined "the role of organizational commitment (OC) as a mediator in the relationship between HRMPs and employee motivation in bank employees." In their study, HRMPs were significant predictor of employee motivation. The findings also showed OC as a partial mediator in the links between HRMPs and work motivation. Thus, the first hypothesis related to HRMPs and work motivation:

H1. HRMPs have positive links with work motivation.

Work Motivation and Work Commitment

Work commitment is viewed as a relationship between the employee and the organization (Zaitouni, Sawalha, & Sharif, 2015). Employee turnover and absenteeism rates will be high if employees are not committed to the organization or motivated by their job (Rigby & Ryan, 2018; Ryan & Deci, 2020; Howard et al., 2020). Therefore, Organizations should use

incentives to drive employees to increase their work commitment (Mostafa et al., 2015). This brings us to the third hypothesis:

H2. Work motivation has positive links with work commitment.

HRMPs, Work Motivation and Work Commitment

One can expect a correlation between HRMPs, work motivation, and work commitment. HRMPs are likely to raise work motivation among employees, which helps them be more committed to their organization (Gautam, 2017). They can assess their commitment to their organization's work by observing relevant attitudes such as work motivation, affective commitment, and turnover intention (Presbitero, 2017). Şendoğdu et al. (2013) investigated a link between HRMPs and work commitment. HRMPs impact the outcomes of each organization since they influence employee behaviors and attitudes (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020). Some researchers (Nazir & Islam, 2017; Gautam, 2017; Dutta & Khatri, 2017) revealed that HRMPs could lead to work motivation and satisfaction. Rigby and Ryan (2018) have examined positive links between HRMPs (career advancement, job security, rewards & recognition, training & development), work motivation, and work commitment. In the same line. Nazir and Islam (2017) found positive links among specific "human resources, job motivation, and work commitment in the higher educational institutes of Delhi." Based on the above discussion, the fourth hypothesis is proposed:

H3. HRMPs and work motivation contribute to work commitment.

Based on the hypotheses given in this study, we construct a model consisting of three variables as described below.

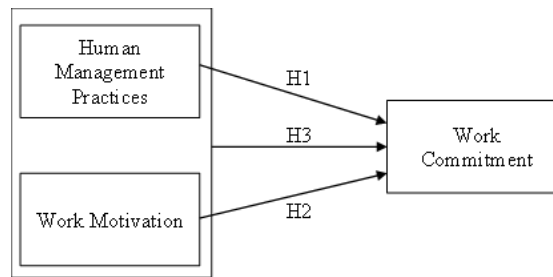


Figure 1. HRMP Model and Hypotheses

Research Methodology

For this study, the author employed quantitative survey research (Stockemer, 2019). The predictors variables are HRMPs and work motivation, while the outcomes constructs are work commitment. Multiple regression analysis was employed to analyze the data (Keith, 2019). Multiple regression analysis was employed to examine the contributions of HRMPs and work motivation to predicting work commitment in the Indonesian banking industry.

Sample

The questionnaire is used to survey the bank employees of 11 private commercial banks. The author takes the effort to personally distribute questionnaires to bank employees in their locations and shortly describes the study's objective. According to (Sekaran & Roger, 2016), personal distribution of questionnaires may increase response rates. The author delivered a total of 390 questionnaires to Jakarta-based commercial bank employees. The participants have returned 292 questionnaires that have been completed. It takes nearly 14 weeks to acquire all of the data.

Nonetheless, 15 of the 292 returned questionnaires were deemed unsuitable because the participants had left the questions blank. Therefore, we dropped the 15 returned questionnaires considered incomplete from the sample. The rest 277 questionnaires received a response rate of 71%, which the author feels is sufficient

for further analysis. According to Sekaran and Roger (2016), "a response rate of 30% is sufficient" for further study. This study's demographic profiles reflect a representative sample. In terms of age, most respondents are between the ages of 27 and 34. Most responders (62 percent) have a bachelor's degree and have worked with banks for 4-8 years (65.6 percent).

Instruments and Measurements

In terms of HRMPs, this study considers four factors of HRMPs, namely (1) "career advancement" (three items, e.g., "I have clear career paths in this bank"); (2) "job security" (three items, e.g., "I can stay in the bank for as long as I wish"); (3) "rewards & recognition" (four items, e.g., "Employees in this bank receive a pay raise for improving the level of performance"); (4) "training & development" (the bank offers three items, e.g., "Extensive training and development programs to improve my job skills") with a total of 16 items are adapted from different prior studies (e.g., Ghosh, Rai, Chauhan, Baranwal, & Srivastava, 2016; Alfes et al., 2013; Azadeh, Rouzbahman, Saberi, & Valianpour, 2014). Participants are requested to give their feedback on "a five-point Likert scale" varying from "1=strongly disagree to 5=strongly agree." Cronbach alpha values observed for the measures were 0.77 for career advancement, 0.85 for job security, 0.86 for rewards & recognition, and 0.83 for training & development.

Work Commitment (WC). According to Allen and Meyer (1990), WC is measured using a total of 12 items divided into three factors: affective commitment 4 items ($\alpha=0.75$), the question example "I would be happy to spend rest of my career with this organization," normative commitment 4 items ($\alpha=0.83$), e.g., "Jumping from bank to bank seems unethical for me," and continuation commitment 4 items ($\alpha=0.71$), e.g., "It would be too costly for me to leave my bank now." Respondents are asked to provide their opinion through a five-point Likert scale ranging from "1=strongly disagree to 5=strongly agree."

Work Motivation (WM). The author measured work motivation with the 12-item introduced by Gagné et al. (2015) and developed further by Jungert et al. (2018). This scale contains 12 items that assess the three types of motivation. All items are rated on a five-point scale ("from 1= not at all true to 5 = very true"). Extrinsic motivation 4 items ($\alpha=0.84$), e.g., "Because manager will reward me financially only if I put enough effort in my job"), autonomous motivation 4 items ($\alpha=0.81$), e.g., "Because I personally consider it important to put efforts in this

job," and intrinsic motivation 4 items ($\alpha=0.87$), e.g., "Because what I do in my work is exciting."

Data Analysis

For this study, the author employed quantitative survey research (Stockemer, 2019). The predictors variables are HRMPs and work motivation, while the outcomes constructs are work commitment. Multiple regression analysis was employed to analyze the data (Keith, 2019). Multiple regression analysis was employed to examine the contributions of HRMPs and work motivation to predicting work commitment in the Indonesian banking industry.

Discussion and Conclusion

Discussion

The means, standard deviation, and correlations of HRM practice, work motivation, and work commitment are shown in Table 1. HRM practice correlates positively with work motivation ($r = 0.538$) and work commitment ($r = 0.764$). On the other hand, work motivation was positively correlated with work commitment ($r = 0.745$).

Table 1. Mean, Standard Deviation, and Correlations of Constructs

Constructs	HRMPs	Work Motivation (WM)	Work Commitment (WC)
HRMPs	-		
Work Motivation (WM)	0.538**	-	
Work Commitment (WC)	0.764**	0.745**	-
Mean	2.80	3.42	3.71
SD	0.51	0.55	0.48

Sources: Primary data (2022),

"n=277 Correlation is significant at the 0.01 level (two-tailed): ** $p < 0.01$."

Regression Analysis

Table 2 demonstrates model when the two predictors (HRMPs and work motivation) are combined ($F=392.440$, $p < 0.001$; $R^2 =$

0.741), this indicates that the combination of HRMPs and work motivation accounts for 74.1 percent of the overall variance in work commitment among those who participated in the study.

Table 2. The Regression Results of HRMPs, Work Motivation, and Work Commitment

Predictors	Constructs Outcomes	Unstandardized Coefficients			
		β	SE	t	Sig.
Model					
Constant		9.528	1.207	4.196	0.000
HRMPs	Work Commitment	0.368	0.026	14.028	0.000
Work Motivation		0.408	0.032	12.895	0.000
R = 0.861					
R ² = 0.741					
$\Delta R^2 = 0.739$					
F (2, 274) = 392.440					

Source: Data Processed (2022)

Table 2 indicates the unstandardized coefficients of the regression model. H1 states the link between HRMPs and WC. the study found that HRMPs and WC were positive and significant ($\beta=0.368$; $p<0.001$). Hence, H1 is supported. H2 expects that HRMPs will be positively linked to WC. The results show the link between HRMPs and WC ($\beta=0.408$; $p<0.001$); thus, H2 is supported. H3 asserts that HRMPs and WM were positively and significantly linked to WC. Similarly, there is a positive and significant link between HRMPs, WM, and WC ($R=0.861$; $p<0.01$). Hence, H3 is supported.

Discussion and Conclusion

Discussion

This study examined the links between HRMPs and work motivation (antecedent constructs) and work commitment (outcome construct). Additionally, it is necessary to examine the relative contributions of HRMPs and work incentives to work commitment in Indonesia's banking business. Additionally, this study aimed to determine relationships between and among HRMPs, work motivation, and work commitment in the Indonesian banking industry. The findings contribute to the author's understanding of the link between HRMPs, work motivation, and work commitment in the Indonesian banking industry.

HRMPs were positively linked with work motivation and commitment, as shown in Table 1. On the other hand, work motivation

is positively connected work commitment. These findings corroborate prior research indicating that HPRs and work motivation positively contributes to employees' work commitment (Dutta & Khatri, 2017; Aboramadan et al., 2020; Rigby & Ryan, 2018). Positive employee perceptions of HRMPs improve work motivation and commitment to their organization. According to Rowland, Hall, and Altarawneh (2017), this could be because the service business pays more attention to HRMPs than other industries. HRMPs' ultimate goal is to ensure that the organization can attain success through its personnel. HRMPs equip an organization with the capabilities necessary to enable its people to grow and capitalize on new chances. It aims to improve organizational effectiveness, human resource management, incentive management, knowledge management, employee interactions, and addressing diverse demands (Paşaoğlu, 2015).

The findings of this study, consistent with the research results of Rigby and Ryan (2018), revealed that work motivation was linked with work commitment. Furthermore, HRMPs ("represented by their managers") create appropriate conditions for improving work motivation through appropriate compensation based on actual performance evaluation and salary increases commensurate with employees' skills and abilities to improve their work commitment.

Employees motivated at work are more productive, have a low turnover rate, are

absent less often, and have a work commitment. Work commitment is more likely to be linked to HRMPs, who provide opportunities and ensure that human resources grow and develop efficiently. While the absence of career development and better job chances are important reasons for employee turnover intention (Rigby & Ryan, 2018), this study's findings are similar to Mostafa et al. (2015).

They stated that HRMPs affected employee work commitment, motivation, and organizational fairness. They can motivate employees via a fairness reward system that includes working conditions, compensation, training and development, equity treatment, and fairness HRMPs (Rowland et al., 2017).

The regression analysis showed that when the two antecedent constructs (HRMPs and work motivation) were combined, multiple regression coefficients of 0.861 and multiple correlation square of 0.741 were obtained. This indicated that the combination of HRMPs and work motivation accounted for 74.1 percent of the overall variance in work commitment.

The findings of this study verified prior research and established links between and among HRMPs, work motivation, and work commitment in Indonesia's banking industry. These findings have implications for the practice level. Work motivation high levels among banks employees will help avert low turnover, absenteeism, and productivity levels and improve work commitment. On the other side, HRMPs promote career development chances and more job opportunities. The author may recommend that organizations, particularly banks, place a greater emphasis on HRMPs in order to ensure high levels of work motivation and commitment.

Conclusions

This study examines the link between HRMPs, work motivation (antecedent constructs), and work commitment (outcome constructs). Additionally, it is

necessary to examine the relative contributions of HRMPs and work motivation on work commitment in Indonesia's banking business. Additionally, this study aimed to determine the existence of links between and among HRMPs, work motivation, and work commitment in the Indonesian banking industry. Work motivation was found to be positively linked with work commitment. HRMPs and work motivation contributed significantly to work commitment. HRP programs, actions, policies, and means can be stated to manage organizational people to gain a competitive edge. Therefore, bank management and employees may adapt to, embrace, and incorporate it into their regular job. Given the banking industry's dynamic and competitive character, the authors focus on innovative HRMPs that equip employees with new and diverse skills and abilities to ensure their ability to adapt to change.

This study has some limitations. First, the author used a simple random sampling method to recruit the respondents. Therefore, the study's conclusions have limited generalizability to other regions or age groups. Second, this study is cross-sectional, so caution should be exercised when generalizing the findings. Future researchers should collect data from a broader geographical area, i.e., from various private and public banks.

Additionally, collected data from respondents employed self-report questionnaires. It is advised that future researchers collect data using various methods, including personal interviews and telephone interviews. This may assist in obtaining reliable data following the clarification and removal of unclear information.

Notes on Contributors

Zakiyya Tunnufus is a senior lecturer in Management of Undergraduate Program, STIE Latansa Mashiro. Her research interest are Human Resources

Management, Leadership. And Organizational Behavior.

Juliansyah Noor is a senior lecturer in Management of Undergraduate Program, STIE Latansa Mashiro. Her research interest are Human Resources Management, Leadership. And Organizational Behavior.

References

- Aboramadan, M., Albashiti, B., Alharazin, H., & Dahleez, K. A. (2020). Human resources management practices and organizational commitment in higher education: The mediating role of work engagement. *International Journal of Educational Management*, 34(1), 154–174. <https://doi.org/10.1108/IJEM-04-2019-0160>
- Aktar, A., & Pangil, F. (2018). *Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: Does black box stage exist? International Journal of Sociology and Social Policy* (Vol. 38). <https://doi.org/10.1108/IJSSP-08-2017-0097>
- Al-Jubari, I., Hassan, A., & Liñán, F. (2019). Entrepreneurial intention among University students in Malaysia: integrating self-determination theory and the theory of planned behavior. *International Entrepreneurship and Management Journal*, 15(4), 1323–1342. <https://doi.org/10.1007/s11365-018-0529-0>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: an integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 261–280.
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18.
- Andrews, R., Bellò, B., Downe, J., Martin, S., & Walker, R. M. (2021). The Motivations for the Adoption of Management Innovation by Local Governments and its Performance Effects. *Public Administration Review*, 81(4), 625–637. <https://doi.org/10.1111/puar.13375>
- Azadeh, A., Rouzbahman, M., Saberi, M., & Valianpour, F. (2014). An adaptive algorithm for assessment of operators with job security and HSEE indicators. *Journal of Loss Prevention in the Process Industries*, 31(1), 26–40. <https://doi.org/10.1016/j.jlp.2014.05.004>
- Boselie, P., Van Harten, J., & Veld, M. (2021). A human resource management review on public management and public administration research: stop right there...before we go any further.... *Public Management Review*, 23(4), 483–500. <https://doi.org/10.1080/14719037.2019.1695880>
- Cooper, B., Wang, J., Bartram, T., & Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. *Human Resource Management*, 58(1), 85–97. <https://doi.org/10.1002/hrm.21934>
- Dutta, S., & Khatri, P. (2017). Servant leadership and positive organizational behaviour: the road ahead to reduce employees' turnover intentions. *On the Horizon*, 25(1), 60–82. <https://doi.org/https://doi.org/10.1108/OTH-06-2016-0029>

- Gagné, M., Forest, J., Vansteenkiste, M., Crevier-braud, L., Broeck, A. Van Den, Aspel, A. K., ... Westbye, C. (2015). The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology, 24*(2), 37–41. <https://doi.org/10.1080/1359432X.2013.877892>
- Gautam, P. K. (2017). Issue of Organizational Commitment Evidence from Nepalese Banking Industry . *Management Dynamics, 20*(1), 119–129.
- Ghosh, P., Rai, A., Chauhan, R., Baranwal, G., & Srivastava, D. (2016). Rewards and recognition to engage private bank employees: Exploring the “obligation dimension.” *Management Research Review, 39*(12), 1738–1751. <https://doi.org/10.1108/MRR-09-2015-0219>
- Giauque, D., Anderfuhren-Biget, S., & Varone, F. (2013). HRM practices, intrinsic motivators, and organizational performance in the public sector. *Public Personnel Management, 42*(2), 123–150. <https://doi.org/10.1177/0091026013487121>
- Guchait, P., & Cho, S. (2014). The impact of human resource management practices on intention to leave of employees in the service industry in India: The mediating role of organizational commitment. *International Journal of Human Resource Management, 21*(8), 1228–1247. <https://doi.org/10.1080/09585192.2010.483845>
- Gutierrez-Gutierrez, L., Barrales-Molina, V. (2018). The role of human resource-related quality management practices in new product development. *International Journal of Operations & Production Management, 38*(1), 43–66.
- Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. *Procedia - Social and Behavioral Sciences, 229*, 289–297. <https://doi.org/10.1016/j.sbspro.2016.07.139>
- Howard, J. L., Gagné, M., Van den Broeck, A., Guay, F., Chatzisarantis, N., Ntoumanis, N., & Pelletier, L. G. (2020). A review and empirical comparison of motivation scoring methods: An application to self-determination theory. *Motivation and Emotion, 44*(4), 534–548. <https://doi.org/10.1007/s11031-020-09831-9>
- Ismail, A. I., Abdelrahman, S. E., & Abdul Majid, A. H. (2018). Closing strategic human resource management research lacunas with mediating role of employee creativity. *Academy of Strategic Management Journal, 17*(1), 1–18.
- Jensen, U. T., & Bro, L. L. (2018). How Transformational Leadership Supports Intrinsic Motivation and Public Service Motivation: The Mediating Role of Basic Need Satisfaction. *American Review of Public Administration, 48*(6), 535–549. <https://doi.org/10.1177/0275074017699470>
- Jiang, K., & Messersmith, J. (2017). On the shoulders of giants : a meta-review of strategic human resource management. *The International Journal of Human Resource Management, 29*(1), 6–33. <https://doi.org/10.1080/09585192.2017.1384930>
- Jordão, R. V. D., Novas, J., & Gupta, V. (2020). The role of knowledge-based networks in the intellectual capital and organizational performance of small and medium-sized enterprises. *Kybernetes, 49*(1), 116–140. <https://doi.org/10.1108/K-04-2019-0301>
- Juhdi, N., Pa’wan, F., & Hansaram, R. M. K. (2013). HR practices and turnover intention: The mediating roles of organizational commitment and organizational engagement in a

- selected region in Malaysia. *International Journal of Human Resource Management*, 24(15), 3002–3019.
<https://doi.org/10.1080/09585192.2013.763841>
- Jungert, T., Van den Broeck, A., Schreurs, B., & Osterman, U. (2018). How Colleagues Can Support Each Other's Needs and Motivation: An Intervention on Employee Work Motivation. *Applied Psychology*, 67(1), 3–29.
<https://doi.org/10.1111/apps.12110>
- Kadiresan, V., Selamat, M. H., Selladurai, S., Charles Ramendran, S. P. R., & Mohamed, R. K. M. H. (2015). Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention. *Asian Social Science*, 11(24), 162–176.
<https://doi.org/10.5539/ass.v11n24p162>
- Keith, T. Z. (2019). *Multiple Regression and Beyond An Introduction to Multiple Regression and Structural Equation Modeling. Principles & Methods of Statistical Analysis* (3rd eds.). New York, NY: Taylor & Francis.
<https://doi.org/10.4135/9781071878903.n18>
- Khan, G. F., Sarstedt, M., Shiau, W. L., Hair, J. F., Ringle, C. M., & Fritze, M. P. (2019). Methodological research on partial least squares structural equation modeling (PLS-SEM): An analysis based on social network approaches. *Internet Research*, 29(3), 407–429.
<https://doi.org/10.1108/IntR-12-2017-0509>
- Kianto, A., Sáenz, J., & Aramburu, N. (2017). Knowledge-based human resource management practices, intellectual capital and innovation. *Journal of Business Research*, 81(1), 11–20.
<https://doi.org/10.1016/j.jbusres.2017.07.018>
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76(March 2018), 83–93.
<https://doi.org/10.1016/j.ijhm.2018.04.007>
- Kloutsiniotis, P. V., & Mihail, D. M. (2018). The link between perceived high-performance work practices, employee attitudes and service quality: The mediating and moderating role of trust. *Employee Relations*, 40(5), 801–821. <https://doi.org/10.1108/ER-08-2017-0201>
- Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2018). Strategic human resource management and public sector performance: context matters. *International Journal of Human Resource Management*, 25(1), 1–13.
<https://doi.org/10.1080/09585192.2017.1407088>
- Kravariti, F., & Johnston, K. (2020). Talent management: a critical literature review and research agenda for public sector human resource management. *Public Management Review*, 22(1), 75–95.
<https://doi.org/10.1080/14719037.2019.1638439>
- Law, K. K., Chan, A., & Ozer, M. (2017). Towards an integrated framework of intrinsic motivators, extrinsic motivators and knowledge sharing. *Journal of Knowledge Management*, 21(6), 1486–1502.
<https://doi.org/10.1108/JKM-03-2016-0119>
- Masum, A. K. M., Azad, M. A. K., & Beh, L. S. (2016). The role of human resource management practices in bank performance. *Total Quality Management and Business Excellence*, 27(3–4), 382–397.
<https://doi.org/10.1080/14783363.2014.1002762>
- Mostafa, A. M. S., Gould-Williams, J. S., & Bottomley, P. (2015). High-

- Performance Human Resource Practices and Employee Outcomes: The Mediating Role of Public Service Motivation. *Public Administration Review*, 75(5), 747–757. <https://doi.org/10.1111/puar.12354>
- Nazir, & Islam, J. U. (2017). Enhancing organizational commitment and employee performance through employee engagement An empirical check. *South Asian Journal of Business Studies*, 6(1), 98–114. <https://doi.org/10.1108/SAJBS-04-2016-0036>
- Nishanthi, H. M., & Kailasapathy, P. (2018). Employee commitment: The role of organizational socialization and protean career orientation. *South Asian Journal of Human Resources Management*, 5(1), 1–27. <https://doi.org/10.1177/2322093717739729>
- Ogunyomi, P., & Bruning, N. S. (2016). Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. *International Journal of Human Resource Management*, 27(6), 612–634. <https://doi.org/10.1080/09585192.2015.1033640>
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study. *Journal of Business Ethics*, 121(3), 451–466. <https://doi.org/10.1007/s10551-013-1732-0>
- Papa, A., Dezi, L., Gregori, G. L., Mueller, J., & Miglietta, N. (2020). Improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. *Journal of Knowledge Management*, 24(3), 589–605. <https://doi.org/10.1108/JKM-09-2017-0391>
- Paşaoğlu, D. (2015). Analysis of the Relationship Between Human Resources Management Practices and Organizational Commitment from a Strategic Perspective: Findings from the Banking Industry. *Procedia - Social and Behavioral Sciences*, 207(2540), 315–324. <https://doi.org/10.1016/j.sbspro.2015.10.101>
- Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality and Tourism*, 16(1), 56–70. <https://doi.org/10.1080/15332845.2016.1202061>
- Rabiul, M., Rubel, B., Newaz, N., Ph, R., Mohd, Y., Ph, Y., ... Kee, H. (2018). High Commitment Human Resource Management Practices and Employee Service Behavior: Trust in Management as Mediator. *IIMB Management Review*, 30(4), 316–329. <https://doi.org/10.1016/j.iimb.2018.05.006>
- Rigby, C. S., & Ryan, R. M. (2018). Self-Determination Theory in Human Resource Development: New Directions and Practical Considerations. *Advances in Developing Human Resources*, 20(2), 133–147. <https://doi.org/10.1177/1523422318756954>
- Rimi, N. N., Yusliza, M. Y., Walters, T., & Basher Rubel, M. R. (2017). The role of devolution in HR-line manager collaboration and HRM effectiveness relationship: A study of private commercial banks in Bangladesh. *Global Business and Organizational Excellence*, 36(4), 43–51. <https://doi.org/10.1002/joe.21789>
- Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial least squares structural equation modeling in HRM research. *International Journal of Human Resource Management*, 31(12), 1617–1643. <https://doi.org/10.1080/09585192.2017.1416655>
- Rowland, C. A., Hall, R. D., & Altarawneh,

- I. (2017). Training and development: Challenges of strategy and managing performance in Jordanian banking. *EuroMed Journal of Business*, 12(1), 36–51. <https://doi.org/10.1108/EMJB-01-2016-0001>
- Rubel, M. R. B., Rimi, N. N., & Walters, T. (2017). Roles of Emerging HRM and Employee Commitment: Evidence from the Banking Industry of Bangladesh. *Global Business Review*, 18(4), 876–894. <https://doi.org/10.1177/0972150917692223>
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61(10), 801–810. <https://doi.org/10.1016/j.cedpsych.2020.101860>
- Sabiu, M. S., Ringim, K. J., Mei, T. S., & Joarder, M. H. R. (2019). Relationship between human resource management practices, ethical climates and organizational performance, the missing link: An empirical analysis. *PSU Research Review*, 3(1), 50–69. <https://doi.org/10.1108/PRR-12-2016-0022>
- Sekaran, U., & Roger, B. (2016). *Research Methods for Business* (7th ed). United Kingdom: John Wiley & Sons Ltd.
- Şendoğdu, A. A., Kocabacak, A., & Güven, Ş. (2013). The Relationship between Human Resource Management Practices and Organizational Commitment: A Field Study. *Procedia - Social and Behavioral Sciences*, 99(11), 818–827. <https://doi.org/10.1016/j.sbspro.2013.10.553>
- Shin, S. J., Jeong, I., & Bae, J. (2018). Do high-involvement HRM practices matter for worker creativity? a cross-level approach. *International Journal of Human Resource Management*, 29(2), 260–285. <https://doi.org/10.1080/09585192.2015.1137612>
- Stockemer, D. (2019). *Quantitative Methods for the Social Sciences. Quantitative Methods for the Social Sciences* (3rd eds.). Ottawa, Canada: Springer International Publishing. <https://doi.org/10.1007/978-3-319-99118-4>
- Wang, Y. S., Lin, S. jeng, Yeh, C. H., Li, C. R., & Li, H. T. (2016). What drives students' cyber entrepreneurial intention: The moderating role of disciplinary difference. *Thinking Skills and Creativity*, 22, 22–35. <https://doi.org/10.1016/j.tsc.2016.08.003>
- Yoon, D. J. (2020). Rude customers and service performance: roles of motivation and personality. *Service Industries Journal*, 20(1), 1–26. <https://doi.org/10.1080/02642069.2020.1826453>
- Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry. *Global Business Review*, 21(3), 663–680. <https://doi.org/10.1177/0972150918779294>
- Zaitouni, M., Sawalha, N. N., & Sharif, A. (2015). The Impact of Human Resource Management Practices on Organizational Commitment in the Banking Sector in Kuwait. *International Journal of Business and Management*, 6(6), 108–123. <https://doi.org/10.5539/ijbm.v6n6p108>